

UNITED STATES COAST GUARD

DIRECTOR OF OPERATIONS POLICY

REAR ADMIRAL JAMES W. UNDERWOOD



Rear Admiral Underwood oversees the development of doctrine and policy guidance for all Coast Guard forces to effectively and efficiently accomplish operational maritime missions in the areas of search and rescue, law enforcement, defense operations, aids to navigation, boating safety and bridge administration.

Rear Admiral Underwood graduated from the United States Coast Guard Academy in 1972 with a Bachelor of Science degree and from Harvard University's John F. Kennedy School of Government in 1988 with a Masters

degree in Public Administration. He assumed his duties at the helm of the Operations Policy Directorate on 14 June 2004.

Prior to his assignment as Director of Operations Policy, Rear Admiral Underwood was the Commander of the Seventeenth Coast Guard District. There Rear Admiral Underwood directed Coast Guard operations including search and rescue, maritime safety, environmental protection, fisheries law enforcement, and military readiness in Alaska and the North Pacific. Units and personnel under this command patrol over 3.8 million square miles of ocean and 45,000 miles of coastline, including some of the most treacherous waters in the world.

Prior to his assignment as District Commander, Rear Admiral Underwood was the Director of Intelligence and Security in the Office of the Secretary of Transportation where he served as the Secretary's primary advisor on intelligence issues and also administered the Department's national security strategic planning processes. He coordinated with the public and private sectors, international organizations, academia, and interest groups regarding issues of transportation security, infrastructure protection, national defense, and drug and migrant interdiction, as well as intermodal national security issues in

transportation. After the tragedy of 9-11, his role expanded to provide support to the Secretary and Deputy Secretary on Homeland Security issues.

Prior to his promotion to Rear Admiral he served as Chief, Operations Division in the US Coast Guard's Atlantic Area in Portsmouth, Virginia. Before that he was the Commanding Officer, USCGC DALLAS (WHEC 716), home ported in Charleston, SC, where he commanded the Flagship for Operations Frontier Shield and Frontier Lance. During other afloat assignments, Rear Admiral Underwood was the Commanding Officer of the USCGC CONFIDENCE (WMEC 619) home ported in Port Canaveral, FL, from 1992 to 1994. During this time he served as Commander, Task Unit 44.7.4, in support of Operations ABLE MANNER and SUPPORT DEMOCRACY. He commanded the USCGC SWEETBRIER (WLB 405), a buoy tender in Cordova, AK (1984-1987), served as Executive Officer on the medium endurance cutters MODOC (WMEC 194) and CITRUS (WMEC 300) in Coos Bay, OR (1979-1981), and was a watch officer on USCGC GLACIER (WAGB 4), an icebreaker home ported in Long Beach, CA.

Rear Admiral Underwood's previous assignments ashore include: Chief, Intelligence and Investigations Branch for the Seventh Coast Guard District, where he directed the operation of the Maritime Intelligence Center (MARINCEN) in Miami, FL. During his tenure, Admiral Underwood served aboard USS MOUNT WHITNEY as Commander, Task Group 185.5, which directed Coast Guard forces during Operation UPHOLD DEMOCRACY. He has also served as Chief, Liaison to the United States House of Representatives (1988-1992), Commanding Officer, Coast Guard Training Team One (1982-1984), and Chief of Boating Affairs, Aide to the District Commander, and Public Affairs Officer in the Eleventh Coast Guard District (1974-1979) in Long Beach, CA.

Rear Admiral Underwood's decorations include the Coast Guard Distinguished Service Medal, three Legion of Merits, four Meritorious Service Medals, three Coast Guard Commendation Medals, the Navy Commendation Medal, Coast Guard Achievement Medal, and various service and campaign awards.

Rear Admiral Underwood is married to the former Katherine Ann Vaverchak of New Britain, CT. They have one daughter, Kate, who is a graduate of the American University in Washington, DC and Johns Hopkins University.



