

SERVICE LINES



FORCECOM

Joins Mission Support to Train and Prepare the Workforce



**Deputy Commandant
for Mission Support**

Summer 2011

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Editor's Note: *Service Lines* Summer 2011 will be the last printed edition. All subsequent issues will be online only, found on our website at <http://www.uscg.mil/servicelines/>. Visit our website to view the current and future editions.

We Need Your Stories: *Service Lines* is always looking for stories and ideas. Have a story to tell? Write it down and send it in. We encourage enlisted, officer, auxiliary and civilian members to submit articles. You can email your article(s) to servicelines@uscg.mil.

Mission Support Links:

<http://www.uscg.mil/missionsupport/>

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Recognition around Mission Support

We have made significant, positive changes to our mission support structure in the last two years; your leadership, dedication and expertise made this new support architecture possible. As we continue to make our mission support organization even more efficient and effective, I want to ensure that we enable a culture of professional service—one in which we are responsive to the needs of the Coast Guard and our nation, built on a foundation of shared commitment to the execution of Coast Guard missions, supportable and repeatable service standards, and a focus on professional development that delivers technical and leadership skills necessary to achieve our organizational goals.

I believe the following represent the core tenets of mission support:

- **Whether you operate or support operations, you are an equal partner in the successful execution of Coast Guard missions.** Coast Guard operations are neither effective nor sustainable without mission support. A district commander recently told me that he directed his operational commanders to do what they needed to in order to ensure that the mission support organization is successful, reasoning that fully functional support directly enables his operations. This captures the essence of our key internal relationships. Operations and support are interdependent, and we must look at each other as equal partners in owning and delivering mission excellence. We exist to support operations, yet superior operations can't be successful without exceptional mission support. We build mutual respect by consistently contributing to this partnership.
- **We must deliver standard, consistent and reliable service.** We've learned our lessons from the past when resources, procedures and organizational relationships were vastly different depending on location. Our new mission support organization is built on standardized, repeatable, transparent processes for both normal and contingency operations. A cutter's engineering officer in Honolulu



should expect to receive the same service standard as his or her counterpart in Boston. Standardization is critical to providing efficient planning, logistics, training and budgeting. We stood up the service and logistics centers to provide service standardization, and we are now standing up bases to provide coordinated delivery across service lines at the local level. Standardization is also critical to consistently meet customer's expectations. Providing excellent service does not mean that we routinely depart from standards of service based on what our individual operational partners demand, it means we

deliver established and readily known standards of service when and where needed. We must incorporate sufficient agility to remain responsive when a risk-based departure from those standards is called for and concurred with by both mission support and operational commanders.

- **To best serve, we must professionalize mission support.** As a mission support professional, you are bound only by your own personal growth and initiative to become a successful leader in the mission support organization. In an increasingly complex world, we require both technical specialists and broadened mission support professionals to be successful. Your ability to serve is enhanced by dedication to your own personal professional development. If we desire to provide the best possible service to our Coast Guard, optimize our contribution to the execution of missions, and earn the respect of our operational partners, we must provide professional service, enabled through a commitment to continuous learning. By enhancing our knowledge, skills and abilities, we better serve ourselves and the Coast Guard.
- **We must take ownership of all mission support services.** The stand-up of bases allows us to coordinate the delivery of services to our operational partners. While our mission support team is made up of people with specialty skills, we need everyone to be a mission support customer service representative. This requires that we lean forward, declare to



Photo by Petty Officer 2nd Class Henry G. Dunphy

our customers that “your problem is my problem” regardless of the product or service line, and follow through to ensure that our customers get to the right support provider. This also requires that we take the time to learn our customer’s missions and needs so that we can provide the right, integrated service at the right time.

I hope these tenets hold true meaning to each of you. Over the coming months, we will be looking to you

to tell your story of what these words mean to you through words and photos. This is your magazine, and its value will be enhanced through your personal participation...more to follow!

WE ARE MISSION SUPPORT...EACH OF US IS COMMITTED TO ENABLING SAFE AND EFFECTIVE MISSION EXECUTION.

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



FROM THE
**COMMAND MASTER CHIEF
DEPUTY COMMANDANT FOR
MISSION SUPPORT**

**MASTER CHIEF PETTY OFFICER
KEVIN ISHERWOOD**

Greetings from Washington, D.C.! I know that it has been a busy last couple of months for everyone in the mission support world. Think about it...where did spring go? Summer is already here and promises to be just as eventful. We are on track to stand up the rest of the Phase 1 bases before the winter. When last I looked, the base billet maps had been signed by the vice commandant, and the base position/billet functional description statements were in the final stages of approval. Once we have approval of where everyone will be and what they will be doing, we can move forward with the next base stand-up. More information will be headed your way as soon as it becomes available.

To ensure service delivery alignment at the deck-plate level is consistent coast to coast and throughout the entire mission support enterprise, the Director of Logistics hosted a base commanding officer, executive officer and command master chief meeting in Norfolk, Va. It was a fantastic exchange of field best practices and experiences combined with a programmatic overview perspective from logistics and service centers as well as the individual product lines. To continue that momentum and improve communications, the base command master chiefs conduct a monthly phone conference where

common challenges are discussed and enterprise-wide solutions are developed. There's no sense in each base reinventing the wheel; this is just another example of configuration control management enabled by mission support modernization.

Recently the commandant released the Uniform Board ALCOAST 291/11. Interestingly, this has been the most talked about uniform guidance since "shaving the beards" in the early 80s. Like then, today's uniform decisions are for the better. When you think about it, much of the content in ALCOAST 291/11 is simply reiterating what we should already be doing. Remember, we are all volunteer public servants given the honor and privilege to proudly and professionally wear Coast Guard Blue!

Fortunately, almost everyone is, or has been, upholding their part in presenting a sharp military appearance. However, from my travel experiences I will share two uniform travesties as examples of the pendulum swinging unchecked. I'll start with the young 3rd class petty officer in Chicago's O'Hare International Airport wearing ODUs and sneakers. When I approached him in my civilian clothes asking about his attire, his response was priceless, "What? Are you in the Guard or something?" And the senior officer that was forever wearing unauthorized lettering and pins

on his ball cap. When I approached him, his response was, "Master Chief this is MY unit and I will do what I want. Mind your own business!" I will smile about those teachable moments long into my retirement. You just can't make this stuff up!

Seriously, we can all wallow in ALCOAST 291/11 having personal pity parties playing the remember-way-back-when game. Or we can take a moment of introspection; realize that we HAVE allowed the pendulum to swing too far and work our hardest to get it professionally centered. Make no mistake, there is NO better time than the present to fix this, and the commandant has provided us clear guidance regarding following and enforcing Coast Guard standards and presenting a sharp military "uniformed" appearance!

When was the last time your unit conducted a uniform inspection? Who got "gigged?" In many cases it might have seemed like you were just going through the motions without purpose. I am NOT telling you anything that you don't already know and have observed; it's no wonder why ALCOAST 291/11 is telling us to clean up our act! With Bravos, Trops and ODUs, it is not unreasonable to conduct a "representative" uniform inspection every three months. Heck, if the Winter Dress Blue uniform gets approved, a different uniform could

be inspected each quarter. This seems like a happy medium from where we were when I came in (monthly) to where many are now (few and far between). Presenting a sharp military appearance is one of the minimum conditions of employment.

