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SERVICELINES



Deputy Commandant
for Mission Support

FALL 2011

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Vice Adm. J. P. Currier

Deputy Commandant for Mission Support

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We are Mission Support - A view from the top

by Vice Adm. J.P. Currier, Deputy Commandant for Mission Support -- Published Oct. 18, 2011

As I look back on a busy and challenging fiscal year 2011, I'm proud to say that your efforts to further mission support modernization have been outstanding. Let me highlight a few of the significant milestones we've reached in the last year:

We've commenced the establishment of Bases

Base Seattle stood up in November 2010 as a proof of concept, or "pilot," from which lessons learned/best practices could be generated. This pilot served as our guide in the development a standard base structure and Concept of Operations that will be applied to all bases. Once the standard base concept and associated CONOP were produced, we proceeded with the stand-up of Base Miami Beach Sep. 28, 2011. Base Miami Beach will serve as a benchmark for the next 11 bases we plan to establish in the coming months.

Why has this process taken so long, you may ask? There were numerous behind-the-scenes steps needed to ensure every single billet in the new construct was



Base Miami Beach Commanding Officer Capt. Mark A. Jackson and Coast Guard Director of Operational Logistics Rear Adm. Richard T. Gromlich applaud the unveiling of the new Base Miami Beach sign. USCG photo by PA2 Nick Ameen.

matched to its correct functional statement; we had to notify civilian labor unions and Congress of our plans to change our organization; we had to develop Operating Facility Change Orders; and lastly, we had to develop a



Vice Adm. John Currier, Chief of Staff, U.S. Coast Guard, addresses the crew of Coast Guard Air Station Traverse City, Mich., during an all-hands forum, March 18, 2010. U.S. Coast Guard photo.

sound CONOP to ensure all bases have a standard operating procedure explaining how to effectively manage the organization in collaboration with their associated Service and Logistics Centers. Collectively, these steps took thousands of staff hours to execute...we wanted to ensure it was done right. With Base Miami Beach now officially established, we anticipate the next 11 bases establishments will be less challenging.

We've welcomed two new major commands into the DCMS fold — Force Readiness Command and the newly established Director of Operational Logistics

FORCECOM, a natural fit as a mission support provider and center of excellence for all Coast Guard training needs, was incorporated into the DCMS organization Jan. 12. The DOL, our newest Coast Guard entity, was established to assume mission support logistics coordination and oversight during contingencies, as well as oversee base commands. It achieved initial operating capability April 14.

We've acquired several new assets as part of our recapitalization effort

The third National Security Cutter, Stratton, was delivered to the Coast Guard Sept. 2, at an "in-commission special" ceremony in Pascagoula, Miss. Production commenced on the fourth NSC, Hamilton, Aug. 31. Lastly, a contract was awarded to produce the fifth NSC, Joshua James, Sept. 9. NSCs will replace our High Endurance Cutters, which have served well beyond their service life.

We've produced the first two Fast Response Cutters that will replace our legacy 110' fleet. The Bernard C.

Webber was launched April 21, and the second, the Richard Etheridge, was launched Aug. 18.

We have delivered new 45-foot Response Boat-Mediums. The RB-M has entered full-rate production, meaning that the service is delivering at least 30 boats per year, or more than one boat every two weeks. Since March 2008, 70 RB-Ms have been delivered to Coast Guard stations around the country. The service plans to acquire up to 180 RB-Ms.

We accepted delivery of our 12th HC-144A "Ocean Sentry" Maritime Patrol Aircraft in Seville, Spain, July 29, four months ahead of schedule. Ocean Sentry tail number CG-2312 arrived Aug. 3, at the Coast Guard's Aviation Logistics Center in Elizabeth City, N.C. The HC-144A replaces the HU-25 Guardian jets as the service's medium range surveillance aircraft.

We responded to Hurricane Irene

The DOL and several DCMS field units, working closely with our operational partners in Atlantic Area and the 5th District, tested our DOL concept with coordinated preparation and response to this recent disaster. As large contingencies occurred across several of our product lines (including facilities and C4IT) our collective, wide-spread



The third NSC, Stratton, departed the shipyard on its way up the east coast in early October. Photo courtesy of Huntington Ingalls Industries.

response was critical to ensuring continuity of operations and timely recovery. The DOL concept proved effective and validated the need for a centralized, integrated response.

We have fostered new partnerships to enhance our support capabilities

The Coast Guard has combined forces with senior logistics elements from the U.S. Navy and U.S. Marine Corps to form Naval Logistics Integration. The goal of this new collaboration is to optimize logistics across the three services when engaged in domestic and out-of-continental United States deployments, contingencies and other joint operations.

Thank you, as always, for your great work — while we have had a tremendous year, there is still much to be done as we progress the mission support organization. Anticipate the establishment of 11 more bases in the near future and the introduction of ongoing initiatives including the deployable base concept, alignment between bases and Sector Logistics Departments, a comprehensive compliance regime, and the human capital plan.

Preserve the forward momentum; you are making a difference!

*Vice Adm. J. P. Currier
Deputy Commandant for Mission Support*

Meet Petty Officer Chrissy Taylor

Published Nov. 1, 2011



Petty Officer 3rd Class Chrissy Taylor is a maritime enforcement specialist providing security at the Coast Guard Yard in Baltimore.

Q: What inspired you to serve with the U.S. Coast Guard?

A: The missions of the Coast Guard inspired me to be a part of the team. I am proud to be with an organization that is dedicated to helping others, the environment, and protecting America. It is an honor for me to serve.

Enhancing the resiliency of gulf coast facilities

by Lt. Cmdr. J.D. Lentine, P.E., PMP, FDCC, Director of Gulf Coast Projects -- Published Oct. 18, 2011



A rendering of the future Station Sabine, Texas. Unknown Origin.

Coast Guard Facilities Design and Construction Center is currently executing a comprehensive capital reinvestment plan to restore the Coast Guard's critical shore facilities severely damaged during Hurricane Ike. The September 2008 hurricane produced extreme high winds, coastal flooding and storm surges exceeding 15 feet, making it the third-costliest hurricane ever to make landfall in the United States. Due to the extensive widespread damage, Congress authorized supplemental funding for the purpose of rebuilding and improving Coast Guard facilities affected by Hurricane Ike. Working closely with field units, planners, and product line stakeholders, a regional plan was developed to rebuild infrastructure to meet mission demands and provide resiliency to support our people and sustain operations.

The investment strategy includes over \$280 million in shore construction projects to provide modern mission execution and support facilities for Eighth District units including Sector Houston-Galveston, Sector Field Office Galveston, and multi-mission stations Lake Charles, Houston and Sabine. These projects will replace piers and command centers, constructing over 280,000 square feet of work spaces to directly support over 700 Coast Guard personnel and 45 cutters and boats. The Galveston Industrial project provides regional boat and cutter lift and over-haul capabilities, as part of the mission support model.

Throughout project development, lessons learned and technological advancements in storm protection have been incorporated into designs to protect infrastructure from the dynamic forces

of wind, waves, and flooding. All new coastal facilities will be designed to withstand Category IV hurricane winds and storm surge. For example, the floor elevations of Station Sabine have been raised 18 feet above ground elevation to protect critical command and control and duty berthing spaces from the vulnerability to relative sea

level rise and flooding. The foundation uses reinforced concrete piles to more than withstand storm surge and wave action from extreme weather events. All inshore facilities will be designed to withstand Category III hurricane winds and storm surge. All new structures provide enhanced building envelope protection, including storm rated roof systems and windows to reduce risks from hurricane force winds.

For project execution, FDCC is leveraging the Coast Guard's National Multiple Award Construction contract. This new project delivery tool competes major Acquisition, Construction and Improvements construction projects against eight Design-Build contractors, and projects are awarded on a best-value basis. Additionally, all projects are incorporating sustainable design to reduce our carbon footprint and minimize recurring energy and operation costs. All Gulf Coast regional projects are scheduled to be completed by 2014.



Progress of rebuilding Station Sabine. U.S. Coast Guard photo.



Coast Guard aircraft parked outside the HC-144A hangar at Air Station Mobile, Ala. The construction of the hangar was part of the Major Acquisition Systems Infrastructure program. USCG photo by Phil Floyd.

Infrastructure program ensures new assets have a place to call home

by Rebekah Gordon, Acquisition Strategic Planning and Communication -- Published Oct. 18, 2011

Before Alameda, Calif., could become the first homeport of the Coast Guard's new National Security Cutter — which arrived there in the summer of 2008 — someone had to make sure it could actually fit. The pier and channel in Alameda required significant improvements to accommodate the NSC's length, depth and electrical systems. Compared to the aging High Endurance Cutter it is replacing, the NSC is 40 feet longer, has a deeper draft and features modernized systems that require more electrical power.



A dredge removes sediment from the seabed channel at the Coast Guard pier in Alameda, Calif., to ensure enough depth to accommodate the National Security Cutters now homeported there. U.S. Coast Guard photo.

Although they do not receive the same fanfare as new assets, critical infrastructure updates — like pier extensions, electrical work and dredging — are essential ele-

ments of a successful delivery. These updates require planning, execution and completion in time for a cutter's arrival. Otherwise, said Cmdr. Rob Hengst, who recently took over from Capt. Paul Boinay as the manager of the Coast Guard Acquisition Directorate's Major Acquisition Systems Infrastructure program, the vessel might not fit where it's supposed to be tied up.

"Or, certain places, even if the dredging is OK, even if you just show up, then maybe nobody else can fit there. Or the crew has to run on generator power the whole time if you don't have the right electrical. There really would be crew fatigue issues forever if that was your homeport situation," Hengst said.

A new cutter, boat or aircraft cannot aid frontline operators in executing their missions for long if it does not have a pier to moor it or hangar to house it, as well as adequate infrastructure to support it. Built upon Boinay's work over the past few years, the MASI program closely collaborates with the Coast Guard's acquisition projects as well as other offices in the service to help ensure that new or upgraded facilities are ready to accommodate new assets delivered under the service's broad acquisition portfolio. In addition, in terms of both

planning and project execution, the Coast Guard's Office of Civil Engineering is essential to the process of delivering infrastructure and facilities.

Current MASI Projects

The Coast Guard is acquiring 36 new HC-144A Maritime Patrol Aircraft to replace the retiring HU-25 Guardian jets, and some air stations don't have enough space to accommodate them. Some hangars were built to tightly fit both Guardians and H-60 Jayhawk helicopters by overlapping low wings and high blades, but the more modern HC-144A has the same wing height as the H-60's blades, making the staggered fit impossible and requiring new or modified space. At Air Station Cape Cod, Mass., construction is about 25 percent complete on a \$23.5 million, 93,000-square-foot hangar for the MPA. A similar hangar complex was completed in 2006 for Air Station Mobile, Ala.

Shore infrastructure work has been ongoing for the Fast Response Cutter, the first of which is just months away from delivery to the Coast Guard. Miami, Key West, Fla., and San Juan, Puerto Rico, will be the first three homeports, taking six FRCs apiece.

However, the FRC is 40 percent longer than the 110-foot Island-class patrol boat it is replacing, so these ports must undergo modifications to fit them. Pier and shore tie work was recently completed in Miami, the first FRC homeport, and a second phase of work to construct a 10,000-square-foot support building should be completed next fall. Key West, the second FRC homeport, has



Structural steel is set for the new hangar at Air Station Cape Cod, Mass., which will house HC-144A Maritime Patrol Aircraft. Construction of the hangar is about 25 percent complete. U.S. Coast Guard photo.

begun upgrades, including work on a support building and pier berthing construction. A contract for upgrades in San Juan should be awarded soon.

Though pier upgrades to Alameda are completed—the first NSC, Bertholf, and the second NSC, Waesche, are homeported there, and the third NSC, Stratton, which was just delivered to the Coast Guard, will arrive there soon — an additional 34,000-square-foot building is under construction to facilitate testing of an Off-Cycle Crew Support concept. Under this concept, four cutter crews would be stationed in Alameda to support three cutters, thus increasing operational days for the hulls. The building will provide administrative, training and support spaces for the fourth crew that is not aboard a cutter, plus permanent personnel. Occupancy for the \$22.4 million building is scheduled for September 2012.

Meet Mr. Bryan Carpenter

Published Nov. 22, 2011



Mr. Bryan Carpenter is a visual information specialist at the Coast Guard Aviation Technical Training Center in Elizabeth City, N.C.

Q: What inspired you to serve with the U.S. Coast Guard?

A: My experience working for the U.S. Coast Guard has opened my eyes as to how well they take care of their service members. I am prior service U.S. Army, turned civilian, and consider the Coast Guard the "little hidden secret" of all the service branches. The Coast Guard members I know are well put-together, educated, devoted, and continually mentor each other to breed professionalism and success. It's a positive environment that makes their members want to stay for 30+ year careers, and for that I want to say "Hooah" Coast Guard, "Hooah!"



The Richard Etheridge is pierside following its launch Aug. 18, 2011. U.S. Coast Guard photo.