James W. Underwood
Vice President, Business Development
URS Federal Services, Inc.

Overview

Joined the URS Corporation team in May of 2005 to lead the Homeland Security program. After two years of sustained achievement, transitioned to current position in June 2007. Excelled at increasingly complex assignments during a 33-year Coast Guard career culminating in senior command and policy positions as a Rear Admiral. Achieved success and organizational objectives through leadership, working with an array of professionals to build strong alliances among public and private sectors, within the U.S. and abroad. Improved international and interagency relationships, developed transportation security programs, generated comprehensive maritime safety and marine resource protection laws, expanded counter-drug and illegal alien interdiction operations, and promoted alliances with fishing and boating industries and associations. Over ten years experience of command ashore and at sea. .

Areas of Expertise

Leadership, policy and strategic planning in Homeland Security; intelligence, and maritime operations.

Years of Experience

With URS: 10 Years

With Other Firms: 33 Years Active duty with the U. S. Coast Guard

Education

MPA '88, Harvard University
BS '72, U.S. Coast Guard Academy

Professional and Community Activities

Member, Alaska Military Forces Advocacy and Support Team, AMFAST, (2012-Current) – Appointed by Governor Sean Parnell, State of Alaska
Board of Directors, Alaska Aerospace Corporation (2011-Current)
Board of Directors, Cape Canaveral Lighthouse Foundation (2009-Current)
Board of Directors, Propeller Club of the Port of Canaveral (2009-Current); President 2013
Board of Directors, Joshua Collingsworth Memorial Foundation (2011 – Current)
Member, Civilian-Military Council of Brevard County, FL (2010-Current)
Member, National Space Club Florida Committee (2008-Current)
Assistant Governor, Area 9 Rotary District 6930 (2012-2014)
District Training Officer, Rotary International District 6930 (2010-2011)
President, Merritt Island Breakfast Rotary Club (2009-2010) (Member since 2007)
Board of Directors, National Drowning Prevention Alliance (2009-2013)
Official Sponsor, National Boating Safety Advisory Committee (2004-2005)
Board of Directors, Alaska State Chamber of Commerce (2002-04)
Member, North Pacific Fisheries Management Council (2002-04)
Official Sponsor, Cook Inlet Regional Citizens Advisory Council and Prince William Sound Regional Citizens Advisory Council (2002-04)
Executive Committee for Antiterrorism Advisory Council of Alaska (2002-04)
Official Sponsor, Aviation Security Advisory Committee (2000-02)
USDOT Representative to NSC Counter-terrorism Security Group (2000-02)



Significant Awards

Coast Guard Distinguished Service Medal, 2005
Legion of Merit, 2004, 2002, 2000
State of Alaska Legion of Merit, 2004
Coast Guard Meritorious Service Medal, 1998, 1996, 1994, 1992
Coast Guard Commendation Medal, 1987, 1984, 1979
Secretary of Transportation Team Award, 2001

Specialized Training

Harvard University, Cambridge, MA, Kennedy School of Government,
Senior Executive Program in National and International Security, 2000

Harvard University, Cambridge, MA, Kennedy School of Government,
Senior Executive Management Series, 1999

Security Clearance

TS-SCI (Top Secret-Specially Compartmented Information) security
clearance

Chronology

- 2010 – Current **Vice President, URS Federal Services, Inc.**
Promotes business growth objectives within Florida,
Alaska, and as needed to pursue strategic objectives and
opportunities across URS entities.
- 2007 - 2009 **Vice President, EG&G Technical Services, Inc.**
Leads capture and pursuit of strategic initiatives and
opportunities within the U. S. Polar research programs,
and Homeland Security market. Focused on balancing
commercial operations within the maritime security
realm, while broadening capacity in Scientific operations;
Infrastructure Protection; Chemical Biologic Radiologic
and Nuclear Detection (CBRN) programs; and Federal
Law Enforcement/Counterterrorism.
- 2005 – 2007 **Vice President & Director of URS Homeland
Security, EG&G Technical Services, Inc.** Led an
Integrated Business Unit for URS Corporation to focus
on the identification and development of opportunities
for which the URS/EG&G Team are uniquely and
jointly best qualified in Homeland Security & Homeland
Defense. Led the EG&G Engineering and Technology
Services Homeland Security Unit which performed Asset
Management Services to U.S. Treasury, U.S. Customs &
Border Protection, IRS; Domestic Preparedness Services
to federal, state and local governments; and
Transportation and Port Security Services across the
nation.
- 2004 – 2005 **Director of Operations Policy, United States Coast
Guard, Washington, DC**
Directed strategic planning initiatives to develop policy,
doctrine and requirements for Coast Guard operations