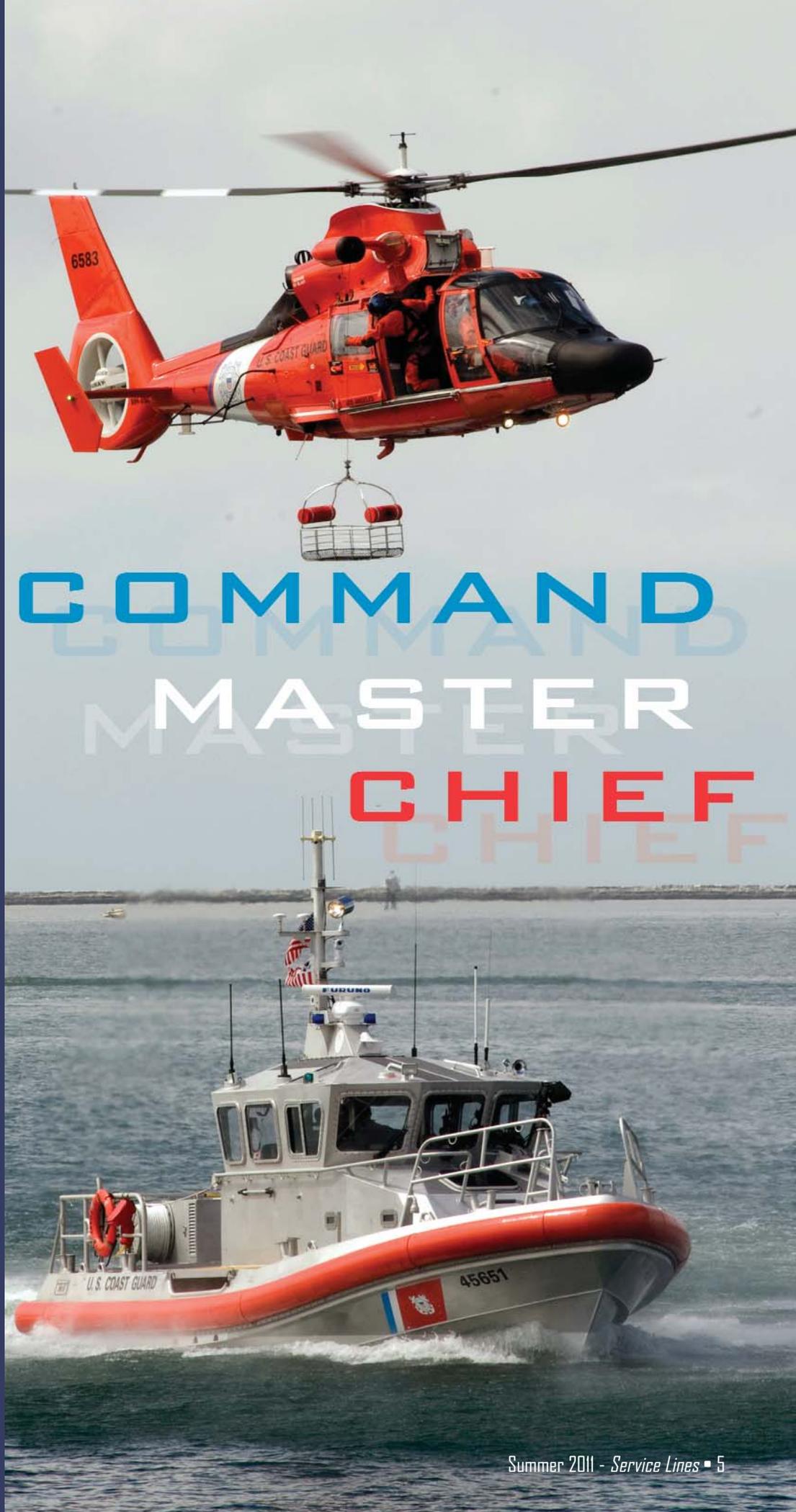
Each of you out there is a leader in your own right, and uniform regulations are not a buffet line where you meander through picking and choosing the ones that you will follow or enforce based on whether you like or agree with them. NO. As leaders, it's the full-meal deal for you from now on. If doing the right thing was easy, everyone would do it!

I pledge to each and every one of you that I will continue to do my part to follow and enforce ALL of the rules and regulations. What say you?

This will be a regular column in *Service Lines* magazine, and I want to write what you want to read about. If you have suggestions for topics or themes send them my way. ■

"Shipmates rarely fail alone...unless left alone"

<http://cgweb.comdt.uscg.mil/cmcc>





FROM THE
**DIRECTOR OF
OPERATIONAL LOGISTICS**

REAR ADM. RICK GROMLICH

Director of Operational Logistics – Our promise for world-class support

In the spring edition of *Service Lines*, we introduced you to our newest force multiplier, the Director of Operational Logistics, or DOL. The DOL was established to marry the mission support elements across the Coast Guard organization—from the field, service and logistics centers and headquarters—to ensure collaboration and consistency in service. The most important reason for the DOL's inception, however, was to give operational commanders a touchstone, both in times of normal operations and in contingencies. The DOL ensures responsiveness, continuity and sustainability—no matter where or when Coast Guard personnel and assets are deployed.

What does this mean? How does it work? What benefits does the DOL offer that exceeds what was available before its existence? Some recent examples of how the DOL has prevailed in offering responsive, timely support include:

The DOL, through its 24x7 DCMS watch, has facilitated the response to over 200 CAT IV CASREPS (Category 4 Casualty Reporting) and over 100 emergency and medical tonos this year alone, ensuring the service and logistics centers were responsive to the needs of the units involved in getting the maintenance, parts, personnel or other associated support necessary to continue operations. Their 24x7 capability affords immediate communication between the unit and associated product lines and serves as a conduit for senior leadership in the sustainment of a logistics common operating picture.

The DOL played a key role in the overall Coast Guard response to the Midwest flooding events. Per the DOL's contingency response standard, the local base support unit provided a logistics section chief to serve on the Incident Management Team to ensure a local support

expert was assisting in the recovery. Additionally, the DOL collaborated with the Shore Infrastructure Logistics Center (SILC), Surfaces Forces Logistics Center (SFLC) and Health, Safety and Worklife Service Center (HSWL SC) to provide the following: Damage Assessment Team (DAT) surveys of affected Coast Guard units, a Facility Repair Team (FRT) to provide immediate repairs as the water receded, and Safety and Environmental Health Officers (SEHO) to assess the overall conditions for personnel safety. The DOL response was immediate, and its influence spanned across all affected regions with no restriction to geographical boundaries.

The DOL was fully engaged in three recent large-scale contingency exercises—the 2011 New Madrid Earthquake National Level Exercise (NLE) and Districts 7 and 5 hurricane exercises. In these scenarios, the DOL played a key role in establishing Logistics Section Chiefs at the district and area levels as well as coordinating the myriad of DCMS Emergency Response Teams in one cohesive mission support effort.

While still maturing, the DOL is delivering as promised—a responsive, nimble organization capable of pulling resources from numerous venues to offer standardized support to the field. The DOL has simplified the process of acquiring support by being the single touchstone for the operational commander, yet it is able to pull resources from anywhere, anytime. Geographic boundaries have come down, and the new mission support system has evolved into a system not bogged down by chains of command, areas of responsibility or differing standards of support. Regardless of where the operational commander needs support, they can get it, and the expectations of a standard, clear and predictable mission support organization are realized. ■

An aerial photograph of a construction site. A person is lying on a stretcher, which is suspended by a crane. The stretcher is yellow and orange. The person is wearing a blue jacket and a white pillow. The crane is blue and is lifting the stretcher. The ground is brown and has a yellow circle and blue lines. The text "OPERATIONAL LOGISTICS" is overlaid on the image.

OPERATIONAL LOGISTICS

Photo courtesy of Air Station Sitka

LAST FLIGHT

BOURNE, Mass. - After flying more than 15,371 hours in support of U.S. Coast Guard operations around the country, the Coast Guard HU-25 Falcon jet CG2133 lands at Air Station Cape Cod, Monday, June 6, 2011, after its final flight. The Falcon's replacement, the HU-144 Ocean Sentry is due to arrive sometime next year and the CG2133, the first Falcon jet to be retired at the air station, will join the HU-16E Albatross CG7250 on display at the front gate of Air Station Cape Cod as a tribute to Coast Guard aviation's rich past. Coast Guard photo.





Coast Guard's new headquarters building boasts environmentally friendly design

The Coast Guard is preparing for a 2013 move, transitioning its headquarters from its location near Ft. McNair to



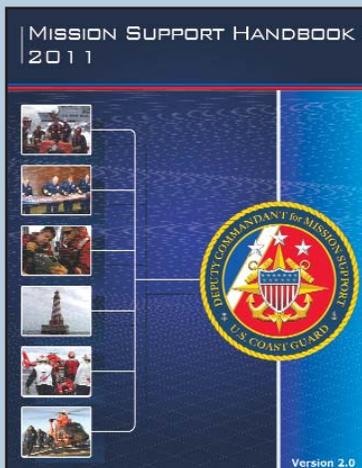
the new Department of Homeland Security's (DHS) consolidated headquarters campus currently under development at the historic St. Elizabeths hospital site in Washington, D.C. In line with the Coast Guard's commitment to protecting the environment, DHS determined the building will utilize stringent sustainable design practices and technologies to reduce its environmental footprint. Design plans boast improved performance in energy savings, water efficiency, CO2 emissions reduction, improved indoor environmental quality and stewardship of resources. Read more about this initiative in the *Coast Guard Compass* at <http://coastguard.dodlive.mil/category/environment/>.