Planning for construction of training facilities for the crews who will operate these assets also falls under MASI's purview. Following an anticipated contract award this fall, a training building for NSC and FRC hull, mechanical and electrical systems will be built at Coast Guard Training Center Yorktown, Va., complete with classrooms, laboratories and cutter engines. Previously completed training facilities include an NSC command-and-control training building at Training Center Petaluma, Calif., and an MPA simulator building in Mobile.

Partnership Within the Coast Guard

Taking a MASI project from a concept on paper to ribbon cutting involves partnering early and often among several Coast Guard offices. The MASI program works with acquisition projects to identify their infrastructure needs and keep abreast of delivery schedules for new assets. Meanwhile, the Deputy Commandant for Operations and the Assistant Commandant for Capability determine what new assets should go where—and in what order—in the Coast Guard's areas of responsibility. The Office of Civil Engineering includes planners who assess infrastructure feasibility, estimate costs and oversee the actual design and construction.

"It's kind of a circle between all those," Hengst said. "You start with what's executable, what the costs are going to be for the ideal places. If those work, great; if they don't work, for whatever reason—budget or time or

executability—then we have to go to plan B. Then we have to check again to make sure plan B works and we kind of go through this cycle in planning what actually gets done."

Once the Office of Civil Engineering has an approved plan and monies from the Acquisition Directorate to execute the MASI project, the project is assigned to the Coast Guard's Facilities Design and Construction Center in Norfolk, Va. Simple jobs are usually designed in-house by the service's engineers. More complex jobs are contracted out, with one contractor to both design and build the project, said Cmdr. Pete Carroll, the chief of program management for the Office of Civil Engineering.

"We've had a lot of success with it, mainly because it can expedite the point at which design starts to ribbon cutting," Carroll said. "Typically, the design-builder starts out with the design, and they won't necessarily complete the design to the hundred-percent aspect. They may get to the 35-percent design and immediately begin breaking ground. So they'll complete the foundation work design, and the Coast Guard will acknowledge that yes, that's a good design, go forth and proceed. So while they're doing foundation work and actually digging up, doing construction work, their designers are then still continuing on with the design concurrently. And that's where the time savings comes in."

Timing is of the essence. For infrastructure to be ready for a new asset delivery, the Office of Civil Engineering needs about three years for planning, design and con-



The crew aboard the Coast Guard Cutter Bertholf navigate through Alaska waters April 10, 2011. USCG photo by PA2 Walter Shinn.

struction in the continental United States and about four years for projects overseas. According to Carroll, that benchmark has kept the Coast Guard on time and on budget for MASI projects. The economy, with contractors eager for work, has helped as well.

Funding and Schedule Challenges

One of the challenges facing the MASI program is the fluid nature of funding and delivery schedules, said Mike Watson, the Acquisition Directorate's acquisition logistics program manager. The Coast Guard looks five years out in planning its budgets, but an annual appropriation may be less than what the service anticipated. "What we've been trying to do is use the money we have to get the things that we can get in place as soon as we can and as best we can," Watson said.

The MASI program and the larger acquisition logistics program it falls under get involved early in the acquisition process to try to anticipate challenges as much as possible. For example, though the Offshore Patrol Cutter is in earliest design phases, the MASI and acquisition logistics programs routinely review various scenarios, such as examining what the infrastructure needs would be if a crew rotation concept similar to the NSC's were to be implemented or if there were changes to the home-porting plan for the OPC fleet.

"We're already doing some research for them and providing them information on what it would cost if they were to go down that road," Watson said. "It involves facilities, it involves other parts of logistics too, but our people are involved in that along with the project. The project manager, the deputy project manager and the logistics manager, we're right there with them trying to work things like that out."

Meet Chief Warrant Officer Thomas Craig

Published Nov. 10, 2011



Chief Warrant Officer Thomas Craig is the Command Security Officer at the Coast Guard Operations Systems Center.

Q: What inspired you to serve with the U.S. Coast Guard?

A: I worked on tour boats for seven years and wanted to continue working on the water. But, I wanted a good job, not just any job. The Coast Guard offered the benefits of military service and was a good job on the water.

Staying connected with Coast Guard wireless email

by Lt. Cmdr. Dan Warren, IT Infrastructure Division -- Published Oct. 18, 2011



This is a graphic illustration to display how Coast Guard e-mail is coming to both Android and iOS (Apple) phones. Courtesy of Good.

Wireless email provides an “on the go” capability that has the potential to make our jobs easier, more efficient and more effective. The ability to communicate via email without having to be at a computer can make a difference in a variety of Coast Guard missions where response time is critical. It also aligns the Coast Guard with the way the world does business today.



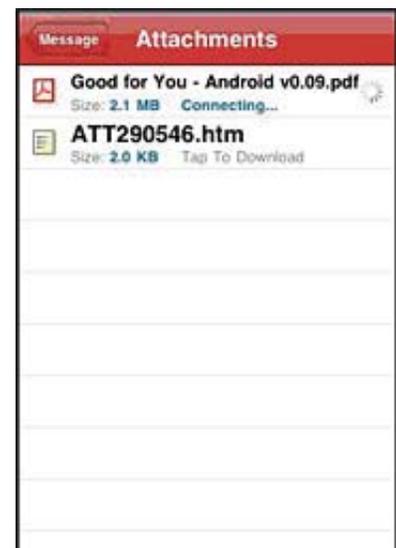
View and respond to email in your corporate inbox. Courtesy of Good.

358/11) approved iOS (iPhone) and Android operating system devices for Coast Guard wireless email. This move is a necessary and critical step in replacing devices that are outdated, unsupported and retiring. iOS and Android systems are market leaders, and when configured with the GOOD Mobile Messaging (GMM)

client, these devices have the necessary security, functionality and compatibility to fit our current wireless email infrastructure.

Along with the new devices, the wireless email infrastructure will be getting a facelift, including new servers and additional personnel support. Once upgrades are complete (target date of January 2012), the wireless email infrastructure will be able to handle a significant increase in users, as well as respond to service requests and user needs.

To become a wireless email user, command approval is required. Once approval has been obtained you can purchase a smart-phone, and a list of approved phones by vendor is available on the Telecommunication and Information Systems Command (TISCOM) Coast Guard Portal page. When you receive your phone, complete and sign the Coast Guard Wireless Email User Agreement and submit it to the Centralized Service Desk (CSD) by attaching it to a CGFIXIT Request Goodlink Service request. The final steps include:



Download and view attachments. Courtesy of Good.

- Installing the GOOD Mobile Messaging client from the iTunes App Store or the Android Market,
- Starting the GMM client for the first time, and
- Entering in your PIN number that is emailed to your Coast Guard email by the CSD as part of the account initiation request.

Once the initial configuration is completed, you will be using your new smartphone in no time.

It is important to remember that it remains essential to keep Coast Guard and government information secure, so please follow the policy that all official information needs to remain inside the wireless email GOOD Mobile Messaging application. You are the most critical link in keeping Coast Guard data and systems from being compromised!

As an additional benefit for authorized wireless email users, your smartphone may be used for incidental personal use. This includes checking social media web sites and accounts, checking your personal email account, and downloading applications and files. But remember, if you incur charges that are not official Coast Guard business, you must pay for that use. Also, personal use of your smartphone must not interfere with any Coast Guard mission or execution of duties assigned.

Today's smartphones have more functionality than ever before, so be careful, use them responsibly, and always follow Coast Guard policy. Long term, wireless email will lead to advanced functionality and the capa-

bility to make our Coast Guard jobs easier. Use that knowledge to come up with additional use cases for Coast Guard-issued smartphones. The office of the Coast Guard Chief Information Officer is working with the Department of Defense and the Department of Homeland Security to determine the safest and most effective way



Screen capture of a video available on Good.com. The video shows how the new application works. Courtesy of Good.

to develop and deploy mobile applications for the Coast Guard. When determined, the C4IT Service Center will provide the tools and procedures to develop and deliver mobile applications.

So there you have it. New Coast Guard wireless email is leading the way to a more effective and efficient Coast Guard workforce.

Meet Petty Officer Jose Tineo

Published Oct. 18, 2011



Petty Officer 2nd Class Jose Tineo is a storekeeper in the Procurement and Contracting Department at Base Support Unit Portsmouth, Va.

Q: What inspired you to serve with the U.S. Coast Guard?

A: The Coast Guard's commitment to community support was very inspiring for me, but more important was being a role model for my sons and brothers. The procurement support I provide enables operations. I'm part of a team where people care you're here and we make a difference.



Assembled Mobile Medical Unit. U.S. Coast Guard photo.

Have tent, will travel...

by Cmdr. James Cannon, PhD, PA-C, HSWL SC Contingency Planner -- Published Oct. 28, 2011

The concept of field or mobile medicine in America came to the forefront during the Civil War with tactics formalized by Gen. Walter Reed, M.D., U.S. Army. A medical station was placed in the area of operations with casualties pulled back for care. The typical medical station was a tent with tables, medical instruments, and a limited formulary of medications. Ironically, this general concept has remained unchanged for more than 100 years. As advances in technology evolved, small but important upgrades were made to the mobile medical unit. The tents became lighter and easier to set up. Creature comforts were added to include full electrical, heating and air conditioning. From the medical capabilities perspective, everything from full surgery to basic primary care can be undertaken in a modern day "tent."

Since the early 1990's, the Coast Guard has learned from a number of contingencies, particularly with the Port Security Units that utilize a mobile medical unit to provide high-quality basic trauma and field primary care in an austere environment almost anywhere in the world. The PSU is staffed with a physician assistant medical officer and two health services technicians. Leveraging this concept, the former Maintenance & Logistics Command Atlantic Medical developed a similar capability with the PSU-type equipment for use anywhere a medical capability might be needed for mission support. The former MLC LANT Medical ordered the Deployable Rapid Assembly Shelter, or DRASH, which is used by a number of agencies for field command posts and field medical facilities. The first opportunity to deploy the

MLC Mobile Medical Unit was Hurricane IKE in Galveston, Texas, where it served as the clinic for weeks until a more permanent facility could be brought online.

Operational Medicine Division staff kicked off the start of hurricane season May 11-12 with a command post exercise and deployment of the Coast Guard's only MMU, in the new Deputy Commandant for Mission Support construct with the Health, Safety, Work-Life Service Center, and as part of contingency planning. The MMU was deployed in the parking lot of LANT area headquarters as part of our hurricane plan. Capt. Gary Bruce, commanding officer of the HSWL SC, directed the deployment of the MMU to ensure that it was mission ready and that all of the key stakeholders had the skills needed to put it all together if called upon to do so. All phases of a deployment were exercised as though it was a real-life emergency. The exercise was lead by Cmdr. James Cannon and HSWL SC staff with the support of health services technicians from the Portsmouth and Yorktown clinics. The entire crew executed the deployment without a hitch.

Once the unit arrived to the exercise site, the MMU — which included the auxiliary power unit, tents, and basic medical equipment — was up and running in less than an hour. The complete MMU set includes a large main rectangular tent and small octagon tent that is fully lined with a floor and heating and air conditioning. There is also a diesel generator set that powers the unit and runs the heating and air conditioning environmental control unit.

The is configured on a trailer that will fit in a Coast Guard HC-130 aircraft or can be towed behind a two-ton truck. Inside the MMU, a number of configurations are possible and can easily be set up to function as a small clinic. The most common configuration establishes the large main tent as the treatment area and the smaller octagon tent as a sleeping area for the crew or a small patient-holding ward. The MMU can provide

The two-day exercise concluded with the completion of the operational checks of the medical sets and equipment, at which time the MMU was packed up and returned to its home base. The unit resides in Elizabeth City, N.C., and is — at all times — ready for transport to virtually any location, thanks to it being both land- and air-mobile.

LANT Area Commander Vice Adm. Parker visited the unit and liked what he saw. He suggested we take the MMU on the road and set it up for Coast Guard headquarters to demonstrate its mission and operational flexibility. HSWL SC is in the process of working with Federal Emergency Management Agency to obtain an additional three no-cost units which will be pre-positioned at strategic locations. The three additional units pre-staged in strategic locations would shorten the response cycle time, provide the needed redundancy to the current single unit, and reduce the deployment costs of transportation. The MMU extends force protection capabilities in the form of operational medicine to virtually any location ashore where health services are needed — a tenet key to maintaining a



A view inside the Mobile Medical Unit. U.S. Coast Guard photo.

healthy and ready force able to respond anywhere Coast Guard missions require.

field primary care to up to 600 personnel when staffed with one or two medical officers and six health services technicians. The unit is typically stocked with the equipment and supplies required for the clinical services offered in most Coast Guard Clinics.

For more information about the HSWL SC MMU contact Cmdr. James Cannon at James.D.Cannon@uscg.mil or 757-628-4334.

Meet Petty Officer Jose Tineo

Published Oct. 18, 2011



Petty Officer 2nd Class Jose Tineo is a storekeeper in the Procurement and Contracting Department at Base Support Unit Portsmouth, Va.

Q: What inspired you to serve with the U.S. Coast Guard?

A: I've always really wanted to be in the military because my family is law enforcement and military oriented. But I wanted to be part of something different with more unique missions. I didn't learn about the Coast Guard until I was doing research on the other services. The more I learned about the Coast Guard, the more I wanted to know about it and be a part of it. I'm very privileged to be a part of this great organization and proud to be a part of the Coast Guard's rich history.