worldwide and pole-to-pole. Maintained strong interagency relationships, especially with counterparts in the Defense, State and Justice Departments; strengthened international ties, notably with the new government of Panama; and promoted alliances with fishing and boating industries and associations to serve their constituencies. Analyzed and implemented process improvements, balancing resource capability with budget capacity to meet national performance standards. Collaborated with Department of Homeland Security to assure alignment with goals and objectives; actively contributed to development of Presidential Directive on maritime security.

2002 – 2004

District Commander, Seventeenth Coast Guard District, Juneau, AK

Controlled a 2200-person operational unit, responsible for all maritime safety and security, and commanded all U.S. Naval Forces' activities in Alaska, the Arctic, and the North Pacific region. Achieved broad Coast Guard mission objectives by enhancing international relations with counterparts in Russia, Canada and Japan, and by establishing active partnerships with state, local, and tribal organizations.

2000 – 2002

Director, Office of Intelligence and Security, Office of the Secretary, U. S. Department of Transportation, Washington, DC

Led development of national transportation security programs for the Secretary of Transportation with specific oversight of commercial aviation, rail, transit and maritime security initiatives, and protection of critical transportation infrastructure before and after September 11, 2001. Extensive interaction with industry associations, Congressional committees, and Executive cabinet agencies to develop and rapidly implement counterterrorism security initiatives while continuing to promote facilitation of commerce. Played instrumental role in gaining Intelligence Community membership for Coast Guard.

1998 - 2000

Chief of Operations, USCG Atlantic Area, Portsmouth, VA

Directed all planning and execution of Coast Guard missions from the Persian Gulf to the Western Caribbean. Responsible for development and fielding of counter-drug operations, illegal alien interdiction, marine resource protection, maritime search and rescue, and defense operations. Commanded a 150-person staff, and provided direct oversight of a \$50M budget execution.



1988 – 1992 **Chief Liaison to the U. S. House of Representative
Washington, DC**

Directed all Coast Guard interfaces with key Authorizing and Appropriation Committee and Subcommittee Members and staff including House Armed Services; Merchant Marine and Fisheries; Transportation and Public Works; Select Committee on Narcotics; Transportation and Defense Appropriations. Specifically, organized and led Congressional delegations throughout the U.S. to focus on Coast Guard programs and new requirements, participated in hearing preparations and testimony, and responded to Congressional inquiries. Personal highlights included the passage of the Oil Pollution Act of 1990 following the grounding of the EXXON VALDEZ, and the initial appropriation for the procurement of the 47' Motor Lifeboat.

1972 - 1998 Various command and staff jobs across the Coast Guard including Director of the Maritime Intelligence Center in Miami, FL (1994-1996), Public Affairs Officer for the Eleventh Coast Guard District in Long Beach CA (1976-1979) and Chief of Boating Affairs and Standards, Long Beach CA (1974-1976). Commands at sea included CGC Dallas (WHEC 716), Charleston, SC (1996-1998); CGC Confidence (WMEC 619), Port Canaveral, FL (1992-1994); and CGC Sweetbrier (WLB 405), Cordova, AK (1984-1987). Served in Operation Deep Freeze 1973 and 1974 in Antarctica aboard CGC Glacier (WAGB 4).

Contact Information

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