Coast Guard launches first fast response cutter

The Coast Guard launched its first Sentinel-class Fast Response Cutter on April 21, 2011, in Lockport, La. The Bernard C. Webber's mast was installed approximately one week later. Once commissioned, it will support vital migrant and drug interdiction missions conducted throughout the Caribbean Sea and Gulf of Mexico.

Mission Support Handbook



The Deputy Commandant for Mission Support's (DCMS) *Mission Support Handbook* was updated to reflect the current organizational chart, points of contact for all DCMS field service providers, and the establishment of Director of Operational Logistics (DOL) and Base Seattle. The DOL was created to oversee multiple base commands, provide a single point of accountability to

field area commanders, establish an operations support planning capability, maintain a continuous round-the-clock watch and build compliance functionality in mission support. To this end, the Base Seattle pilot was stood up to coordinate all regional mission support activities in the District 13 area of responsibility. Read more at <https://collab.uscg.mil/lotus/myquickr/dcms-mission-support-organization/handbook>

President Obama addresses the Coast Guard Academy's Class of 2011

President Barack Obama addressed the Coast Guard Academy's class of 2011 in May, congratulating



them on their successes and encouraging a continued commitment to carry out the Coast Guard's traditional life-saving, national defense and law enforcement missions. Read more about this event on the *Coast Guard Compass* at <http://coastguard.dodlive.mil>.



Bertholf patrols Alaska waters

Check out the ongoing series of *Coast Guard Compass* blog posts titled, "From the Bridge of the Bertholf" and "From the Deck Plate of the Bertholf," at <http://coastguard.dodlive.mil/>. In this series, Coast Guard Cutter Bertholf's command staff and crew

members highlight day-to-day operations, various jobs and unique perspectives as they are underway on the first Alaska patrol for the Coast Guard's first National Security Cutter.



Coast Guard helps destroy tallest structure in Africa

The Coast Guard helped Liberia destroy a 1,410-foot Omega Navigation System tower, setting a new record for the tallest structure felled by explosives. The tower has not been used or maintained since 1997, so its destruction eliminates a significant safety hazard and clears the site for other purposes. Currently, plans are underway to turn the former tower site into a marketplace that will encourage economic development in the area. Read more about this unique event on page 44.



Coast Guard cadets participate in high school science extravaganza

The University of Texas at El Paso's College of Engineering and its student chapter of the Society of Mexican American Engineers and Scientists hosted 400 local ninth graders for the May 2011 Science Extravaganza, a day of hands-on math and science workshops and the Coast Guard Academy's



Robotics on the Water (AROW) competition. Academy faculty and cadets facilitated the competition for 30 pre-selected students. These ninth graders were primarily Hispanic and enrolled in GEAR UP, a program that promotes early college awareness and readiness in traditionally underrepresented groups. Rear Adm. Ronald Rábago, Assistant Commandant for Engineering and Logistics (CG-4), was the keynote speaker, kicking off the day's events. Read more on page 30.

Year of the Coast Guard family

Coast Guard Commandant Adm. Bob Papp declared 2011 as the "Year of the Coast Guard Family" in his State of the Coast Guard address and has placed a renewed emphasis on ensuring that Coast Guard policies, programs and services reflect this commitment. Information addressing how the Coast Guard is building upon existing policies, programs and services while also exploring new opportunities to support military members and their families can be found online at <http://www.uscg.mil/yotf/>. Read more on page 26.



WHAT'S NEW

Glimpse the RB-M in "The Adjustment Bureau"

The Response Boat-Medium (RB-M) made a brief appearance in screenwriter and director George Nolfi's "The Adjustment Bureau," released in March 2011 starring Matt Damon and Emily Blunt. While the Coast Guard asset does not play a major role in the film, almost all of the television ads and trailers include the RB-M scene. The RB-M's appearance, speed and agility make it an excellent candidate for



the camera's spotlight, though the MH-65 Dolphin helicopter and Defender-class Response Boat-Small are still the Coast Guard's most popular on-screen stars. Read more about the making of the movie in the Acquisition

Directorate's online newsroom at <http://www.uscg.mil/acquisition/newsroom/newsroom.asp>.

Dolphin Helicopters modernized with crucial updates

Atlantic City has become the first Coast Guard air station to achieve initial operating capacity with the delivery of its 10th MH-65D. The most recent upgrades to the Coast Guard's Short Range Recovery Helicopter will replace old, analog navigation systems with modernized, more reliable digital systems, both increasing current operational capabilities and building a solid foundation for future improvements. The aircraft—reclassified as MH-65Ds from MH-65Cs—also gained new digital computer displays, embedded GPS and inertial navigation systems, and other avionic components. Since these upgrades are being combined with the regular overhaul process, impacts to fleet readiness will be minimal. For more information, visit the Acquisition Directorate's April newsletter at <http://www.uscg.mil/acquisition/newsroom/newsletters.asp>.



Cutter energy audits

The Coast Guard Energy Program is currently auditing electrical loads of 270-foot cutters while in port to identify energy reductions measures.



Future plans include energy audits for 225-foot and 110-foot cutters to review loads while in port and identify energy reduction practices while underway. Learn more about Coast Guard energy conservation efforts at <http://www.uscg.mil/hq/cg4/cg46>.

Watchkeeper technology demonstrations begin at selected Interagency Operation Centers

Technology demonstrations of Watchkeeper software has begun at 17 selected sites around the country as part of the Interagency Operations Center (IOC) project. IOCs promote information sharing as a way to improve tactical decision-making, situational awareness, integrated vessel tracking, interagency operations monitoring and joint planning efforts with port partners. The Watchkeeper software is designed to be an information management system that coordinates and organizes port security information to help the Coast Guard and other federal, state and local port partners make the best use of available resources to accomplish their missions. Read more about IOC technology roll-outs in the Acquisition Directorate's March newsletter at <http://www.uscg.mil/acquisition/newsroom/newsletters.asp>





Coast Guard installs Rescue 21 tower disguised as a tree

The Coast Guard's Rescue 21 project just completed its first monopole tower at Post Ranch in Sector San Francisco. After exhausting all other options, the one-of-a-kind monopole was built in an environmentally sensitive area, per the exacting conditions of the private property land owner. Built exclusively to house the Rescue 21 antenna array, the tower resembles part of the local landscape. Rescue 21's modern communication technology provides vital direction finding to boaters in distress along the U.S. coastal areas, Western Rivers and Great Lakes. The system's capacity also enables greater coordination with the DHS Security, other federal, state and local agencies and first responders. The monopole technology enables the Coast Guard to install capabilities in remote areas to ensure continuous monitoring along the entire California Pacific coast.



World Children's Festival

The Coast Guard (CG) participated in the fourth World Children's Festival (WCF), June 2011, on the National Mall in Washington, D.C as it demonstrated its commitment to youth, safety, security, sustainability, diversity and marine stewardship. The WCF attracts more than 13,000 attendees and is free to the public.

The CG's outreach tent included a Partnership in Education display and members of the CG



Auxiliary presenting classes on Water Safety. Coastie the Tugboat and Sammy the Sea Otter were also on display.

Coast Guard sells aging assets to the Philippines and Nigeria, saves millions

The Coast Guard transferred two excess 378-foot High Endurance Cutters (WHECs) to the Philippines and Nigeria in separate ceremonies May 13 at Coast Guard Island in Alameda, Calif. These Excess Defense Article (EDA) transfers will save the Coast Guard approximately \$10 million in disposal costs for each cutter. In addition, each country is paying the U.S. for spare parts, equipment, training and transfer support, which makes them the largest foreign military sale cases associated with a Coast Guard EDA transfer. Read more in the May edition of the Acquisition Directorate's newsletter at <http://www.uscg.mil/acquisition/newsroom/newsletters.asp>.



Advancing careers in DCMS

The Deputy Commandant for Mission Support (DCMS) Office of Workforce Management (DCMS-81) is working with the Personnel Service Center (PSC) and DCMS leadership to design a mission support career progression program that grows both the technical expertise and leadership skills of the DCMS workforce, allowing the best civilian and military members to rise to the top of the organization. DCMS Assistant Commandants are developing annexes to the DCMS Human Capital Strategy, which will outline requirements and goals for managing military and civilian members in the modernized mission support system. Additionally, a *Mission Support Career Guide* is under development and will provide career maps and developmental requirements, identify training and advanced education opportunities, and more. Look for more on the DCMS Human Capital Strategy in the next issue of *Service Lines* and on CG portal.