Base update: Welcome Base Miami Beach

by Mr. Stephen Sabellico, Office of Base Operations chief for Director of Operational Logistics (DOL-3) -- Published Nov. 2, 2011



U.S. Coast Guard Base Miami Beach, Fla., Commanding Officer Capt. Mark A. Jackson and Coast Guard Director of Operational Logistics Rear Adm. Richard T. Gromlich applaud the unveiling of the new Base Miami Beach sign Sept. 28, 2011. The sign unveiling took place after the Base Miami Beach Establishment Ceremony. U.S. Coast Guard photo.

Base Miami Beach was established Sept. 28, to coordinate all regional mission support activities in the 7th District area of responsibility. The base commander will synergize field-support delivery by establishing local command unity and coordinating regional mission support services provided by logistics and service centers' product and service lines. Our primary, collective goal in establishing bases is to provide optimal support to operations.

In a regional contingency, base personnel will be embedded with the district commander's staff. The Director of Operational Logistics, in partnership with logistics and service centers, will adjust resources from across the Mission Support enterprise to provide needed support.

The existing regional mission support commands in Miami of Personnel Services and Support Unit Miami and Base Support Unit Miami were disestablished. Those commands along with the existing Health, Safety, and Work Life Field Office became departments within Base Miami Beach. Naval Engineering Support Unit and Electronics Support Unit Miami became subordinate com-



Capt. Mark A. Jackson salutes Coast Guard Director of Operational Logistics Rear Adm. Richard T. Gromlich upon reading his orders during the Base Miami Beach Establishment Ceremony Sept. 28, 2011. Jackson was previously the commanding officer of the now dissolved Coast Guard Personnel Services and Support Unit Miami. View and download this image from the Coast Guard Visual Information Gallery. USCG photo by PA2 Nick Ameen.



Coast Guard Director of Operational Logistics Rear Adm. Richard T. Gromlich addresses the audience during the Establishment Ceremony of U.S. Coast Guard Base Miami Beach, Fla., Sept. 28, 2011. Gromlich served as the ceremony's presiding official. U.S. Coast Guard photo by PA2 Nick Ameen.

mands of Base Miami Beach. Existing points of contact for support services remain unchanged.

The organizational crosswalk is:

- PSSU Miami became the Personnel Support Department.
- BSU Miami became the Procurement & Contract Department, Comptroller/Base Operations Department and Facilities Engineering Department.
- HSWL Field Office Miami became the HWSL Department.

- The Naval Engineering Support Unit and Electronics Support Unit became subordinate commands to the base.

The existing Maintenance Augmentation Teams, Weapons Augmentation Teams, Industrial Support Activities, and Electronics Support Detachments will continue to report to the NESU and ESU respectively. Electronic Support Detachment Details were disestablished as a unit, but their resources remain in current locations as detached duty billets from their parent ESD. During FY13, the NESU and ESU will become the base naval engineering and C4IT departments respectively.

The base construct will be standardized so that standards of service delivery and processes are consistent across the Coast Guard. The Base Seattle pilot was established in November 2010. Lessons learned were incorporated into the standard base model and informed the recently released Field Support Concept of Operations.

At least 11 more bases are planned. Plans for Base Portsmouth and Base Elizabeth City are in final review. Future bases in Cleveland, Honolulu, and New Orleans are in advanced development. St. Louis will be a detachment from future Base New Orleans. The other planned Phase 1 base locations are: Alameda, Boston, Ketchikan, Kodiak, LA/Long Beach, and Washington, D.C. (National Capitol Region). The Deputy Commandant for Mission Support is studying other potential base locations in concert with LANTAREA and PACAREA and other major field commands.

More information, including the Base Cornerstone Document is available at the Mission Support Collaboration Space on CG Portal.

Meet Chief Warrant Officer Alice Hallford

Published Dec. 2, 2011



Chief Warrant Officer Alice Hallford is stationed at the Coast Guard Institute in Oklahoma City, Okla.

Q: What inspired you to serve with the U.S. Coast Guard?

A: I joined the Coast Guard because it is the most family oriented of ALL the military services. The Coast Guard missions don't depend on a war or conflict; we defend, protect, save lives, and support our country every day.

Command Master Chief update

by Master Chief Petty Officer Kevin Isherwood, DCMS Command Master Chief -- Published Nov. 9, 2011



Coast Guard crews work together to rescue an injured man in Kodiak Sept. 29, 2011. "In our current roles as supporters, we must not forget the important contributions that are expected of us. Those in the field and on the operational front lines are depending on us every day and for every mission." U.S. Coast Guard photo.



Master Chief Petty Officer Kevin Isherwood. U.S. Coast Guard photo.

Greetings from the Nation's Capitol and what may be an early happy holiday season to each and every one of you. I'd like to start by thanking a couple of the senior enlisted leaders who will be departing and by welcoming a few new faces into the Deputy Commandant for Mission Support enterprise. Command Master Chief Daryl Bletso from the Command, Control, Communications, Computers and Information Technology Service

Center will depart for the Joint Interagency Task Force South command master chief position this summer.

Command Master Chief Jack Goodhue from the Personnel Services Center will move on to the next chapter of his life, retiring this summer after more than 30 years of dedicated U. S. Coast Guard service. Operational Specialist Master Chief Penny Koons, former career development advisor and current Silver Badge CMC at Maritime Force Protection Unit Bangor, Wash., will report in to the C4ITSC CMC position. Boatswain's Mate Master Chief

William "Bill" James, former Coast Guard Atlantic Area CMC and current officer in charge of Coast Guard Cutter Shearwater, will report in to the Force Readiness Command CMC position. Master Chief Marine Science Technician Shane Hooker, former Marine Science Technician Rating Force master chief and current Office of Budget and Programs, program reviewer, will relieve me as the DCMS CMC. A huge congratulations to each of you!!!

Since the last edition of Service Lines, Base Miami Beach stood up and joined the DCMS ranks Sept. 29. Welcome aboard and congratulations to everyone at Base Miami Beach! Stand by Portsmouth and Elizabeth City -- you folks are next as we move across the Nation, more efficiently and effectively providing mission support at the service delivery points through base stand ups.

As these bases stand up, I ask that you familiarize yourselves with three very important documents: the Mission Support Handbook, the Concept of Operations Field Support Delivery in the DCMS Construct (1.8 mb PDF), and the Mission Support Strategic Blueprint (1.9 mb PDF). Playing the game well requires knowing the rules, and these three documents lay it out there for your understanding. The DCMS goals and expectations are clear! I'll give you some highlights from these guiding documents below.

First, all Coast Guard men and women make essential contributions. When you break Coast Guard mission execution down into two very general categories, you get operators and supporters as equal partners. Think about

the simplicity and elegance of that statement. It goes way beyond professional specialties or current unit assignments. No matter your unit, your position within the chain of command or your current tasking, you are either operating or supporting the mission. I would further offer



A number of ceremonies are held around the Coast Guard as people transfer in and out of units. USCG photo by PA2 Patrick Kelley.

that no one person has ever held a career in only support or operations. Sure, there are many folks who have only worked at operational or support units, but no one person has always been at the wheel, stick or other action point during every mission. When you are not "it," you are supporting "it," no matter what "it" is. Just because of who you are, no matter which side of the mission set you are in at any given time, there is no doubt that each of you gives 110 percent toward mission execution success.

In our current roles as supporters, we must not forget the important contributions that are expected of us. Those in the field and on the operational front lines are depending on us every day and for every mission. The bottom line, to paraphrase an old engineering adage, is, "If DCMS does not groove, people, planes and ships will not move." To get the job done, we need a "can-do" attitude. The word "NO" should never be the entering argument for anyone within the DCMS organization. I am not saying that "NO" should never be the final answer. In DCMS, we should always work collaboratively toward getting our operational partners to their objective and our objective—successful mission execution. Let's help get them to "YES." Working together as a team, we can accomplish our goals.

Being part of the mission support community means providing work-related support, but it also means providing moral support. In order to be a successful mission support organization, we must respect our shipmates. This is a large part of who we are in the mission support community, and each of us is responsible for doing our part in taking care of our shipmates. Whether it is simply offering a piece of solicited or unsolicited advice during trying times or holding someone accountable for their wayward actions, we must always do what is right for the or-

ganization and our people. Allowing things to go unresolved serves no good purpose and, potentially, causes greater harm to individual morale and unit cohesiveness.

To that end, I ask that if you see or hear something that just does not seem "right" that you step up and, at

a minimum, ask about it. Do not be that senior person with a secret! It has been my experience, in more cases than not, that when something seemed to be wrong, it WAS in fact WRONG. As is often the case, many negative consequences can be avoided by breaking any link in the chain of events leading up to a detrimental situation. And, just asking about things that don't seem right could break that link! When it is all said and done, it is far better to have stepped up and tried to resolve the issue than to attend a funeral or trial for a friend. You may not know it, but one small act of kindness today could prevent major problems down the road.

So, remember that the contributions you make, whether work-related or morale-related, make a difference.

If you have suggestions for topics or themes for this Service Lines magazine column, send them my way. I want to write about what you want to read about.



Coast Guard members working together aboard the Coast Guard Cutter Forward. USCG photo by PA2 Etta Smith.

Pilot's first rescue with upgraded helicopter

by Michael Valliant, Acquisition Directorate -- Published Nov. 9, 2011



The rescue squad of the West Islip Fire Department meets a Coast Guard MH-65D helicopter to transport a survivor from a search and rescue case to a nearby hospital. USCG photo by Lt. Russ Merrick.

Lt. Russ Merrick just completed aircraft familiarization with an MH-65D Short Range Recovery helicopter May 10 at Coast Guard Station Fire Island on the south shore of Long Island, N.Y. Merrick and his helicopter crew were conducting rescue training, hoisting alongside a 47-foot motor lifeboat. Shortly thereafter, the station received a call from a good Samaritan who had found two jet skis adrift in Great South Bay, near Babylon.

Merrick, the MH-65D's pilot. "The good Samaritan and the jet skis were only a few miles from where we were training."

They located the boat and the jet skis; by that time there were a number of boats searching the area. Merrick and his crew adjusted their search based on the drift of the current and the fact that since he was conscious when he entered the water, the unrecovered person would likely be swimming for shore against the wind.

Copilot Lt. John Walters entered a sector search into the helicopter's control display unit, and Petty Officer 3rd Class Caleb Flippin, a rescue swimmer, spotted the person in the water on the second leg of the search.

"He was wearing a life jacket, but he was very difficult to see as he was mostly under the surface of the water and unable to signal us as we searched the area," Merrick said. "I put the swimmer in for an Eagle Eye Award since I don't know if I would have ever seen the guy due to the wind chop and on-scene conditions."

They decided to hoist the survivor into the helicopter given the water temperature and the amount of time he had been in the water. After free-falling the rescue swimmer, the crew did a basket recovery of the survivor and a sling recovery of the swimmer. The flight mechanic, Petty Officer 2nd Class Dan Dinsmore, manned the hoist, and Dinsmore and



A newly upgraded MH-65D hovering. U.S. Coast Guard photo.

"As we responded to the scene, we were advised that there was still an unrecovered person in the water," said

Flippin then treated the survivor for hypothermia. They transported him to a nearby hospital in stable condition.

The helicopter crew completed the rescue approximately 15 minutes after the initial call for help. The survivor later wrote a letter to Flippin, telling him that he was sure he would have died had their helicopter not shown up when it did.

The Coast Guard's H-65 helicopters are well into their conversion and sustainment project, which includes upgrading 95 aircraft and procuring seven new ones. The end result is to extend the H-65 helicopters' service lives through 2027. The H-65 Dolphin series has been in the Coast Guard's inventory since 1984.

The conversion project will be accomplished in six successive discrete segments. The H-65s flying out of Air Station Atlantic City have all completed the first four discrete segments—through the Delta upgrade—giving them the MH-65D designation. The May 10 rescue was Merrick's first live hoist with the completed D upgrade.

The Dolphin's D upgrades deliver digital avionics components, including a new flight

navigation system, new digital computer displays and embedded GPS. These upgrades are critical to the helicopter's continued safe and effective flight performance. They also provide the crew with improved situational awareness and enhanced navigation and communications. The Coast Guard held a ceremony Sept. 16 at Air Station Atlantic City, N.J., where Lt. Merrick and his crew are based, to recognize the enhanced mission capabilities of the MH-65D.



Newly upgraded MH-65D helicopter at Air Station Atlantic City. U.S. Coast Guard photo.

Meet Chief Warrant Officer Mike Proctor

Published Dec. 9, 2011



Chief Warrant Officer Mike Proctor is stationed at the Aviation Technical Training Center in Elizabeth City, N.C.

Q: What inspired you to serve with the U.S. Coast Guard?

