

## Commodore Charles S. Greanoff Inspirational Leadership Award

### Nomination Package Format

3 January 2010

From: DCO

To: DNACO

Subj: COMMODORE CHARLES S. GREANOFF INSPIRATIONAL LEADERSHIP AWARD  
NOMINATION

Ref: (a) The *Coast Guard Auxiliary Manual*, COMDTINST M16790.1 (series)

1.. The following background information is provided per reference (a):

a. Name: Paul M. Shurte, 1214914

b. Unit: 081-01-07

c. Date of enrollment: Initially joined 1991 to 1997, disenrolled on doctor's orders, reenrolled 13 SEP 04

d. Name of spouse: Diane

e. Offices attained:

2004 through 2009: FSO-MT, PV, VE, CS, PB, MA, and IS on different years

2005 – 2009: SO-PV and VE

FC 10 JAN 01 to 10 DEC 31

2. Special projects: The Eighth Coastal Region has a goals program called the Silver Oar. This program has 9 mission areas measured and achieving 100% in four of the membership based goals results in the award. Over the past decade, the flotilla has only earned it 50% of the time, generally achieving 100% in only 4 areas and sometimes just barely making that. For 2010, Paul brought everyone into the goal program by explaining the Silver Oar, how it represents all the missions a good flotilla should be doing, and got the entire flotilla involved by having them mentor each other in a different mission area. In 2010, the flotilla achieved over 100% in all 9 mission areas (Public Education Hours, Operations Hours, Vessel Safety Checks, RBS Program Visits, Direct Coast Guard Support, Member Training Hours, Public Affairs Missions, Earned Qualifications/Specialty Courses Passed, and Growth in Membership). In 2009, only one flotilla in the entire district, one of our best, achieved 100% in all 9 areas and was presented the Flotilla Meritorious Achievement Award for this exceptional act. Paul took a dead flotilla and in 12 months made it more proficient than 90% of the other flotillas in the District.

3. Previous recognition during Auxiliary membership: Paul retired as a Senior Chief Boatswain Mate from the Coast Guard, with a full rack of ribbons, and has been a very quiet force within the organization. Faced with immense medical problems (seizures that preclude driving and eye damage that makes it hard to read and write), he was an active individual performer and great mentor for new members. He always served where needed, including being an FSO-IS for 4 years. Considering he had to put his nose on the screen to make inputs and read fields, it was an awesome show of dedication. Flotilla 17 didn't put people in for recognition so little of this was formally recognized.

This month, however, Paul has been selected to receive the 8<sup>th</sup> Coastal Region's William Wellemeyer Inspirational Leadership Award for 2010 for the actions described in this nomination. It will be presented in February by RADM Landry at the conference. He does not know he has earned it yet.

4. List and describe any personal Auxiliary awards: Auxiliary Commendation Medal, Auxiliary Achievement Medal

5. Significant professional and personal achievements: Paul took on the role of flotilla commander in the most troubled flotilla in the District. When Commodore Crouch was in office, he remarked once that if Flotilla 17 could be disbanded, that would end 90% of the personnel problems in the District. He took the job and not only survived, but thrived. That's about as strong of a professional and personal achievement as one can find.

6. Nominee's outstanding achievements: Paul took over the flotilla right after a major split, where most of the performers went off and formed another flotilla. The remaining flotilla was a beehive of personnel issues and infighting, and always around the fringes was one person, now disenrolled. As this member went higher and higher in the organization, the more chaotic the flotilla appeared to become. That member was the FSO-FN and would not relinquish the books to a new FSO-FN, even when so asked by a new flotilla commander. When Paul took over as FC, the member was the District Chief of Staff and Paul rode him for several months but succeeded in getting control of the accounts and putting them in the hands of another person, a task that had not been accomplished in 5 years by other Flotilla Commanders. When the DCOS was in disenrollment proceedings, it was Paul who kept the flotilla focused on missions while the other member was very vocal in condemnation of the program and program managers. It was Paul who brought the flotilla to achievement of 100% of 100% of the Silver Oar goals, a daunting task under normal circumstances and almost beyond belief with the group he inherited in January 2010.