Seaman Evan Lewis, a student in Operations Specialist School at Coast Guard Training Center Petaluma, practices operating radar in a shipboard communications course.



FORCECOM JOINS MISSION SUPPORT TO TRAIN AND PREPARE THE WORKFORCE

by Rebekah Gordon

Photos by

*Petty Officer 2nd Class Sondra-Kay Kneen and
Petty Officer 3rd Class David Weydert*

ALAMEDA, Calif.—On an average morning in the Two Rock Valley about 60 miles north of here, enlisted men and women undergoing apprentice-level training at Coast Guard Training Center Petaluma hustle to slice stuffed pork loin and grill vegetables at the base’s galley for the arriving lunch crowd. In a classroom nearby, others operate shipboard radar and hover over nautical charts, simulating a cutter’s arrival into New York Harbor. Still more sit in phlebotomy chairs, allowing their classmates to practice drawing their blood.

Meanwhile, about 3,000 miles away in Portsmouth, Va., a group of chief warrant officers spend a morning aboard the Coast Guard Cutter Northland—some scrutinizing receipts and reviewing a 52-page audit checklist with junior officers who manage the cutter’s morale program, while others, alongside gunner’s mates, inspect the calibration of the magazine sprinkler system for the Northland’s 76 mm gun.

These are some of the activities undertaken by the Coast Guard’s Force Readiness Command (FORCECOM), the newest flag-level field command in the mission support enterprise, brought

under the Deputy Commandant for Mission Support (DCMS) in January 2011. With about 2,640 military and civilian personnel, FORCECOM brings together once-disparate entities to prepare the Coast Guard workforce for mission execution by overseeing doctrine and Tactics, Techniques and Procedures (TTP); training; inspections and assessments; and exercise support.

From FORCECOM’s former headquarters at Coast Guard Island, former National Training Director and former acting FORCECOM Chief of Staff Capt. Brian Marvin said the command is a natural fit for DCMS. “It’s like ‘Jerry Maguire’—we complete them,” he said, referencing the 1996 film and its often-quoted line. “Our mission now boils down to workforce preparation, getting the workforce ready. With that piece added, DCMS has responsibility for all readiness—not only ships and planes and equipment and parts, but also the people, well-trained to use them. So it’s a complete system.”

Human Performance Cycle

At the heart of FORCECOM is its Human Performance Cycle, inspired by studies of human performance technolo-

Photo by Petty Officer 2nd Class Sondra-Kay Kneen.



Learning to be a food service specialist, now-Petty Officer 3rd Class Christopher Sebring makes a sandwich at Training Center Petaluma's galley for Seaman Anthony Lawing.

Photo by Petty Officer Sondra-Kay Kneen.

gy, an engineering-based discipline to improve human performance. The cycle fuses FORCECOM's four divisions—doctrine, training, assessment and exercise support—into a continuum that provides clear doctrine and TTP, relevant and standard training, and assessments and exercises that capture feedback and lessons learned. Ideally, the cycle ensures that the TTP given to Coast Guard men and women in the field to execute their missions is the same as both what they are trained to and what they are assessed on.

In addition, FORCECOM is eliminating the confusion that stems from doing things differently on the East and West Coasts, creating nationwide standardization for training and assessments. Former FORCECOM Chief of Staff Capt. John Bingaman said workforce standardization proved critical in the Coast Guard's response to Hurricane Katrina in 2005, when pilots and aircrews deployed to New Orleans from all over and knew exactly what to do because they had trained and operated in a standardized fashion. "The beauty of the FORCECOM concept, and what we've been able to do in reality, is to consolidate like functions that were already being done in the Coast Guard but often managed by separate commands—either on both coasts or in other entities of the Coast Guard—and bring all those like functions under one commander," he said.

For example, East and West Coast finance and administration assessment teams under the legacy Atlantic and Pacific Area Maintenance and Logistics Commands each had different audit checklists. By bringing them under one command, the checklist has been standardized, making



Petty Officer 1st Class Mark DiGennaro, a gunner's mate from Armory Portsmouth, assesses the magazine sprinkler system aboard the Coast Guard Cutter Northland.

Photo by Petty Officer 3rd Class David Weydert.

assessments the same no matter what the locale. "The workforce benefits because they're getting a more coordinated, standardized approach," said Bingaman, who departed FORCECOM in April 2011 to become the 9th District Chief of Staff in Cleveland. "So someone may be stationed in Alaska this year and two years from now be stationed in Florida, and they should see, nearly identically, what they experienced in Alaska."

Training Division

The Training Division hosts the vast majority of FORCECOM's personnel at training centers nationwide. In its first year, it streamlined annual mandatory personnel training—from sexual harassment to suicide prevention—by putting it online and creating opt-out pretests, saving an estimated 400,000 man-hours annually. The division also provided on-scene training during the Deepwater Horizon oil spill response last year, forward-deploying a schoolhouse outside New Orleans to give more than 2,300 deployed personnel one to two weeks

In Commandant Adm. Bob Papp's 2011 State of the Coast Guard address, FORCECOM was also called upon to develop training that doesn't just qualify personnel, but makes them proficient, demonstrating second-nature expertise in their operating environment. Marvin, who is retiring, said that it is a goal that the entire Coast Guard will have to work towards. "Some areas we do obtain proficiency—it's not like we don't have it anywhere. Ship drivers and aircraft pilots, anybody who's done several assignments within a community, begins to build expertise and proficiency," he said. "But there're other situations in the Coast Guard where you might only do a task twice a year, and it's a challenge to maintain proficiency doing something twice a year."

Doctrine and TTP

The Doctrine Division focuses on both doctrine and TTP, born from strategic policies set by the President. For example, if it is policy that the United States will reduce overfishing in the Arctic Ocean, doctrine outlines how to implement Coast Guard policy, such as by extending patrols and cooperating with international partners. TTP provides detailed instructions for execution, such as to patrol at night and ride down waves as the boat gets underway.

The division has established Integrated Process Teams to tackle doctrine and TTP projects using a cooperative drafting process with subject matter experts. It took a 900-page ordnance manual that had been waiting for approval for nearly nine years and worked with stakeholders to divide it into four smaller TTP handbooks. The division also developed urgent TTP for the Deepwater Horizon response, including TTP for certifying decontamination of vessels of opportunity used to clean up oil, thus protecting the Coast Guard from future

litigation. The division is keen on quality; former Doctrine and TTP Integration Branch Chief Cmdr. Alan Tubbs said they have developed a step-by-step process guide for creating TTP. "We're not the content owners. We can write anything, but the content belongs to the subject matter experts," Tubbs said. "You give us what you think it should say, and we'll turn it into something that's the way it should read."

The division still has a long way to go when compared with the other U.S. armed services, Tubbs said. The division has found between 450 and 500 operationally

Capt. John Bingaman, the former FORCECOM Director of Staff, completes paperwork for the command's relocation from Alameda, Calif. to Norfolk, Va..

Photo by Petty Officer 2nd Class Sondra-Kay Kneen.

of training in skills needed by operational commanders. One of the challenges for the division has been erecting training simulators ahead of the delivery of new assets. For example, while the Coast Guard was timely in installing the National Security Cutter bridge simulator at Training Center Petaluma, the service has delivered 11 new HC-144A Maritime Patrol Aircraft but still has an empty building in Mobile, Ala., meant to house a simulator. When the service has to trim acquisition budgets without diminishing the quantity of assets, Marvin said, training dollars are often first to go.

related TTP documents, but the average document is 15 years old. They calculated that it takes 763.5 hours of work to publish a standard TTP document; with the number of people the division currently has—six—they estimate it would take 37 years to update everything.

'We Don't Just Assess'

Besides consolidating finance and admin audit checklists, the Assessment Division has developed baseline readiness metrics for units and initiated a readiness data reporting system, or dashboard. The division conducted three beta tests—aboard the Coast Guard Cutter Campbell, at Sector Buffalo, and at Barbers Point Air Station in Kapolei, Hawaii—to test the concept of a Consolidated Assessment Visit (CAV) to minimize disruption to units caused by various assessment team visits. Former Assessment Division Deputy Chief Cmdr. Scott Stewart said the tests revealed that consolidating operational assessments was not effective, but there is potential for consolidating mission support-type assessments.