A: I wanted to work near the water, and footage of 44-foot motor lifeboats breaking surf at Cape Disappointment in a commercial at 2 a.m. convinced me to join the Coast Guard. From small boats, I found aviation and had to try it. On my first H-52 helicopter flight, we practiced water landings and take-offs. Not as tough as 44s, but the capabilities of our "Flying Boats" seemed endless. Now, 29 years and a few good search and rescue cases later, if I had to do it again, I don't know how it could be better!

Hurricane tests Coast Guard IT support

by Mrs. Rory Jansen, Centralized Service Desk -- Published Nov. 14, 2011

UNITED STATES COAST GUARD C4IT SERVICE CENTER CENTRALIZED SERVICE DESK



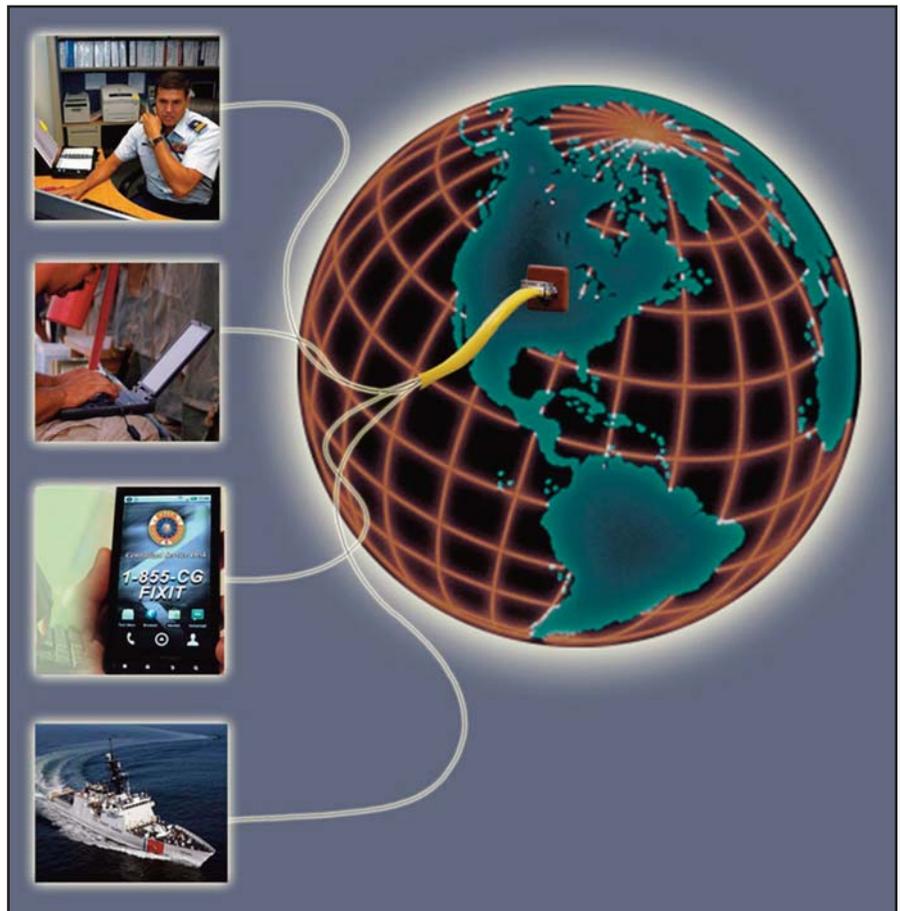
*Enhanced technical support to a modernized
Coast Guard workforce.*

U.S. Coast Guard illustration.

In the midst of construction to build out the Centralized Service Desk, along with the districts transitioning their help desk responsibilities to the CSD, Hurricane Irene hit in late August and turned the best laid plans upside down. Personnel at the Centralized Service Desk located in St. Louis had been using the emergency operations continuity of operations space while their facilities were under construction. With the hurricane making its way up the East Coast, U.S. Coast Guard Atlantic Area leadership was displaced and relocated to St. Louis to continue their critical operations. With LANTAREA moving in, technicians had to relocate into the construction zone and work in whatever space was available.

Technicians were not complaining, however, according to the CSD Branch Chief Cmdr. Cornell Perry, "We're all here to support the operational units in the field with whatever they need. We can even do it more efficiently now, taking the load off the local units so that they can do the hands-on fixes required in emergencies like this."

As part of the Centralized Service Desk effort, technicians just completed the installation of a state-of-the-art customer call system, and employees are undergoing training on how to maintain a high level of IT support in just such emergencies.



U.S. Coast Guard illustration.

During hurricanes, the Coast Guard is responsible for issuing port restrictions, coordinating and executing at-sea rescues and assisting with preparedness and evacuation efforts. Preparedness plays an important role in the Coast Guard, and the service spends countless hours



C4IT Service Center concept of operations. U.S. Coast Guard illustration.



CDR Cornell Perry and LCDR Robert Salembier pitch in on CSD construction in St. Louis. U.S. Coast Guard photo.

preparing for disasters with federal, state and local partners nationwide. Communities all over the east coast were turning to the Coast Guard for help and direction during Hurricane Irene, while Coast Guard personnel, in turn, relied on their IT systems to ensure phone calls were answered, alerts were issued, and people were kept informed.

This exercise, while unexpected, was just what the CSD needed to prove its worth. Brand new systems were stress tested, emergency plans were put into action and the entire organization was challenged to adapt. Technicians and leadership alike rose to the challenge; working long hours in uncomfortable conditions. Since October 3, the CSD has undergone 24/7 operations and has conducted several practice emergency scenarios, all to ensure that they are, “always ready.”

Meet Petty Officer Clayton Horning

Published Dec. 12, 2011



Petty Officer 2nd Class Clayton Horning is an Information Systems Technician at the Electronic Support Detachment, Electronic Support Division, in Alameda, Calif.

Q: What inspired you to serve with the U.S. Coast Guard?

A: *I needed income to support my family and medical care for my autistic son. I needed a challenge and a work environment with a mission that has a positive impact on the community. The Coast Guard took care of all of these needs for myself and my family; that is why I joined.*

Audit remediation success! - A view from the top

by Vice Adm. J.P. Currier, Deputy Commandant for Mission Support -- Published Nov. 17, 2011



U.S. Coast Guard image.

Both the Commandant and I have recently released messages (1 | 2) offering our personal thanks to each and every member of the Coast Guard for their extraordinary efforts throughout the fiscal year 2011 audit process. I cannot emphasize enough the importance of obtaining a 'qualified opinion;' it affirms our ability to be sound stewards of our resources; assures the American public we account for taxpayer dollars to prevent waste, fraud and abuse; and most importantly, it ensures we effectively utilize funds entrusted to us to prosecute our missions.

I'd like to offer some specific examples of the great efforts put forth this audit year by our mission support personnel:

- ⇒ Headquarters and Logistics and Service Center personnel worked closely with the auditors during their review of the Actuarial Medical Liability, Military and Civilian Pay Mission Action Plans. As a result, there were no material weaknesses in these respective areas. In addition, Mission Support Resource Directorate (DCMS-8) and Human Resources (CG-1) have developed the "Prospective Payment" process for medical payments which will significantly streamline the billing process with TRICARE.
- ⇒ Our Acquisitions professionals developed and submitted asset capitalization packages valued in excess of \$3 billion. This includes our newest National Security Cutter, the Coast Guard Cutter Stratton, delivered on Sept. 8; it was fully documented for capitalization in less than 60 days — well under the Coast Guard's 90 day standard for completing capitalization after delivery.
- ⇒ Every Servicing Personnel Office at our Personnel Services and Support Units contributed to the review of more than 48,000 Personnel Data Records to ensure required documentation was included in each servicemember's record. Every

military member's record had to be reviewed as part of the audit; this was particularly challenging since reservists, units deployed overseas and in remote locations were also included. Despite these challenges, 100 percent compliance for all our members was obtained.

- ⇒ Logistics and Service Centers and Base Support Unit comptroller divisions worked diligently to research and respond to audit inquiries related to undelivered orders and other financial transactions and provided associated supporting documentation. This was carried out in addition to executing end-of-fiscal year spend down and reporting requirements.
- ⇒ EVERY MISSION SUPPORT UNIT was involved in personal and capitalized property inventories — hundreds of thousands of property items had to be accounted for, documented and reconciled. We have made ground-breaking progress in this arena. Through our use of the Aviation Logistics Management Information System for tracking small boat and cutter replacement parts we've made incredible progress and eliminated needless, outdated parts tucked away in locations throughout the Coast Guard.

These examples only scratch the surface of the work you have done in support of our audit remediation efforts. But as stated in the ALCOASTS and my message to you, there is still work to do. To account for our resources in a way that would offer an 'unqualified' audit opinion in the future will be our biggest challenge to date. As you know, we are geographically dispersed and have significant resources under our control. I ask that you make your best effort and strive for this goal.

Thanks to each and every one of you. Audit remediation is yet another step forward in modernizing our mission support organization, and raising it to world-class levels. It can't be done without your outstanding work and dedication. Bravo Zulu!

Aviation back on track to improve safety record

by Lt. Patrick Street & Lt. Cmdr. Richard Scott, Aviation Training Center Mobile -- Published Nov. 18, 2011



Vice Adm. Manson K. Brown, Pacific Area commander, listens to the pre-flight safety brief, from an Air Station San Francisco air crew, prior to leaving Station Bodega Bay and flying to Station Noyo River March 1. Brown is touring Coast Guard units within his command which includes the 11th, 13th, 14th and 17th Districts. USCG photo PA3 Levi Read.

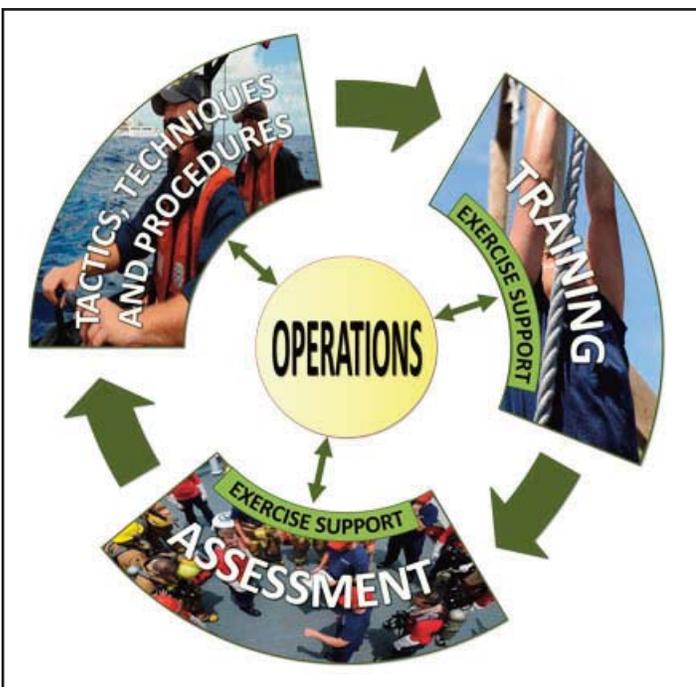
Capt. A. G. Lamplugh is widely credited as having stated in the 1930's that, "Aviation in itself is not inherently dangerous. But to an even greater degree than the sea, it is terribly unforgiving of any carelessness, incapacity, or neglect."

As a result of the hazardous and unpredictable environment in which U.S. Coast Guard aviators operate, the need for an acute focus on standardization and mission

excellence within the aviation community has long been recognized as essential. The Human Performance Cycle succinctly summarizes the unrelenting focus on continuous improvement and aviation safety that has become increasingly important when factoring for the myriad of recent changes and new developments within the Coast Guard aviation community.

New aircraft, such as the HC-130J, HC-144A and MH-60T, mean new operating and maintenance procedures. New Command, Control, Communication, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) developments mean additional training for aircrews, as well as an increased focus on operational security protocol and capabilities development. Constantly changing mission requirements dictate that aircrews must be proficient and flexible while operating in challenging and dynamic environments, ranging from our service's traditional search and rescue missions to situations involving aviation use of force, rotary wing air intercept, and vertical insertion as well as other killsets and capabilities.

Aviation Training Center Mobile, located in Mobile, Ala., is the home of each Coast Guard airframe's standardization branch and team. In addition, ATC is where each Coast Guard pilot receives his or her initial and recurrent training within their assigned Coast Guard aircraft. Long before the HPC evolved from studies of Human Performance Technology, ATC Mobile instructor pilots and standardization teams used a holistic approach to constantly develop and refine tactics, techniques and procedures while focusing on realistic and



The Human Performance Cycle. U.S. Coast Guard graphic.

safe training, along with frequent assessments of external units.

In July 2010, after a seemingly inexplicable spike in major aviation accidents, Coast Guard leadership and ATC Mobile partnered to restore the service's historically pristine aviation safety record. ATC's leaders worked through the Aviation Safety Assessment Action Plan to identify issues the field viewed as safety threats. After analyzing 2,088 survey responses from aviators ranging from E-3 to O-9, data indicated that safety was primarily compromised by complacency, high rates of mission changes, and a lack of individual pilot proficiency. To address these factors, ATC's and aviation's program manager in the Office of Aviation Forces (CG-711) implemented targeted measures prompted by survey findings including:

Delaying pilots' pursuit of continuing education until after earning designation as aircraft commander;
Changing Crew Resource Management delivery methods, requiring that CRM be trained and discussed within cohesive unit flight crews as opposed to educating and refreshing pilots and enlisted flight crews separately without the benefit of shared experiences and perspectives; and
Standardizing the way pilot flight performance is evaluated and reported across all platforms, including more accurately capturing detailed performance trends and feedback capabilities.