As drawn from 2010 e-mails, here are some typical Paul actions:

- As a flotilla expressed a need for mustang suits, Paul offered two from his flotilla stock.
- Charlie, an older member, has begun suffering from dementia. While others just got angered at his irrational statements, Paul recognized it for what it was, swallowed some strong personal attacks by the member, and pointed him toward retirement. The member was removed with dignity, rather than disenrollment, and the flotilla protected. Paul does not take sides, but simply looks for the best solution to every situation.
- A Boatswain's Mate (think stereotype) that is almost blind, Paul was not one that would be expected to create a newsletter. But, since no one else would, he did for 2010. He filled it with pictures and articles about the accomplishments of the members. It did not come out monthly, but as often as he could pull together pictures and as the flotilla finished activities. District publication "experts" were sometimes harsh in the criticism of his grammar, photo cropping, and length of publication. Paul wrote in an e-mail, "I get the monthly reminder that someone has a wedding ring on while underway or their life jacket unzipped, or no hat on. The Bulletin was never meant to be a selling point but to keep our members informed. We even use the pictures to point out errors and train from them. Our members think the publication is great and they show it off – I do as well. Our Bulletin causes the members to have focus on what makes them stay super proud and stay in the Auxiliary." His newsletter got better with each issue, but he never let fear of criticism by editors keep him from showing off to the flotilla membership what their coworkers had achieved. The issues were more than monthly and often 20-25 pages of photos and articles...all about what they had accomplished.
- A sign of a dispirited flotilla is reflected in their uniform wear. Paul became a relentless force for not only uniform wear, but absolutely correct uniform wear. Still, he used his discretion so that the uniform issue did not get in the way of missions. Given the choice, he would let the member slide on the uniform requirement...that one time... and do the mission. AS a result, both the job got done and uniform wear improved significantly as the members got more pride in their organization.
- When Deepwater Horizon happened, and the oil began to threaten Pensacola, Paul was the sparkplug that got many of the flotilla members involved in the response. He traveled from site to site checking on the members, taking pictures, and publishing special issues of the Bulletin. The Pensacola flotilla accounted for a high percentage of the DWH hours of support. He personally worked at a staging area, long days for multiple weeks. With others, he examined fishing and personal boats for use in the response by the hundreds, careful to avoid the 6-pack commercial boats as to not be misleading to the operator.
- The flotilla owns a Coastie, but it was not used much in previous years. Paul not only had the flotilla use it much more, he made it a Division asset and then did lots of repairs on the unit as novices tried to

operate it. When flotilla members complained of the maintenance costs, he stated, “It will be unfair to forgo loaning the item out because one or two people damage or mishandle it when they move it.” The problem was putting it in the back of pickups so set about finding a dedicated trailer to eliminate the problem.

- Despite his physical problems and demands of rebuilding a flotilla, Paul served with distinction as the ADSO-MT. He held the line on the point that a member in AP status can do a lot of things, but cannot be formally recognized for them until they achieve IQ/BQ status. After one flotilla commander strenuously objected, Paul wrote a page and a half narrative that used some great examples to back up his standing by the rules. The issue has never been raised again.
- Paul, himself a devout Christian, was the one who wrote sample invocations for his flotilla to use that ended either in “In God’s Name” or “In Your Name” because he was sensitive to the feelings of a new Jewish member. He vetted the prayers through the Director’s office to ensure they were not offensive in any way. That is removing a problem, before it becomes one.
- When an individual submitted an application, Paul was the one that took some negative comments from the applicant’s friends, validated them with others, and submitted them to the Director’s office to be sent to the Security Center. When SecCen approved the member, he never brought up the negative comments again and strove to integrate the new member into the goals attainment program.
- Paul had two of his members set up an account for the flotilla that could accept credit cards for the ease of public education students’ payments.
- One only has to look at the new flotilla website, [www.pensacolaflotilla.org](http://www.pensacolaflotilla.org) to see the pride and quality Paul brought to the organization.
- After faithful service in the face of many health issues, without suitable recognition, Paul has determined that it not happen to others in his flotilla. As Deepwater Horizon began winding down, Paul wrote award nominations. He wrote up individual awards, he wrote up Meritorious Team awards, he even drafted up a Special Operations Service citation. He did not stop at his flotilla, but did it for everyone who was involved in his AOR, wanting to make sure that no one was overlooked. At the time of this nomination, Paul has sent in 71 award nominations to the DWH awards cell, many with expanded information to show why they are set apart from others. When they sent back the first 20 to make him comply with their published process, which he had never seen, he just did them again without complaint. Without complaint from the poor writer with grammar challenges that is right at legally blind and suffers seizures. That is the definition of a leader.

7. Community Service: The Coast Guard is Paul’s first love, and when his health precluded his participation on active duty after 16 years, he turned to the Auxiliary for service. His doctor prohibited it for years, but Paul’s constant asking finally had the doctor relent. Still, Paul makes time for other community service events. One day a week, he lends whatever help he can to St. Vincent DePaul’s collection center, picking up donations from drop boxes and persons’ homes. When someone buys something larger than they can handle, he also helps deliver. On days when his health keeps him inside, he works on his rocks. An avid collector, explorer and miner, he finds fairly exotic stones, polishes them and sells them as a way to earn money for scholarships from the Rock Club of which he is a member. He teaches individuals new to the hobby how to identify the valuable stones among the gravel and the art of cutting, polishing and setting them. He takes few moments for himself.

Attached: Required Photos.

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