A limited field deployment of the CAV concept has been underway at about 34 units and includes about a dozen mission support-type assessments, such as environmental compliance and independent duty health service technician visits. "The key advantage of becoming part of DCMS is that DCMS, since they owned the lion's share of the assessment teams, can now help to centrally manage it," said Stewart, who is now the Inspections and Investigations Branch Chief in the 13th District's Prevention Division in Seattle.

The division is also trying to eradicate the punitive mentality that is sometimes felt with assessments. "When we leave a unit, we want that unit to be better than when we came. So we don't just assess, we also assist," Stewart said. "It's not to put a unit on report, but it's to establish an accurate level of readiness and then

help them increase and improve upon that readiness."

Exercises to Evaluate Plans

The Exercise Support Division assists Coast Guard units with designing and executing exercises from cradle to grave, including facilitating planning meetings, developing exercise plans and running exercise control cells. The division also drafts after action reports, collecting lessons learned and identifying issues for remediation.



From left, now-Petty Officers 3rd Class Samuel Gainer, Jaime Peralta and Amber Hynes hone their operations specialist navigation skills as seamen at Training Center Petaluma.

Photo by Petty Office 2nd Class Sondra-Kay Kneen.

tion. While the other armed services conduct exercises primarily to train, Coast Guard exercises are conducted primarily to evaluate unit plans and their ability to implement those plans, said Exercise Support Division Chief Jeff Hughes.

Hughes sees exercise support activities as a strong fit for FORCECOM. "One of the benefits of bringing the Exercise Support Division—which has a lot of experience with the contingency preparedness system, lessons learned and remedial action—together with the rest of the FORCECOM family is, number one, it has made a way for us to complete the linkage back to the training community," he said from Coast Guard headquarters in Washington.

A typical sector-level exercise requires about 600 man-hours of work by his division. Similar to efforts throughout FORCECOM, Hughes' division is working to

standardize the ways of doing things among its three detachments.

COM will dip a little bit in what it's able to accomplish," Bingaman said.

FORCECOM's command headquarters are also moving from Coast Guard Island to Norfolk, Va. In cooperation with union partners, about 25 people began relocating this summer, and moves will continue in waves through 2013.

Master Chief Petty Officer Leilani Cale-Jones, FORCECOM's Command Master Chief until April 2011 and now Pacific Area Command Master Chief, said that all the pending decisions were unsettling. The command must keep emphasizing its successes to convince naysayers. "Change is scary," she said. "But it's necessary. We can't continue to do business from 20 years ago."

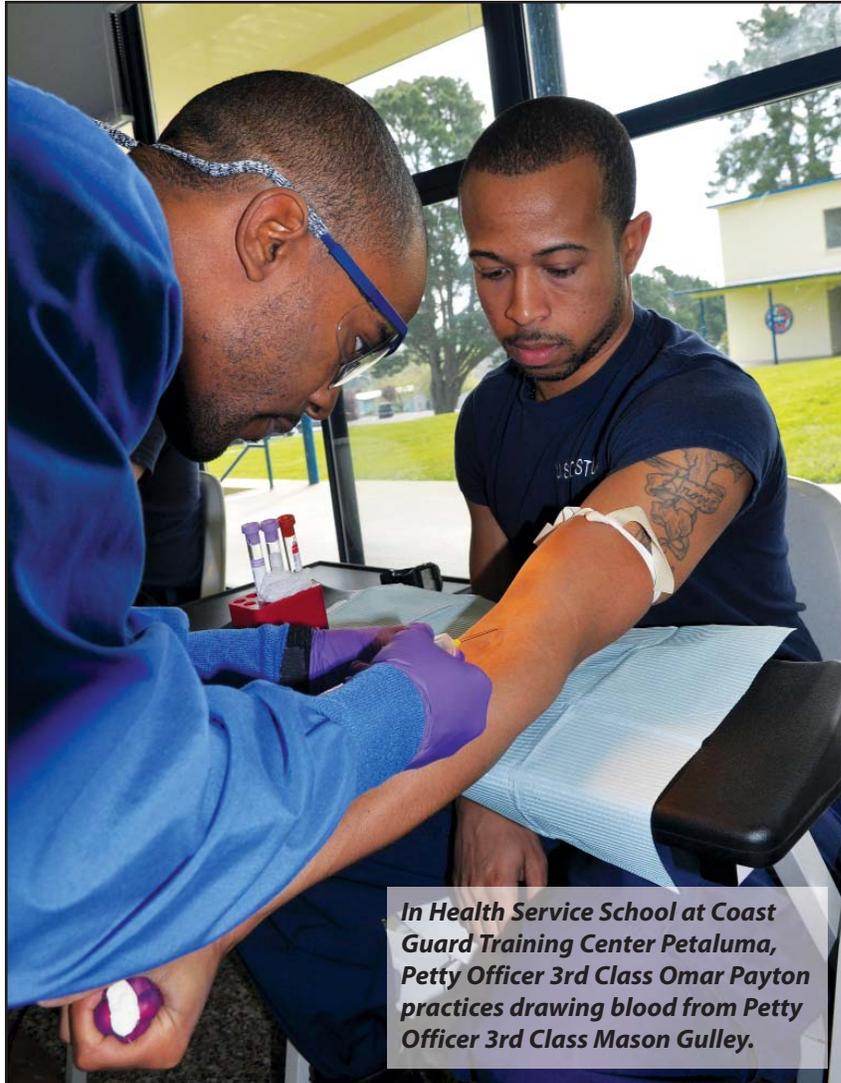
Shared Services and Resources

A DCMS/FORCECOM integration team was chartered at the end of 2010 to help oversee a smooth transition into DCMS. FORCECOM is already looking at sharing resources with the Director of Operational Logistics, another DCMS command element that will be headquartered in the same building—called Main Street Tower—in Norfolk. FORCECOM Commander Rear Adm. Stephen Mehling recognizes that the biggest integration challenge remains determining "what functions will FORCECOM retain as organic capabilities, and what functions will we necessarily have to have some kind of shared service support."

Mehling said that while FORCECOM will require additional resources to reconstitute itself from its diminished capacity, he understands the reality of budgetary constraints. "The Commandant has been very clear that FORCE-

COM will operate to the level it's resourced, which means that in the near term, there are going to be some things that FORCECOM will not be able to do," he said from his Norfolk office. "We're going to have to make sure that we apply our resources toward those items that are either the most critical based upon either a safety or operational concern, or those things that will reap the greatest benefit to the overall organization."

His vision, he said, is to ensure that FORCECOM continues its fundamental role of supporting operators in the field preparing to execute missions. "We're going to focus on providing tools to the operators so that they can have what they need—the training, knowledge, skills and abilities that they need to do their job," he said. "We're going to continue to assess the drive toward a standardized workforce, and we're going to do this all for the betterment of the organization." ■