While these steps mirror the skeleton of the HPC in that policy feeds TTP development, TTPs are refined over time, and assessments are carried out, one additional quality is needed in order for the cycle to continue into the future. In his Oct. 15, 2011, "Open Letter to Coast Guard Aviators," Vice Adm. J.P. Currier, the Coast Guard's "Ancient Albatross," advised that each Coast Guard aviator should "aspire to train to qualification and fly to profi-

ciency." He continued, that "development begins by maturing past that [initial] qualification; it represents the foundation on which the true professional builds" en route to a high level of proficiency which is attained through a desire for life-long learning.

Each of the pilots, coxswains, boarding team members, and marine safety professionals responsible for the



An MH-65C Dolphin helicopter in flight. USCG photo by PA3 Stephen Lehmann.

execution our service's missions, as well as the yeomen, intelligence specialists, machinery technicians and members of other ratings who provide mission support, must strive to achieve ever-increasing planes of expertise. As our individual members gain experience and identify new areas for improvement, the Human Performance Cycle is the tool that will enable the Coast Guard to be an efficient and effective learning organization. Through the cycle, we can ensure that tomorrow's training and TTPs are continuously improved and made better than today's.

Meet Lt. j.g. Galen Varon

Published Dec. 16, 2011



Lt. j.g. Galen Varon is a project officer at the Operations Systems Center in Martinsburg, W. Va.

Q: What inspired you to serve with the U.S. Coast Guard?

A: *For thousands of years mankind has been attracted to the lore of the sea. From the depths of the frigid Arctic to the humid Gulf, the Coast Guard has assisted both the mariner and the environment in peril. I joined the United States Coast Guard to serve sea, man and country.*

Shooting for 100 percent readiness against the flu

by Cmdr. Andrew Meagher, RPh, MS, and Cmdr. Erica Schwartz, M.D., MPH -- Published Nov. 30, 2011



HS3 Edward Goff administers the influenza vaccine at the Integrated Support Command Miami clinic to BM2 James V. Maida Oct. 8, 2008. Coast Guard personnel are administered the flu vaccine annually prior to the onset of flu season. USCG photo by PA3 Barry Bena.

The Centers for Disease Control and Prevention identifies the flu vaccination as the “primary method for preventing influenza and its severe complications.” The development of widespread flu vaccinations hearkens back to 1943 during World War II. At the time, the U.S. Army Surgeon General commissioned research to develop influenza vaccines because he was concerned about the devastation caused by the 1918-1919 world-wide outbreak of viral influenza, which quickly sapped the fighting strength of American troops. This pandemic killed more than 50 million people, including 500,000 people in the United States, which equates to more Americans than the military death tolls of all of America's wars in the 20th century combined. The Army Surgeon General had the wisdom to learn from history, and we are fortunate because the research that he promoted resulted in the first iterations of the vaccines that we still use today.

Early research on influenza led to the discovery that there are three constantly changing strains of the flu virus. Thus, the flu vaccine must be administered each year, and all U.S. Coast Guard active duty and selected reserve members are required to receive the flu vaccine annually in order to maintain mission readiness. Preven-



Vials of the Influenza vaccine ready to be administered at Coast Guard Headquarters in Washington, D.C., Nov. 3, 1999. USCG photo by PA3 Bridget Hieronymus.

tion is one of the foundational aspects of military readiness, and vaccination is the most effective weapon against debilitating illnesses. The importance of this type of preventive maintenance was demonstrated in 1996 when 42 percent of the crew aboard the USS Arkansas became ill after receiving an ineffective flu vaccine. (The virus did not match the strains used for immunization.)

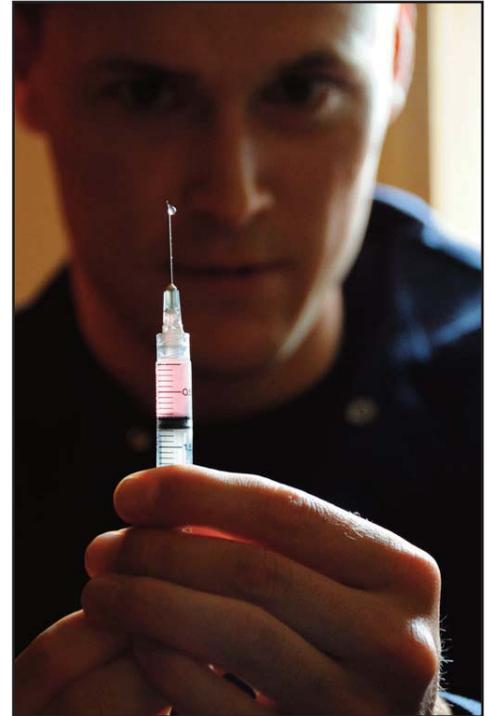
Due to the rate of incapacitating illness, the ship cancelled its training exercise and made an unscheduled return to the nearest port.

The Coast Guard has learned many lessons from the experiences of the crew on the USS Arkansas and the Army, and this has led to improvements, such as creating a centralized management system. Ordering, delivering and receiving the annual flu vaccine are all parts of a complex process, which begins in early February. Historically, this process was managed at the field level, resulting in a number of inefficiencies and delays. During the 2009 H1N1 flu pandemic, the Coast Guard Health, Safety and Work-Life (HSWL) Service Center and Coast Guard headquarters leveraged their centralized expertise and consolidated the ordering and delivery process. The result was a streamlined and efficient process with earlier delivery dates and increased accountability of vaccine distribution. The lessons learned in 2009 have been incorporated into the annual flu vaccine ordering process and have proven highly successful.

Improvements in the delivery and distribution are encouraging. This year, the delivery phase was completed by mid-September, and the overall Coast Guard flu vaccination

compliance rate was more than 90 percent by mid-November, which compared favorably to the Department of Defense's rate of 84 percent. Thanks to the centralized ordering and delivery process, field units can concentrate on their most important task — the delivery of healthcare to our customers.

Keep in mind — despite preventive measures, approximately 36,000 Americans still die from the flu each year. Understandably, immunization benefits the recipient and indirectly helps people in the community in which the immunized person lives and works. In military settings, the benefit takes on an additional dimension because an immunized service member is less likely to succumb to a disease that threatens his or her team and its mission. So, remember to get your immunization by Dec. 1, per ALCOAST 361/11, so you remain "always ready."



HS2 Tylor Laflan prepares a shot. USCG photo by PA3 Walter Shinn.

Meet Regina Gwiazdowski

Published Dec. 19, 2011



Mrs. Regina Gwiazdowski is a Training Technician at the Training Quota Management Center (TQC) in Chesapeake, Va.

Q: What inspired you to serve with the U.S. Coast Guard?

A: *I was not aware of the strong presence of the Coast Guard in our area when I started looking for a job after the United States Joint Forces Command's disestablishment was announced. I saw a job listing for a training technician at the Training Quota Management Center and decided it was something I would definitely enjoy. Once I came to the building in Chesapeake for the interview, I was impressed by how new the facility was and how friendly the people were. I answered honestly when I stated that my goal for a year down the line was to be sitting in one of the desks in the office of TQC. I am happy to be part of the Coast Guard team. The people I work with are great and I feel helping train Coast Guard members to do their jobs is important work.*

Deepwater RIP - A leadership perspective

by Rear Adm. John Korn, Assistant Commandant for Acquisition -- Published Dec. 8, 2011



R. I. P.
“DEEPWATER”

U.S. Coast Guard graphic.

The time has come for the U.S. Coast Guard to officially drop the Deepwater name from any reference to our acquisition portfolio. The active period of performance for the last line item under the Integrated Coast Guard Systems contract ends in January, and there will be no further work initiated.

The Coast Guard has long since taken over as the lead systems integrator for all acquisition projects, including those which started under the Deepwater umbrella. The Coast Guard, as a whole, has greatly improved our acquisition governance processes and exponentially increased the number of certified acquisition professionals across many disciplines and directorates.

This year, the Government Accountability Office retired Deepwater from the title of its annual audit. The new title is “Management and Oversight of Coast Guard Recapitalization.”

Deepwater was an innovative idea and in line with conventional wisdom at the time. Moreover, the Coast Guard found ourselves in a position where all our surface assets were in need of recapitalization at nearly the same time, and we needed to elucidate the urgency of this problem. Deepwater was the solution.

However, due to some well-publicized problems in execution, the Deepwater title now has negative connotations. In the end, the general consensus is that we ceded too much responsibility to the contractor, including some functions that should have been reserved for government employees. However, there is a great deal of good that has emerged from this endeavor. We have learned many hard lessons, fostered systems thinking, built our acquisition expertise and are collectively smarter as a service. Chances are good that you, the

reader, have one or more acquisition certifications.

So why should we care that Deepwater has ended? In short, the collection of acquisitions formerly known as Deepwater was not inclusive of all service acquisition needs and, more importantly, had an artificial end date associated with it. This end date implied that the Coast Guard would be recapitalized, no further Acquisition Construction and Improvement funding would be needed, and all would be well. Of course, we would continue to need an adequate annual stream of funding to avoid getting into the familiar position of outdated assets and infrastructure that mandated the exceptional creativity of a program like Deepwater.

Before shoveling the last spade of dirt on Deepwater, let's take stock of our current acquisition projects with a genesis in Deepwater. Depending on how progress is measured, we are probably somewhere between 25 to



The Coast Guard Cutter Stratton, the newest cutter in the fleet, transiting the Chesapeake Bay Oct. 31, 2011. USCG photo by PA2 Andrew Kendrick.

50 percent complete. Much of the planning investment and upfront work has been completed across all projects. The Offshore Patrol Cutter, the last major ship-building project, is nearly through the analyze/select phase of the acquisition process and is a beehive of activity.

We have delivered about 50 percent of our planned aviation acquisitions and upgrades. Six HC-130Js are in service, with funding in hand for two more. Additionally, 12 HC-144As have been delivered with three more on order. The MH-60T and MH-65 series helicopters are nearly halfway through their periodic upgrade segments at the Aviation Logistics Center. The HC-130Hs have upgraded surface search radars, center wing boxes have been purchased and the avionics upgrade segment is well underway.

Three National Security Cutters have been delivered, with two more under construction, and 12 Fast Response Cutters are being built as I write this article. Delivery of FRC #1, the Bernard C. Webber, is imminent. The 110-foot patrol boats and 210-foot Medium Endurance Cutters have completed the Mission Effectiveness Project at the Coast Guard Yard, and approximately half of the shipyard availabilities for the 270-foot MEC class have been completed.

Our Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) and small boat projects are also making progress on a regular basis. A total of 126 Response Boats-Medium have been ordered, with 77 delivered. We have awarded contracts for the 7-meter Over-the-Horizon cutter boat and will evaluate four contenders in February. We received proposals for the 11-meter Long Range Interceptor cutter boat. Rescue 21 is nearly complete in the continental U.S. with island sites in progress. The Nationwide Automatic Identification System, Interagency Operation Centers and C4 Common Operational Picture are making regular progress and providing real value to overall maritime domain awareness.

The operational successes of our new assets have been well documented. The significant developmental work invested over the last several years has removed the majority of risks from our current acquisition projects. The one significant risk across the board is having the cash flow to finish funding them as efficiently as possible. The business case to do so is compelling given the operational needs and the maturity of the projects.

Failure to finish out these investments will create capability gaps in the future as other recapitalization needs become inexorably more urgent.

Deepwater is officially dead – long live Coast Guard recapitalization.



An HC-130J Super Hercules (Long Range Surveillance aircraft). USCG photo by Dave Silva.



An HC-144A Ocean Sentry (Maritime Patrol Aircraft). U.S. Coast Guard photo.



The crew of a Coast Guard Station Key West 45-foot Response Boat-Medium patrols off Key West April 7, 2010. Station Key West is one of three smallboat stations within Coast Guard Sector Key West, which has a 55,000-square-mile area of responsibility that contains two international borders--Cuba and the Bahamas. USCG photo by PA3 Nick Ameen.

A tale of 2 cutters

by Michael Valliant, Acquisition Directorate -- Published Dec. 13, 2011



U.S. Coast Guard graphic.

In early November, two Coast Guard cutters were docked in Baltimore: the former Coast Guard Cutter Taney and the newest National Security Cutter, Stratton. Though moored just a few blocks apart, they were separated by more than 75 years, each designed and built as the service's most capable vessels of their time.

Why each was in Baltimore offers a glimpse into both the history and future of Coast Guard cutters.

Coast Guard Cutter Taney

The Taney was a 327-foot Treasury-class cutter, built in the mid-1930s at the Philadelphia Navy Yard. There were a total of six Treasury-class cutters—also known as the Secretary class—each named for a former Secretary of the Treasury. Like the NSCs, they were touted as the service's most capable vessels.