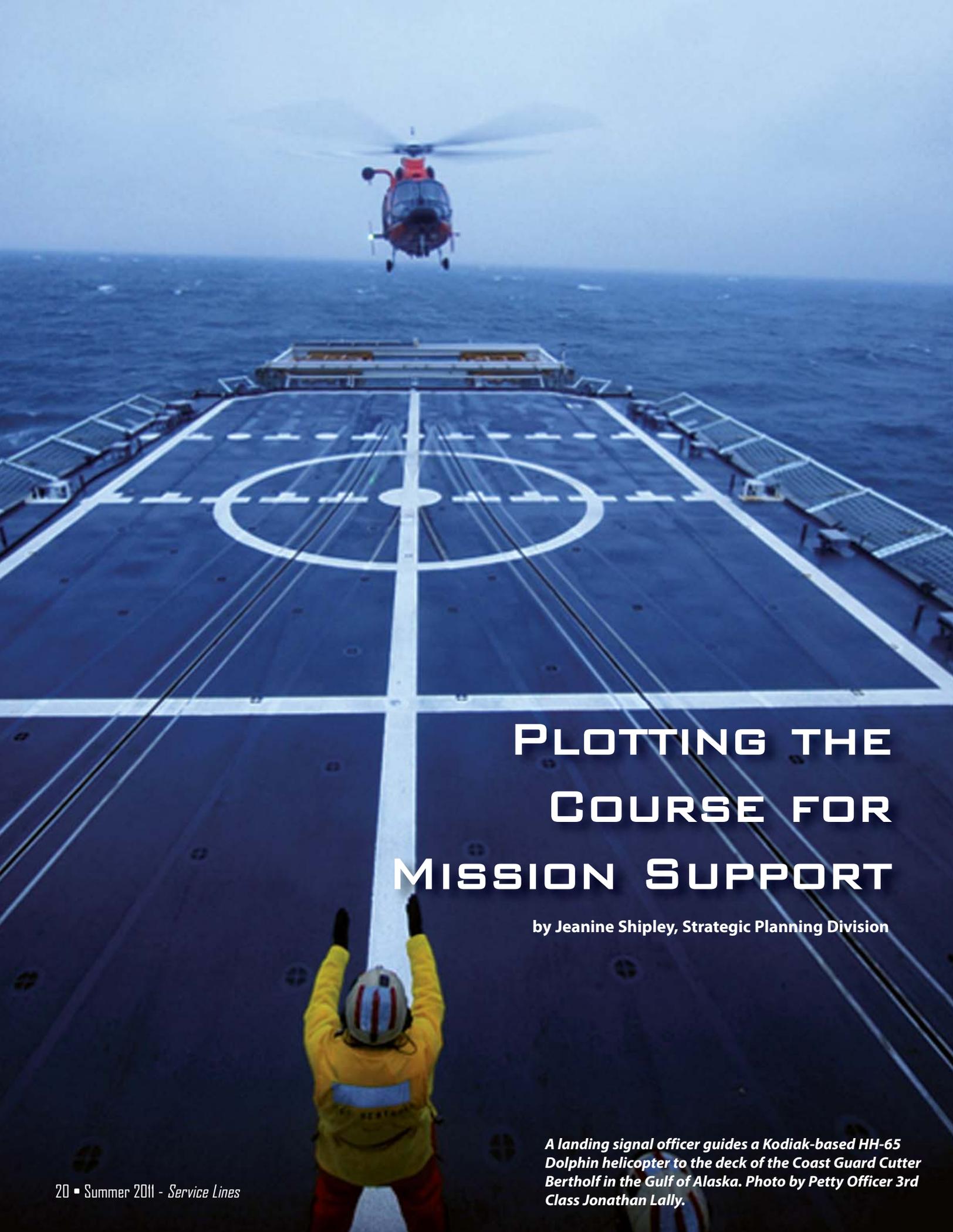
In Health Service School at Coast Guard Training Center Petaluma, Petty Officer 3rd Class Omar Payton practices drawing blood from Petty Officer 3rd Class Mason Gulley.

Photo by Petty Office 2nd Class Sondra-Kay Kneen.

Roller Coaster Ride

FORCECOM's path to existence has been something of a roller coaster ride. Under the previous Commandant, FORCECOM was conceived as a three-star command to replace Pacific Area. Besides workforce preparation, initially FORCECOM was also responsible for allocation of assets and deployable forces and was staffed with Pacific Area personnel. Along the way, minds were changed and a decision was made to retain Pacific Area, with FORCECOM as a two-star command minus allocation responsibilities.

FORCECOM has begun reconstituting the Pacific Area workforce, returning more than 40 billets and temporarily putting FORCECOM into what Bingaman termed "marginal operating capability." While training and other ongoing work will remain unaffected, TTP development and assessment will feel the hit, "and therefore FORCE-



PLOTTING THE COURSE FOR MISSION SUPPORT

by Jeanine Shipley, Strategic Planning Division

A landing signal officer guides a Kodiak-based HH-65 Dolphin helicopter to the deck of the Coast Guard Cutter Bertholf in the Gulf of Alaska. Photo by Petty Officer 3rd Class Jonathan Lally.

In March 2011, Vice Adm. J.P. Currier, the Deputy Commandant of Mission Support (DCMS), released the first version of the Mission Support Strategic Blueprint. The blueprint plots a course for mission support improvement by detailing his organization's mission and vision, strategic goals and objectives, and near-term initiatives.

Currier explained the goal of the blueprint in his introduction, "By providing a shared focus for our efforts over the next five years, the blueprint helps to unify the DCMS organization."

This strategic document was developed over the course of a year with participation from all the DCMS directorates. It was put together by analyzing what is happening inside and outside DCMS to identify opportunities for improvement and unity of effort. As such, the blueprint addresses common challenges across the varied mission support elements.

At the highest level, the blueprint defines five goals: Governance; Organizational Integration; Command, Control, Communications, Computers and Information Technology, or C4&IT, Architecture; Human Capital Alignment; and Optimal Process. These goals address broad business results that the DCMS organization is committed to achieving over the next five years. Each goal is broken down into a series of objectives, which convey in more specific terms how the organization will progress toward achieving the goals.

The DCMS organization will implement these goals and objectives through a series of major DCMS-wide initiatives. The initiatives are short-range efforts that can be achieved within the next two years. This first version outlines initiatives that encompass the major milestones of Mission Support 2.0.

"We are currently working to assign managers to each of the initiatives listed in the blueprint," said Mr. Tom Chaleki, deputy of the Mission Support Integration Office. "Each manager, supported by an Executive Sponsor, will be responsible for the successful completion of their assigned initiative."

In addition, Currier asked the DCMS Assistant Commandants to align their strategies and business plans with the blueprint during their next scheduled update. The goal is to create a cascading family of mission support plans so that each member of the DCMS organization understands how their work contributes to the overarching mission and vision.

"I ask each of you to carefully read the Mission Support Strategic Blueprint to understand our collective way ahead. Our actions for the next five years will be predicated on this strategy," said Currier. "All military and civilian personnel have a role—both large and small—in helping to achieve these goals."

The blueprint is available for download at: <http://www.uscg.mil/missionsupport/blueprint.pdf>. ■

"Working together we can achieve our vision of sustained and adaptable readiness for Coast Guard missions."

– Vice Adm. J.P. Currier

CHARTING PERSONNEL SUCCESS IN MISSION SUPPORT 2.0

by Richard Kramer, Office of Workforce Management



Photo by Petty Officer 2nd Class Patrick Kelley.

Unwritten ground rules often govern workplace behavior and can have far more influence on an organization's success than its vision and mission statements. These rules are derived from our perception of how the organization really works. The mission support organization is documenting the way personnel actually advance in their careers with an eye toward retooling the education, training and mentoring needed for promotion.

Vice Adm. J.P. Currier, Deputy Commandant for Mission Support (DCMS), recently wrote, "A key ingredient to success in Mission Support 2.0 is the professional development of our people. This involves not just changing the boxes on an organization chart, but also charting career paths for every active duty, reserve, officer, enlisted and civilian member to advance and succeed in a modernized mission support system."

Major strides are being made in designing a mission support career progression program that grows both the technical expertise and broader leadership skills of the workforce, allowing our best civilian and military members to rise to the top of the organization.

To better understand the mission support workforce, one must understand its relationship with the Coast Guard as a whole. The mission support workforce consists of people within the DCMS organization, i.e., those performing mission support activities at operational entities and those serving in "out-of-specialty" or "broadening" assignments.

Three Mission Support Concepts

In addition to understanding technical expertise, leadership and Coast Guard missions, everyone in the

mission support workforce needs to grasp three concepts scaled to their positions, with increasing responsibility as they progress throughout their careers:

1. **Budget development:** If you look at the entire Coast Guard budget, it can appear daunting. But in reality, a budget is a collection of smaller pieces where each person plays a role, from being a responsible financial steward of finite public resources to being a program manager at headquarters responsible for the viability of an entire fleet.
2. **External factors:** This takes into account current events external to the Coast Guard and looks at the risks and opportunities they present as the Coast Guard is perceived by others, notably the public, Congress and industry partners. A current example is the nation's focus on smaller government.
3. **Organizational impacts:** This emphasizes Coast Guard processes surrounding decision making and learning the role each person or office has in contributing to those decisions. At its basic level, that can mean simply understanding where to find the support you need to do your day-to-day job. Or, as you advance in your career, it can mean participating in the major systems acquisition process, working within the mission support organization and reaching out to the program offices in the Deputy Commandant for Operations organization.