"The 327s were the flagships of the Coast Guard fleet," said Scott Price of the Coast Guard Historian's office. "They were the face of the service."

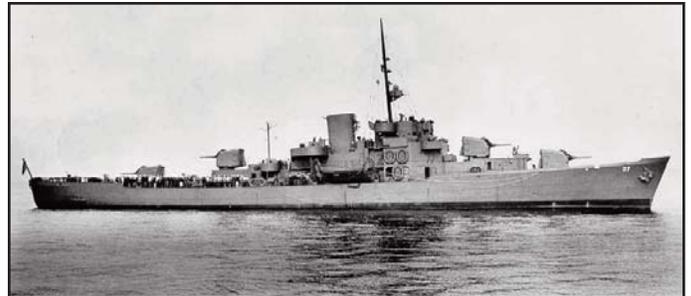
Commissioned Oct. 24, 1936, the Taney is one of the most storied cutters to have served the Coast Guard. The Taney arrived in its original homeport of Honolulu, then part of the Territory of Hawaii, in January 1937. From 1940 through 1941, the cutter received major pre-war rearmament and was then transferred to the U.S. Navy—though keeping its Coast Guard crew—to conduct local defense missions with the 14th Naval District.

The Taney was stationed in Honolulu Dec. 7, 1941, when Japanese war planes attacked Pearl Harbor, and the cutter repeatedly fired on the planes flying over the city. The ship was then assigned to anti-submarine patrols.

After World War II, the Taney was reconfigured for peacetime duties. Known as the "Queen of the Pacific," she was moved to Alameda, Calif., in 1946 and served there until 1972. In the late 1960s, the cutter also

earned the distinction of being the last U.S. military vessel still in commission that had seen action during the Japanese attack on Pearl Harbor.

In 1972, the Taney was reassigned to Virginia, where the cutter carried out ocean weather patrol, search and rescue, fisheries patrol and drug interdiction missions. In 1985, the Taney seized 160 tons of marijuana, the largest bust the nation had seen to date. The Taney's missions in the latter part of its service life demonstrate



USS Taney, CG (WPG-37); "Shepard's Rest: A ship of the fighting U.S. Coast Guard, having shepherded another convoy across the North Atlantic, rests in a foreign port pending time for the return trip."; no date/photo number; photographer unknown.

A good profile photo of Taney after modifications. No other 327-foot cutter received this armament package. Her first assignment was as flagship for Task Force 66, escorting UGS-38, bound for the Mediterranean, in early April 1944. German bombers attacked the convoy on 20 April 1944 soon after the vessels cleared Gibraltar. Three ships from the convoy were lost, including the SS Paul Hamilton, which all 580 persons on board were killed, and the destroyer USS Landsdale (DD-246).

U.S. Coast Guard photo. More photos of the Taney are available on the Coast Guard's Taney Historic Image Gallery web-page: http://www.uscg.mil/history/WEBCUTTERS/Taney_WPG37_Photos.asp.

the Coast Guard's foresight in building flexibility into the class.

"The 327s were a modifiable platform, which could be modified based on the mission to be performed," said



The Coast Guard Cutter Taney hosts a memorial ceremony Dec. 7, 2009, commemorating the anniversary of the Pearl Harbor attack Dec. 7, 1941. Out of the 101 U.S. fighting ships present in Hawaiian waters on the day of the attack, the Taney is the only one afloat today. USCG photo by PA3 Robert Brazzell.

Chris Havern of the Coast Guard Historian's office. "They weren't designed specifically for drug interdiction, but they performed that function later in their service lives."

On Dec. 7, 1986, the Taney was decommissioned in Portsmouth, Va., after 50 years in service. The cutter was then donated to the City of Baltimore, where it now serves as a memorial and museum. The 327s were built at Navy shipyards with a design based on the Navy's Erie-class gunboats, generating substantial cost savings. Most of the Treasury-class cutters had service lives of more than 40 years, performing virtually all of the Coast Guard's many missions.

From Secretary to Legend Class

Today, the Coast Guard is on its way to building eight NSCs, and the linkage between these future Coast Guard cutters and their early ancestors has not gone unnoticed.

"You can see the linkage between the Secretary-class 327s and the Legend-class NSCs in that the Coast Guard has always had to function as a multi-mission maritime service," Havern said. "It speaks to the unique nature of missions

the Coast Guard performs, some of which, like law enforcement, the Navy can't do."

The first two NSCs, the Bertholf and the Waesche, are operational; the Stratton, the third NSC, awaits commissioning in the spring of 2012. Construction has begun on NSC 4, the Hamilton, and NSC 5, the James, is under contract.

On Sept. 2, the Coast Guard took possession of the Stratton after it successfully completed sea trials. In October, Stratton sailed away from the Huntington Ingalls Industries shipyard in Pascagoula, Miss., to make its way up the East Coast. It made stops in Pensacola, Fla., and Charleston, S.C., before arriving at Fell's Point.

The transit to Baltimore marked the first time the crew was able to test Stratton's features and capabilities. While en route in the Chesapeake Bay, the crew recovered one of the ship's cutter boats via the stern ramp, as well as landed and launched an MH-60T helicopter from the flight deck. While moored in Baltimore, the crew showed Stratton off for special events, senior administration officials and lawmakers.

The Stratton's crew also provided tours to staff from the Department of Homeland Security (DHS) and Coast Guard Headquarters in

Washington, D.C. On the way to see the service's newest cutter, their tour buses drove by the Taney. The two cutters, connected by proximity for a brief port call, will soon be connected by another city: Alameda. There, the Stratton will be homeported alongside the first two NSCs—the same homeport from which the Taney carried out its missions for more than 25 years.



The Coast Guard's first National Security Cutter, the Bertholf, took to the seas Monday, Feb. 11, 2008, for the third day of sea trials accompanied by the newly re-engined MH-65C helicopter in the Gulf of Mexico. USCG photo by PA2 Thomas M. Blue.

Coast Guard moves to digitize military record keeping

by the Pay & Personnel Center and the Personnel Service Center -- Published Dec. 21, 2011



YN2 Michael Boswell, a yeoman with the Eighth Coast Guard District Servicing Personnel Office, processes reserve orders, Oct. 31, 2011. Boswell is responsible for processing more than 80 reserve members at the district, which includes pay, orders, leave, annual verifications and much more. USCG photo by PA3 Casey J. Ranel.

The future of your military personnel records is about to get easier, due in part, to the Coast Guard's improved document imaging system. By employing the right technology, our people will be better connected to the information they need to make good decisions and work more productively.

Just as we are pursuing new modern, technically advanced operational platforms and systems such as the National Security Cutter, HC-144A aircraft, and the Rescue 21 system, we are also researching improvement options for the way we manage your personnel record through the new Human Capital Management System. One key element of the HCMS is the Electronic Imaging – Personnel Data Records, the first step in a totally electronic personnel record system. Paramount to the success of the HCMS is to permanently record and file a member's source documents, which are used to enact an action that may affect your pay. Per COMDTINST M1080.10I, birth certificates, social security cards, marriage licenses, and supporting documents used to change this information are all classified as source documents.

Why are we scanning your records?

One of the key catalysts for this effort is the ongoing Chief Financial Officer audit. By having a member's source documents scanned, indexed and readily avail-

able, we are able to verify the accuracy of employment data timely and efficiently, which increases the Coast Guard's ability to be a good steward of the public's trust as well as brings the service one step closer to audit compliance with the Office of Management and Budget.

How does this help me as a member?

What this means for you is an improved accessibility of the source documents that affect your career. For example, quick access to your records allows you the opportunity to review them at any time and ensure promotion boards and panels are using accurate information when making decisions. In addition, electronic records can be routed anywhere instantaneously, eliminating delays caused by mailing or e-mailing paper forms and documents.

The Human Resources Directorate (CG-1), the Personnel Service Center, the Pay & Personnel Center, and field units in the Boston area have already begun piloting the document imaging process and providing recommendations for implementation. Replacing paper forms and worksheets with electronic forms, or "E-Forms," which allow for direct data entry into the imaging system, presents a possible enhancement to the proposed system. With the exception of source documents, such as a marriage license or birth certificate, the use of E-Forms will eliminate the need to scan the paper forms and work-



Coast Guard students are shown administrative management during Yeoman "A" school at Training Center Petaluma, Calif., June 23, 2005. USCG photo by PA1 Barry Lane.

sheets used today. By directly entering E-Forms into your electronic record, your documents will be available for immediate viewing. This is an improvement over the current process in which, after filing your paper document, it is mailed to PSC and then scanned and electronically filed in your EI-PDR. Delays caused by this process often trigger substantial rework and research when a member inquires about the status of their record.

As we move to a more austere business climate, ongoing upgrades to the HCMS will help reduce data collection costs and paper usage, improve compliance and maintaining accurate records, and streamline business processes. These are just the beginning steps in working towards our new, modernized HCMS, so stay tuned for more updates!

Meet Petty Officer Eric Kiehlmeier

Published Dec. 29, 2011



Petty Officer 3rd Class Eric Kiehlmeier is a Health Services Technician at Training Center Petaluma, Calif.

Q: What inspired you to serve with the U.S. Coast Guard?

A: *I joined the Coast Guard to lend a hand to others in need. As a health service technician, we see people at their worst; to be able to help someone when they need it the most is an excellent feeling.*

Welcome!

by Master Chief Petty Officer Kevin Isherwood
Published Oct. 18, 2011

Greetings from D.C.,

Great news for all of you technology early adopters; *Service Lines* is going all electronic! Have no fears though, each electronic edition of the magazine will still contain awesome photo spreads, interesting articles and plenty of enterprise-wide service delivery status updates. This will be your one stop EVERYTHING Mission Support information conduit and repository!! As you can tell, I am extremely excited about the endless possibilities that an *E-Service Lines* could deliver. How about real-time updated articles as the action is happening, instead of reading about it long after implementation!!

If the instant E-thing doesn't rock your world, and you're saying, "So what?" Look at it from the environmental perspective; we will save a small forest in Oregon with each release. OK, if that doesn't do it either...bottom line...it will save us a boat-load of cash sending it out electronically.

With today's continuing modernization efforts, information is everything! And, we owe it to you to provide the most accurate, up-to-date and timely information available. To that end, I am interested in hearing what's on each of your minds. What are we doing right, and where are we missing the mark? Also, what do you want to read about and see in YOUR online *Service Lines*? Send your questions, concerns, comments and compliments to servicelines@uscg.mil.

Yours in Service and Support,

Master Chief Petty Officer Kevin Isherwood
Command Master Chief Deputy Commandant for Mission Support

Industrial Management plan implementation approved

Published Nov. 2, 2011



CONAKRY, Guinea - Coast Guard PO2 Jeremy Trueblood helps a Guinean navy engineer use a plasma cutter to slice through metal aboard Coast Guard Cutter Forward, Aug. 24, during Africa Partnership Station. APS aims to strengthen global maritime partnerships through training and other collaborative activities in order to improve maritime safety and security in Africa. USCG photo by PA2 Etta Smith.



U.S. Coast Guard photo.

Rear Adm. Ronald Rábago, Assistant Commandant for Engineering and Logistics, recently approved the phased implementation of the National Industrial Enterprise Management Plan which outlines a management consolidation of 21 locations that conduct U.S. Coast Guard industrial missions. This is a landmark event in the Coast Guard's Industrial Program and is the result of more than three years of hard work by a number of naval and industrial engineers.

Implementation of this plan will create a national organization that will centrally manage aspects of the program including finance, safety and training. Phased implementation of the NIE will not only deliver industrial services more effectively in our modernized Coast Guard, it also values and respects our talented industrial workforce that are so very critical to maintaining our ships, boats and infrastructure.

news clips

New Personnel Manual arrives!

Published Oct. 24, 2011

Rear Adm. Ronald T. Hewitt promulgated 12 new manuals and instructions Sept. 28, which cancelled the legacy Personnel Manual, COMDTINST M1000.6. This change not only reduces the size of the manual(s) but also improves download speeds, shrinks bandwidth usage, and more importantly, allows the Office of Military Personnel to promulgate updates in a more timely fashion. In addition, this change should also help cut down on the number of AL-COASTSs that are released.

Lt. Kelly Merchen from the Military Policy and Standards Division, CG-1221, spent two years on the Personnel Manual break-up, taking the former 17-plus megabyte .pdf file and turning it into these much smaller, easier to manage manuals.

For more information, please see the CG-122 website and click on the Personnel Manual Break-Up Information tab.



Rear Adm. Ronald T. Hewitt congratulates Lt. Kelly Merchen after signing the 12 new manuals and instructions that replace the former Coast Guard Personnel Manual. Rear Adm. David Callahan, Capt. Gregory Prestidge, and Lt. Gabriel Vigil are in the background.

Did you know?

Published Nov. 10, 2011



A National Security Cutter next to Joshua James.

The Coast Guard's fifth National Security Cutter will be named for Joshua James. James is cited with saving more than 600 lives along the New England coastline over a nearly 60-year career with the U.S. Life Saving Service.

View more information about Joshua James on the historian's website.