Career Paths

Because the progression of these skills can be hard to visualize, the Office of Workforce Management (DCMS-81) is working closely with the assistant commandants in mission support to document potential

career paths for civilian and military members. The critical first step was to identify key positions in mission support that demonstrate the cumulative experience different positions can offer as part of a career progression.

Product line managers at the logistics and service centers made the list because they are responsible for the budget execution of their assets. Further up in the organization, headquarters program managers are responsible for budget formulation for all assets, people and systems in their community. For example, the small boat product line manager at the Surface Forces Logistics Center is responsible for the budget execution of all small boats, while the naval engineering program manager is responsible for budget formulation of the Coast Guard's entire fleet of assets afloat. Considering the scope of responsibility, both positions made the list of key positions in mission support.

To ensure that the right educational opportunities are in place to build technical competencies and aid in career progression, the office is evaluating the formal offerings to certify requisite skill knowledge. First, DCMS-81 is evaluating formal training in logistics and management for an advanced logistics program. The Coast Guard has partnered with the U.S. Army Materiel Command to provide advanced logistics, technical and product life-cycle support training through the University of North Carolina. Qualified military and civilian personnel can request to participate in this training through their training officer.

DCMS-81 is also looking into a senior service school focused on management and leadership education for senior officers and civilians in mission support (O5/O6 and GS-15). The war colleges provide this education for their operational partners; however, there is a gap in educational opportunities focused on the big picture from a mission support perspective. DCMS-81 is examining offerings at National Defense University and in the private sector as it refines course objectives around support services management.

DCMS has some of the largest Commands in the Coast Guard. The commanding officer of a logistics or service center can have as many as 1,000 people under their command across the U.S., doing hundreds of jobs for hundreds of customers on any given day at every type of Coast Guard unit. Mission support leaders need to think strategically and act locally. They must remain focused on the overall support strategy, but provide for local operational needs.

Training Requirements

DCMS-81 is reviewing training requirements and competencies, and developing a certification and technical warranting system to establish workforce techni-

cal requirements, capabilities and authorities. The office is trying to develop the knowledge to demonstrate competence as well as establish controls and authority based on mission requirements. Depending on the subject or area of expertise, there may be a certification for it to demonstrate knowledge in several competencies. For example, competencies in workstation system management or security can result in a certification in network security by an external industry authority.

The office is also looking into using existing certifications in various competencies to fulfill Coast Guard needs. Technical warrants require demonstrating ability and establishing authority for specified areas. Warrants say who can authorize changes and deviations from procedure. For example, Force Readiness Command is the technical authority on training. Key personnel who have demonstrated the required technical proficiency hold warrants that give them the authority to evaluate and approve training methodologies.

Civilian Workforce Career Development

DCMS-81 is equally committed to identifying career development and education opportunities for our workforce's civilians, who play a critical role in enhancing the service's ability to perform missions. Civilians provide continuity to compliment the transient military component of our workforce. Career development and education opportunities help us retain our top performers and their institutional knowledge.

The office is looking at all civilian positions in mission support to identify where career promotion opportunities can be created in an occupational area and location. Civilians are less likely to change locations outside of commuting areas, so opportunities within a geographic location are getting a close examination. DCMS-81 is also examining advanced education opportunities for civilians.

A challenge that needs to be addressed is how to equip managers with easier alternatives for backfilling civilians pursuing advanced education. Having a gap for one year while someone pursues an executive M.B.A. or other advanced degree could diminish the performance of a unit or program. The solutions available today, including backfilling with a temporary position or double encumbering a billet, are often complex, time consuming or unbudgeted. DCMS-81 is looking at ways to equip managers with easier alternatives, such as something similar to military training allowance billets.

These are just a few of many improvements the office hopes to make for the mission support workforce as Modernization progresses. DCMS-81 encourages you to send suggestions and ideas to Richard.C.Kramer@uscg.mil. ■



FROM THE
DIRECTOR OF HEALTH & SAFETY

REAR ADM. MARK J. TEDESCO

Coast Guard Motorcycle Safety Program: Moving Forward

Serving in the Coast Guard is rewarding and challenging. We take considerable risks in the performance of our duties. Likewise, when it comes to recreational motorcycling, whether on the road, a track or off-road, we take risks. For some, these risks result in severe consequences. Senseless loss of life and debilitating injuries from motorcycle mishaps impact everyone. We train relentlessly to recognize, assess and minimize the risks inherent to our Coast Guard duties. Motorcyclists must prepare for each ride with the same approach. To reduce the number and severity of motorcycle mishaps within the Coast Guard, senior leadership is committed to improving the motorcycle safety program in cooperation with the other branches of the Armed Forces.

The Office of Safety and Environmental Health; the Health, Safety and Work-Life Service Center; and the other service centers have teamed up to offer expanded motorcycle safety training opportunities. Coast Guard policy requires motorcycle-riding active duty members to complete a Motorcycle Safety Foundation (MSF), or state-approved motorcycle training course, which is provided free of charge. The Shore Safety Division, or CG-1132, is expanding the motorcycle training infrastructure at Coast Guard facilities. Currently, training is available at Training Centers Petaluma and Yorktown; at Air Stations Sacramento, Traverse City, Elizabeth City, Borinquen and Atlantic City; and at Base Support Unit Portsmouth. Points of contact for each training site can be found on CG-1132's website at www.uscg.mil/bikerider. Personnel near Department of Defense (DoD) installations should inquire with the safety office to see if motorcycle safety training is available. Those close to a Navy installation can go to www.navymotorcyclerider.com to sign up for training. If free training via a Coast Guard or DoD facility

isn't available, personnel can take training through a local provider and submit a claim for reimbursement. Details regarding the reimbursement program can be found on CG-1132's bike rider website.

Advanced or follow-on training is the next step in a rider's continuing education. Although not required by policy, those who have completed their Basic Rider Course are encouraged to take follow-on training. For sport bike riders, the Navy and Marine Corps offer MSF's new Military Sport Bike Rider Course (MSRC). For cruiser and touring riders, there is MSF's Experienced Rider Course or Advanced Rider Course (ARC). The ARC is similar to the MSRC, but is designed for all motorcycle riders. In addition to MSF courses, track days and civilian police motorcycle classes offer additional training opportunities. All of these courses are designed to educate and further develop a rider's skills.

Coast Guard men and women take their mission seriously and complete each job with honor and courage. Those who are motorcycle riders must do the same when they ride. In the Health, Safety and Work-Life Directorate we are working diligently to provide a world class motorcycle safety program, to ensure the personal safety of our people, to include additional free training, expanded access to motorcycle specific safety information, and the establishment of motorcycle mentorship programs. Riders must make the most of these new opportunities as well as the programs being offered now. Get trained, wear the protective gear, and ride safe each and every time.

For more information, please contact Mr. Dale A. Wisnieski, in CG-1132, at 202-475-5206 or at Dale.A.Wisnieski@uscg.mil. ■

"Semper Paratus."

HEALTH AND SAFETY



We take off-duty safety seriously

In both the 2008 and 2010 Organizational Survey (OAS), members were asked whether manager/supervisors and co-workers actively communicate and promote off-duty safety practices. A majority of members agreed or strongly agreed with the statement as shown by the breakdown comparison below.

% Positive 2008	% Positive 2010	Workforce Breakdown
70%	75%	All CG
72%	77%	Active Duty
74%	80%	SELRES
58%	66%	Civilian