Meet Petty Officer Paloma Gutierrez

Published Oct. 18, 2011



Petty Officer 2nd Class Paloma Gutierrez is a yeoman at the Coast Guard Yard in Baltimore.

Q: What inspired you to serve with the U.S. Coast Guard?

A: One of the reasons I decided to join the U.S. Coast Guard was because I wanted to take advantage of the great educational opportunities. I wasn't able to afford the high cost of college, and the Coast Guard offered me a great job and the chance to go to school for free! Now, five years into my career, I am very happy about my choice and plan to retire with the Coast Guard.

Contract awarded for production of fifth National Security Cutter

Published Oct. 18, 2011

The Coast Guard awarded a fixed-price incentive contract Sept. 9 valued at approximately \$482 million to Huntington Ingalls Industries for production of the fifth National Security Cutter. Fol-



History was made when two of the Coast Guard's Legend Class cutters, *Bertholf* and *Waesche*, were documented during their transit together on the waters off the coast of Southern California, Feb. 26, 2010. Crewmembers from each of the cutters gathered on the flight deck in formation of the cutters' perspective hull numbers. U.S. Coast Guard photo.

lowing prefabrication activities, construction of NSC five is expected to begin six months after the contract award.

Huntington Ingalls Industries began fabrication work on the fourth NSC Aug. 29. Approximately 100 tons of steel plate have been cut and fabricated, marking the beginning of NSC four's production phase.

The third NSC, *Stratton*, was delivered to the Coast Guard at a Sept. 2 ceremony in Pascagoula, Miss. The ceremony acknowledged preliminary acceptance of NSC three by the Coast Guard and placed the cutter in "in-commission special" status, meaning the Coast Guard crew took possession of the cutter and moved aboard.

The first two NSCs, *Bertholf* and *Waesche*, are already executing Coast Guard missions in the field. The service plans to acquire eight NSCs. Please visit the NSC website for more information.

Coast Guard Maritime Law Enforcement Academy graduates 13 officers from its robust International Boarding Officer Course

by Advanced Law Enforcement School Chief

Published Oct. 18, 2011

The Coast Guard Maritime Law Enforcement Academy hosted the International Boarding Officer Course Aug. 29 to Sept. 23. The annual course graduated 13 students from 11 countries, spanning four continents and the South Pacific. In addition to the traditional maritime law enforcement instruction that was provided during previous IBOC



The graduates pose for a photo aboard *Mrs. Nancy*, a 60-ft fishing trawler used as a static boarding platform for training Boarding Officers. U.S. Coast Guard photo.

courses, this year's improved curriculum added nearly two weeks of advanced law enforcement to encompass Level II radiation detection and ports, waterways, and coastal security fundamentals. The students also experienced more U.S. culture by taking a four-day trip to Savannah, Ga., to visit historic sites.

Coast Guard heat maps help leaders visualize operations

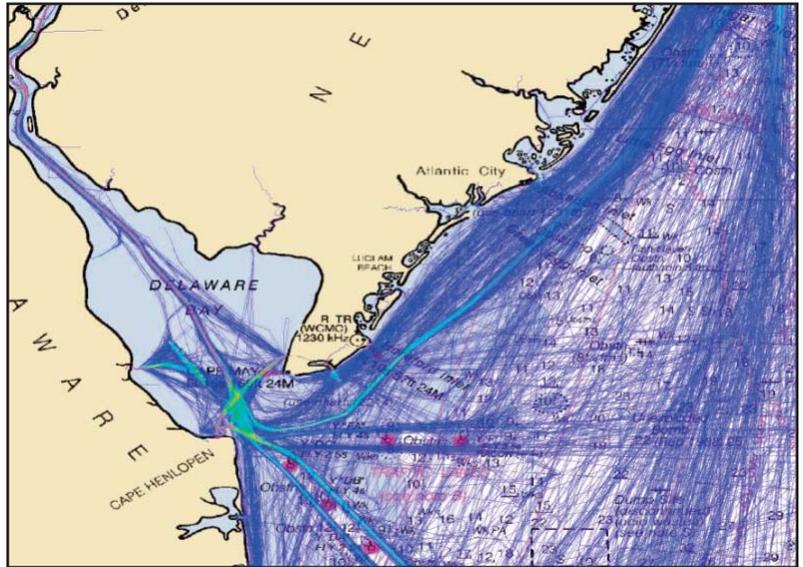
by Mark Hiet

Published Nov. 15, 2011

The adage, "A picture is worth a thousand words," refers to the idea that a complex idea can be conveyed with just a single, still image. It also aptly characterizes one of the main goals of visualization, namely making it possible to absorb large amounts of data quickly. A heat map is one product being produced at the U.S. Coast Guard Operations Systems Center by the Nationwide Automatic Identification System and the Enterprise Geographic Information System, or eGIS, teams. A heat map is a visual representation of a vessel's track.

In one area of support for President Obama's green initiative, the OSC has been creating heat maps for use during the *Bureau of Ocean Energy, Management, Regulation, and Enforcement task force meetings to assist in determining Wind Energy Areas. A heat map picture provides the "1,000 words," as meeting attendees can visualize and realize the amount of vessel traffic that transits a potential WEA. The heat map also helps attendees comprehend the impact to marine traffic when wind turbines are built inside a WEA. As the Coast Guard continues to enhance and develop heat maps of AIS data, it will accomplish the goal of visualizing entire operations with a single still image.

** The Bureau of Ocean Energy, Management, Regulation, and Enforcement was replaced Oct. 1 by the Bureau of Ocean Energy Management (BOEM) and the Bureau of Safety and Environmental Enforcement (BSEE) as part of a major reorganization.*



A heat map of Delaware Bay for the month of October 2011. Image courtesy of Daniel Kerrigan, Operations Systems Center. U.S. Coast Guard image.

Meet Petty Officer Carl Luis Blas

Published Oct. 18, 2011



Petty Officer 3rd Class Carl Luis Blas is a yeoman at Air Station Atlantic City, N.J.

Q: What inspired you to serve with the U.S. Coast Guard?

A: I was inspired to serve in the Coast Guard because I knew I'll have the opportunity to travel around the US to visit different towns and cities that I have never been to. An adventure with many possibilities to try different foods, meet different people and embrace different cultures. Also, I wanted to use my skills in customer service, which I had learned from my civilian job, and apply them to provide "great" customer service in the US Coast Guard. I wanted to leave a favorable impression with military members. I was inspired to become a "great" Yeoman in the Coast Guard.

17th and final 110-foot Patrol Boat begins Mission Effectiveness Project

Published Oct. 18, 2011

The Coast Guard's 17th and final 110-foot patrol boat, *Chandeleur*, recently arrived at the Coast Guard Yard in Baltimore to begin extended refurbishment under the Mission Effectiveness Project. MEP significantly improves a cutter's mission capability and reduces its operating and maintenance costs by replacing obsolete systems.

Refurbishing the 110-foot Island-class patrol boats will help bridge the gap until the Sentinel-class Fast Response Cutters are delivered. Of eight on order, the first FRC was launched in April and the second FRC was launched in August. Delivery of the first FRC to the Coast Guard is expected sometime this winter.



BM3 Suren Chandrasena watches from the side port door as Coast Guard Cutter Bertholf's over the horizon small boat departs to receive personnel from Coast Guard Cutter Chandeleur June 18, 2008. U.S. Coast Guard photo.

Under MEP, 17 of the 110-foot patrol boats, 14 of the 210-foot Reliance-class Medium Endurance Cutters and 13 of the 270-foot Famous-class Medium Endurance Cutters have been undergoing extended refurbishment at the Coast Guard Yard. Last October, the 14th and final 210-foot WMEC, *Steadfast*, completed MEP.

MEP is the most cost-effective way to provide equipment upgrades and structural repairs that maintain the core mission effectiveness of selected in-service vessels. Since MEP began in 2005, the project has consistently achieved its goals on time and on budget. More information is available on the Mission Effectiveness Project website.

Rep. Frank LoBiondo visits Training Center Cape May

by Training Center Cape May

Published Nov. 28, 2011

The Honorable Frank LoBiondo, congressman from New Jersey's 2nd District, visited Training Center Cape May, N.J., Oct. 7. Rep. LoBiondo engaged in a working lunch with the Recruit Training Board of Advisors and discussed key issues related to facilities, pier renovation, beach replenishment, the establishment of a Coast Guard Enlisted



Rear Adm. Kieth Taylor, commander of the 13th District; Rear Adm. Stephen Mehling, from Force and Readiness Command; Rep. Frank LoBiondo and Rear Adm. William "Dean" Lee, commander of the 5th District, talk during a meeting at Training Center Cape May. USCG photo BMC Sean Boone.

Memorial Foundation, and the successful planning and execution of evacuations during Hurricane Irene. In his latest visit to the training center, Rep. LoBiondo described its contribution to the local community as "enormous" and "immeasurable" and that he supports strengthening the training center's footprint at Cape May.

Lead Sentinel-class ship underway

by Acquisition Directorate
Published Nov. 29, 2011

The Sentinel-class Fast Response Cutter project achieved an important milestone this week for the Coast Guard's patrol boat recapitalization efforts.

The Bernard C. Webber, the lead ship in the Sentinel class, got underway Sunday for the first time in preparation for builder's trials, which are scheduled to begin Wednesday. Builder's trials include both pier-side and underway machinery and equipment tests conducted by the shipbuilder to demonstrate the seaworthiness and functionality of Webber's systems, including main propulsion, command and control, navigation and others.

Following the successful completion of builder's trials, the Coast Guard will conduct acceptance trials before delivery, which is scheduled for January 2012.

To learn more about the Fast Response Cutter Project, please visit the acquisition website: <http://www.uscg.mil/acquisition/sentinel/default.asp>.



The first Fast Response Cutter, Bernard C. Webber, gets underway off the coast of Grand Isle, La. Photo courtesy of Bollinger Shipyards, Inc.

Supporting those who serve

by Human Resources
Published Dec. 6, 2011

While it is commonplace for the U.S. Coast Guard's active duty military members to deploy, one can easily forget that Coast Guard reserve members also play an important role in deployment efforts. The Coast Guard Yellow Ribbon Program, which is primarily designed for reserve members who deploy under Title 10 orders for a minimum of 90 days, consists of informational events and activities for them and their families or designated representatives. These deployment events are held across the country and are designed to connect service members and their significant others with local resources before, during and after deployments.

These opportunities are especially important during the reintegration phase that occurs in the months following a service member's return home. For more information on the various events and activities offered by this program, visit the Coast Guard or DoD Yellow Ribbon Program websites.

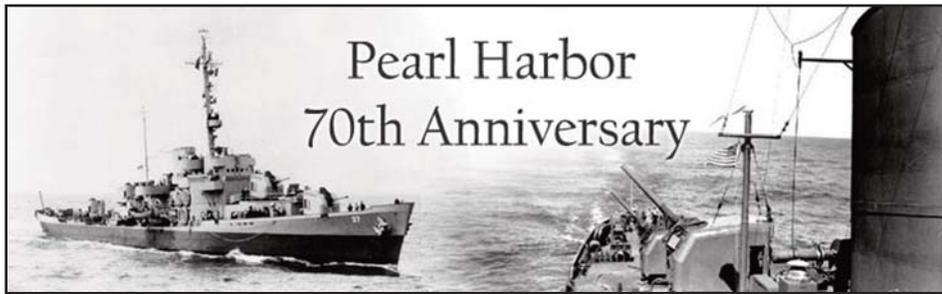


Mrs. Linda Kapral Papp speaks at a Coast Guard Yellow Ribbon Program breakfast in Seattle May 26, 2011. The Yellow Ribbon Program supports military families before, during and after overseas deployments. USCG photo by PA2 Patrick Kelley.

70th Pearl Harbor Day anniversary

by Acquisition Directorate

Published Dec. 7, 2011



USS Taney, CG (WPG-37); "Taney, 327-foot Coast Guard combat cutter, is shown here wearing battle gray while on convoy escort duty in the Atlantic."; no photo number; date/photographer unknown. USCG illustration.

The former U.S. Coast Guard Cutter Taney was stationed in Honolulu Dec. 7, 1941, when Japanese war planes attacked Pearl Harbor. Under the command of the U.S. Navy but with a Coast Guard

crew, the cutter repeatedly fired on planes flying over the city. By the late 1960s, the Taney had earned the distinction of being the last U.S. military vessel still in commission that had seen action during the Japanese attack on Pearl Harbor.

On this "date which will live in infamy," the Taney began firing on the second wave of Japanese aircraft at approximately 9 a.m. with its three-inch guns and .50 caliber machine guns. The Taney sulfured no damage during the attack and was eventually decommissioned in 1986, at which point it was donated to the City of Baltimore, where it now serves as a memorial and museum. As a result of the attack on Pearl Harbor, nine U.S. Navy ships were sunk; 21 ships were damaged, of which three were irreparable; 1,178 people were injured; and 2,403 died.

More photos of the Taney are available on the Coast Guard's Taney Historic Image Gallery webpage: http://www.uscg.mil/history/WEBCUTTERS/Taney_WPG37_Photos.asp.

Milestones for the H-65 Project

by Acquisition Directorate

Published Dec. 14, 2011



At a commemorative retirement ceremony, water trucks create a celebratory arch over the final HH-65C helicopter to be converted to an MH-65. U.S. Coast Guard photo.

November 8 marked a historic day for the Coast Guard's H-65 helicopter program, as the Short Range Recovery product line received its final HH-65C airframe, CGNR-6596, from Coast Guard Air Station North Bend, Ind. The entire H-65 fleet is now comprised of MH-65Cs and MH-65Ds.

The SRR product line, located at the Aviation Logistics Center in Elizabeth City, N.C., hosted a short retirement ceremony to commemorate the occasion. But as they bid farewell to the HH-65 frame, it also marked a new beginning as work got underway on the final phase of the H-65 conversion project, Discrete Segment 6. This segment will convert the helicopters to MH-65Es.

The MH-65E integration project management team hosted a kick-off meeting to discuss the status of the segment, clarify roles and responsibilities, and define the path forward. The team is comprised of Coast Guard personnel and industry partners, including EADS, American Eurocopter, Rockwell Collins and Safran Turbomeca.

The Coast Guard recently signed formal contracts with Rockwell Collins to begin the Common Avionics Architecture System cockpit development, and with Turbomeca to assist with engine integration and verification for the CAAS cockpit.

"It was truly a superb day to remember and celebrate the past, and to chart the future path of the H-65 helicopter," said Cmdr. Ed Sheppard, the Coast Guard's SRR product line manager.

Fact OR Fiction?

Published Dec. 20, 2011

Unlike other branches of the military, the U.S. Coast Guard does not have special operations forces.

Fiction

The Coast Guard does have specialized forces. One special operations force is the group of 12 Maritime Safety and Security Teams strategically placed around the nation. The events of Sept. 11, 2001,

clearly highlighted the need for creating this domestic security antiterrorism force. They protect ports as well as high-value assets within those ports. They also conduct waterfront security for high-profile events.

On July 20, 2007, the Coast Guard established the Deployable Operations Group to put their six deployable special operations forces under one command. Due to a wide range of missions, the Coast Guard responds to a variety of threats and emergencies that each carries unique needs. Their parent command can deploy adaptive force



ME2 Jarred Devito, a vertical insertion team member from the Honolulu-based Maritime Safety and Security Team 91107, secures a perimeter after rappelling from a Marine Corps CH-53 helicopter during vertical insertion training at Marine Corps Base Hawaii, Jan. 7, 2010. A vertical insertion is a maritime-based tactic used to board high interest vessels using the element of surprise.. U.S. Coast Guard photo.



Area D training base for the Office of Strategic Services Maritime Unit. Spring/Summer 1943. Location: Potomac River, Across from Marine Corp Base Quantico. Photo courtesy of the Naval Special Warfare Foundation.

packages to meet those needs. The other five specialized forces are the Maritime Security Response Teams, Port Security Units, Tactical Law Enforcement Teams and the National Strike Force strike teams.

What most people don't realize is that during World War II the Office of Strategic Services recruited Coast Guard men for their swimming, diving, boat-handling and signaling skills. These men were the heart of the OSS Maritime Unit and Operational Swimmer Group operations.

After they were organized and trained, these men deployed with the Maritime Units to Europe and the China, Burma, India Theater of Operations as well as the Navy's Underwater Demolition Team 10 in the Pacific. By August 1944, OSS had 226 men assigned to its Maritime Unit. Of these, almost 75 were from the Coast Guard. Another 40 were attached to the West Coast training schools. This small contingent was part of the largest

Families host recruits for the holidays

by Training Center Cape May
Published Dec. 27, 2011

The U.S. Coast Guard and the American Red Cross placed approximately 240 Coast Guard recruits with 79 southern New Jersey families Christmas Day and 220 recruits with 92 families for Thanksgiving as part of Operation Fireside. Coast Guard Training Center Cape May can have up to 600 recruits training at any given time from all 50 states and U.S. territories, and since 1981, Operation Fireside has provided thousands of recruits the opportunity to celebrate the holidays with local host families while they are separated from their loved ones during training.



Lt. Cmdr. Aaron Miller, a chaplain aboard Training Center Cape May, pairs recruits with families along with the help of company commanders as part of Operation Fireside. USCG photo by CWO Donnie Brzuska.

Francis selected as Info Systems Security Officer of the Year

Published Oct. 18, 2011

Mr. Chrisan Francis, an Information Systems Security Officer at Operations Service Center Martinsburg was recognized for his demonstrated loyalty, outstanding performance, commitment, dedication and innovation in implementing IT security at his unit, leading to a positive impact upon the Coast Guard information assurance program. Upon being selected as the Coast Guard ISSO of the year, Francis was entered into the DHS ISSO of the year competition.



De La Rosa earns Commandant's Award from leadership school

Published Oct. 18, 2011



Petty Officer 3rd Class Roberto de la Rosa, a machinery technician at Training Center Cape May, received the Commandant's Award Sept. 2, upon graduation from the Air Force's Kish Airman Leadership School held at McGuire Air Force Base.

The school is a five-week-long U. S. Air Force program designed to develop airmen into effective front-line supervisors. It is the first professional military education that enlisted Air Force members encounter. ALS focuses on developing leadership abilities as well as effective communication, and the Commandant Award is presented to the student demonstrating exemplary professional military qualities. Selection is based on leadership qualities, attitude, class participation and peer and instructor ratings. De la Rosa was the only non-Air Force member of the class.

Walden competes at World Military Games in Rio de Janeiro

Published Oct. 18, 2011



Walden battles at the volleyball net with Brazil's Rogerio Ferreira during the 5th CISM Military World Games on Copacabana Beach in Rio de Janeiro, Brazil. The Brazilians won the match, 21-11, 21-13, and went on to win the bronze medal. Walden and Team USA partner Navy Senior Chief John Goings of Jacksonville, Fla., went 2-2 with victories over Lithuania and Angola and finished seventh in the tournament. U.S. Army photo by Tim Hipps, IMCOM Public Affairs.

Training Center Cape May's Petty Officer 2nd Class Zachary Walden, a damage controlman by trade, made the All-U.S. Armed Forces Beach Volleyball Team after first making the All-Navy Team. Walden went on to represent the U. S. Armed Forces in beach volleyball at the World Military Games held in Rio de Janeiro, Brazil, July 15-24, 2011.

Held once every four years by the International Military Sports Council, the World Military Games is the military equivalent of the Olympics. Members of the armed services from around the world compete in a variety of events similar to those found in the Olympic Summer Games. The motto of the games is "Friendship through Sport." Service members, who may previously have met on the battle field, now meet in friendship on the playing field.

Institute receives 2011 Spotlight on Leadership Campaign Award

Published Oct. 24, 2011

The Coast Guard Institute received third place for the 2011 Spotlight on Leadership Campaign. The Spotlight on Leadership Award is given to those units that demonstrate exceptional models of Coast Guard leadership and leadership development at the unit level.

During the month of April, each member of the CGI took the time to define one of the Coast Guard's 28 leadership competencies along with a related quote for their fellow ship-mates to read. The CGI also highlighted efforts by members of the staff to help create better citizens, and in turn a better community and better country, through their involvement with the Chief Petty Officer's Association, churches and civic groups, Partnership in Education, and the Boy and Eagle Scouts.



Group photo of Coast Guard Institute staff. Names from the bottom to the top: LCDR McCormack, YN3 Johnson, YN3 Cuevas, CWO4 Hallford, LCDR Kirkland, YNC Hodges, YN3 Lockard, YNC Estep, CWO3 Collier, YN3 Stevenson, YN3 Voss, SK3 Crouthers, SN Vega, Ms. Macklin, Mr. Lin, SK1 Turner, Mr. Garrison, Mr. Stawicki, Ms. Fischer, Ms. Riley, Mr. Brooks, Ms. Carey, Mr. Morrison, Mr. Dingle, Mr. Jerrim, Mr. West. U.S. Coast Guard photo.

Capt. Eng receives 2011 International Leadership Award

Published Nov. 2, 2011

Capt. Edward Eng, commanding officer of the Community Services Command, is the International Military Community Executives Association Leadership Award winner for 2011. Eng is recognized for his innovative leadership in overseeing the increase of Morale, Well-Being and Recreation non-appropriated fund distribution to field commands by 100 percent over the previous year — a level not attained since 1994. Additionally, Eng is recognized for his support of the Coast Guard's affiliation with the Boys and Girls Clubs of America and bringing quality youth programs to Coast Guard families.



Capt. Edward Eng. U.S. Coast Guard photo.

Seaman Lowery receives American Legion Spirit of Service Award

Published Nov. 10, 2011

Seaman Jacob Lowery of U.S. Coast Guard Training Center Petaluma was selected as the Coast Guard's recipient of the American Legion Spirit of Service Award. The award, given to a single member from each branch of service every year, recognizes outstanding military performance and exceptional contributions in the service of others. The award was presented by President Obama at the 93rd Annual American Legion National Convention in Minneapolis, Minn., Aug. 26-31, 2011.



President Barack Obama shakes Seaman Jacob Lowery's hand after presenting him the American Legion Spirit of Service Award. U.S. Coast Guard photo.

Odom receives Blacks in Government Meritorious Service Award

Published Nov. 22, 2011



U.S. Coast Guard photo.

Mr. Curtis Odom is the 2011 Blacks in Government Meritorious Service Award winner. Mr. Odom, director of Personnel Management (CG-12), developed and implemented a U.S. Coast Guard-wide diversity strategic plan which enabled the Commandant of the Coast Guard Robert J. Papp to champion an ambitious overall vision for inclusion, responsiveness and effectiveness and provide a work-

place climate where all employees can feel valued and reach their potential.

Recognizing the need to build partnerships and synergistic relationships, Odom created and staffed the highly visible position of liaison officer to Historically Black Colleges and Universities. This move resulted in national recognition for the Coast Guard, and the service has been honored consecutively for the past two years as the top supporter of HBCUS.

Odom joined the Department of Homeland Security chapter of the National Urban Leagues Black Executive Exchange Program and established a personal affiliation with Morris College in Sumter, S.C. He visits the campus regularly with other executives, both public and corporate.

Odom also pledged time and resources to the Maritime Industries Academy, Baltimore, Md., a Maryland charter high school serving disadvantaged youth. He ensured opportunities were established for Coast Guard personnel to coach and mentor at the school.

Odom's exceptional leadership and absolute dedication to the Coast Guards core values will have positive impacts on the service and DHS for many years to come.

Are you led by example?

by Coast Guard Human Resources

Published Dec. 9, 2011



Captain Dorothy C. Stratton, working at her desk at Coast Guard Headquarters, Washington, D.C. in 1944. U.S. Coast Guard photo

See Capt. Stratton's biography along with this photo and others on the Coast Guard Historian's website: <http://www.uscg.mil/history/people/DStrattonBio.asp>

Are honor, respect and devotion to duty second nature to someone you know? If the answer is yes, this is your opportunity to get this person the recognition they deserve. The Sea Services Leadership Association is looking for women nominees for the 2012 Capt. Dorothy Stratton (officer) and the Master Chief Petty Officer Pearl Faurie (enlisted) Women's Leadership Awards. Recipients of these two awards embody the Coast Guard's core values and exemplify inspirational leadership and mentorship, both at work and in their personal lives.

If you have a leader you wish to nominate, don't delay. The deadline is January 6, 2012. For full details, view ALCOAST 553/11.

Boondogglers place 7th in Wilderness Challenge

by Petty Officer 1st Class LaraLee Thomlinson
Published Dec. 15, 2011

Training Center Yorktown's "Team Boondogglers" participated in the 11th annual Wilderness Challenge Oct. 7 and 8, 2011, at Ace Adventure Resort in Fayetteville, W. Va. Seaman Ron Giles, Petty Officer 1st Class LaraLee Thomlinson, Petty Officer 1st Class Adam Wilkie, and Petty Officer 2nd Class Dan Kinville placed second for the Coast Guard and seventh overall.

The two-day event began with an 8-K mountain run, directly followed by 13 miles of white-water rafting down the Gauley River. The second day started with 10 miles of mountain biking, 7 miles of paddling down the New River, and 15 miles of hiking. During each event, the four-person team must stay within 100 feet of their teammates. This year 29 teams from all five branches competed.



Team Boondogglers - SN Ron Giles, EM1 LaraLee Thomlinson, DC1 Adam Wilkie, and MSE2 Dan Kinville. U.S. Navy MWR photo by Debbie Galloway.

Howard recognized as Outstanding American by Choice

by the Engineering and Logistics Directorate
Published Dec. 27, 2011



U.S. Coast Guard photo.

Chief Warrant Officer Arturo E. Howard was recognized as the U.S. Citizenship and Immigration Services Outstanding American by Choice in a ceremony held Sept. 13, 2011. The award was presented by Department of Homeland Security Secretary Janet Napolitano and U.S. Citizen and Immigration Services Director Alejandro Mayorkas. The award honors individuals who have chosen to become American citizens and have demonstrated superior commitment to supporting the mission of the Department of Homeland Security.