Photo by Petty Officer 3rd Class Cory J. Mendenhall

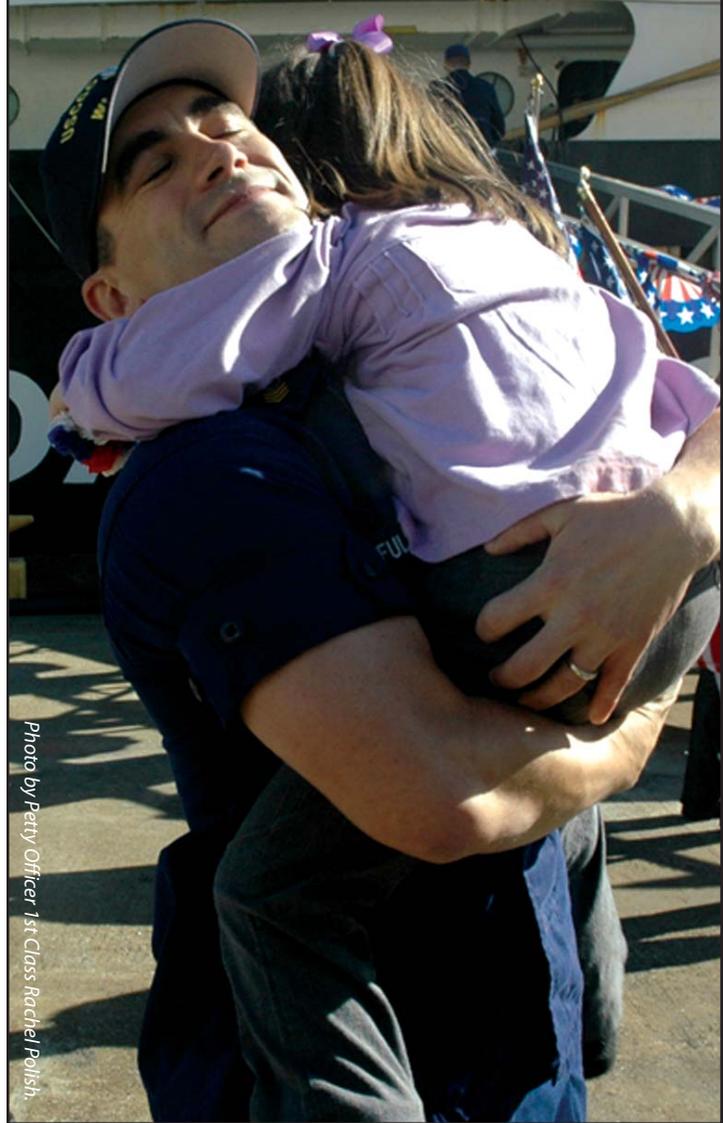


Photo by Petty Officer 1st Class Rachel Polish.



Photo by Petty Officer 1st Class Rachel Polish.

2011: YEAR OF THE COAST GUARD FAMILY

by Claudia Isaacoff, CG-1 BOD

When Coast Guard Commandant Adm. Bob Papp declared 2011 as the Year of the Coast Guard Family in his State of the Coast Guard address in February 2011, he promised a renewed focus on “ensuring our housing, child care development centers and other family support programs are the best they can be.” The Coast Guard recognizes that the well-being of military families correlates with the well-being of the service overall, a view that is in lockstep with President Barack Obama, who has made the care and support of military families a top national security priority. Adm Papp emphasized several existing policies, programs and services provide this support for Coast Guard men and women and their families but this year the service is also committed to building upon these by making improvements and exploring new opportunities.



Photo by Petty Officer 3rd Class Caleb Critchfield

Child Development Services

The happiness and well-being of our children is paramount for a focused, productive workforce. Child Development Services (CDS) offers a wide range of services to meet the childcare needs of Coast Guard active duty and civilian families no matter where they are stationed. Core CDS services are nine facility-based child development centers, a childcare subsidy program, a system of certified in-home providers for Coast Guard housing and access to the DoD's child development center facility-based programs. Additional services include information and referrals, as well as some school year and summer camp programs for school-aged children.



Photo by Petty Officer 3rd Class Jonathan Lally.

One of CDS' primary objectives is to achieve parity with DoD by fiscal year 2013, doubling the number of children under age 12 who receive some type of service from CDS. To achieve this goal, the Coast Guard is revis-

ing and expanding its child care subsidy program by lifting the total family income cap and increasing subsidies for junior and senior personnel as funding permits. The service also plans to hire dependent care specialists and assign them to regions with the highest concentration of Coast Guard housing, thereby expanding the Family Child Care Program and local community childcare options.

At each of its nine child development centers, CDS also aims to place training and curriculum specialists who will standardize training requirements for all center personnel and ensure the highest levels of performance. In addition, these specialists will assist in maintaining the program's national

accreditation. These much-needed improvements to the CDS program will increase accountability, affordability and accessibility for the children and families of Coast Guard men and women.

Ombudsman Program

Coast Guard ombudsmen are a vital link for our Coast Guard families. As Adm. Papp has stated, "readiness begins at home," and Coast Guard ombudsmen are in families' homes, schools, child development centers and programs. Ombudsmen serve as a link between a command and its families, providing valuable real-time information and resources. In his State of the Coast Guard address, Adm. Papp noted that a full-time ombudsman position had been established at Coast Guard headquarters, and that he was committed to placing at least two more ombudsmen in field commands. As a result, a new ombudsman program man-



Photo by Petty Officer 2nd Class Patrick Kelley.

ager in the Office of Work-Life has already begun strengthening the relationship between commands and their families, and two future regional ombudsman coordinators will be responsible for recruiting, training, supporting and monitoring volunteer ombudsman with the assistance of the ombudsman coordinators at each Health,

Safety and Work-Life regional practice. As the program moves forward, it will improve real-time communication of support information to families, creating a more connected Coast Guard family.

Housing Initiatives

It is imperative that all Coast Guard military members and their dependents have access to quality housing within a reasonable commute of the permanent duty station. The service provides housing access via referrals to local housing using Basic Allowance for Housing (BAH), Coast Guard-leased housing, and in locations where BAH and leased housing is not feasible, the Coast Guard owns and maintains housing. The Coast Guard currently owns approximately 4,000 homes, which have an average age of more than 45 years. There is currently a backlog of more than \$350 million in maintenance and recapitalization projects, and current funding levels are insufficient to address the backlog. The Coast Guard has recently undertaken several initiatives to improve the material condition to family and unaccompanied housing, including:

1. For the first time ever, language in the Coast Guard Authorization Act of 2010 now allows the service to convey real property, place proceeds into the Coast Guard Housing Fund, and spend the funds on family and unaccompanied housing improvements.
2. The Coast Guard has undertaken a comprehensive, nationwide assessment of its entire housing inventory to ascertain material condition, housing demand and availability of community-based housing. The results of this study will determine optimal allocation

of housing both in and outside of the continental United States and prioritize where the next maintenance dollars should be spent. Information gleaned from this assessment can also be used for future budget requests.

3. Where viable, the Coast Guard is pursuing Public Private Venture housing partnerships with DoD and has successfully partnered with the Navy in Belle Chasse, La., and Oahu, Hawaii. The service is currently exploring the feasibility of a Public Private Venture partnership with the Army in Puerto Rico.



Photo by Petty Officer 3rd Class Levi Reed.

TRICARE Young Adult Program

TRICARE now offers a new benefit option for dependents who age out of TRICARE at age 21 (or 23, if full-time college students) and who are not married or eligible for their own employer-sponsored coverage. Eligible dependents will have the option to purchase TRICARE Standard/Extra health coverage on a month-to-month basis. The 2011 premium has been established at \$186 per month. After purchasing coverage, enrollees will be issued a new identification card. Additional details are available at www.uscg.mil/announcements/alcoast/216-11_alcoast.txt.



Photo by Petty Officer 2nd Class Tasha Peters.

Don't Let Your Guard Down



Photo by Petty Officer 1st Class Christopher Evanson.

Safety is everyone's responsibility, and "Don't Let Your Guard Down" is a campaign to highlight the critical role of leadership and peer-to-peer responsibility in on and off-duty mishap prevention. The

campaign emphasizes the accountability of the Coast Guard to make the right decisions for safety. Currently the emphasis is on off-duty and recreational safety, especially motor vehicle and motorcycle safety, to prevent mishaps that can have devastating impacts on families and the service. Off-duty fatalities are historically the No. 1 type of fatality for Coast Guard members, and motor vehicle accidents still account for the greatest number of off-duty fatalities.

Yellow Ribbon Program

The Coast Guard's Yellow Ribbon Program ensures that deploying reservists, their families and others they designate connect with local resources before, during and after deployments. The program particularly ensures reservists in need receive assistance during the reintegration phase that occurs months after a reservist returns home, building resilient members and families. To date, more than 600 reserve members have been identified who require access to the program. For more information, contact the Yellow Ribbon Program at yellowribbon@uscg.mil.



**U.S. Coast Guard
Yellow Ribbon Program**

Improved Communication

The Coast Guard is committed to strengthening communications, and a strategic communications team is coordinating the Year of the Coast Guard Family message to ensure it is heard by not only Coast Guardsmen but their families as well. The Year of the Coast Guard Family website provides important family services information, including links to most Coast Guard housing sites. These links will be updated regularly with relevant information to better assist families transitioning to a new location.

The Year of the Coast Guard Family is inspired by the Commandant's guiding principle of "Respect our

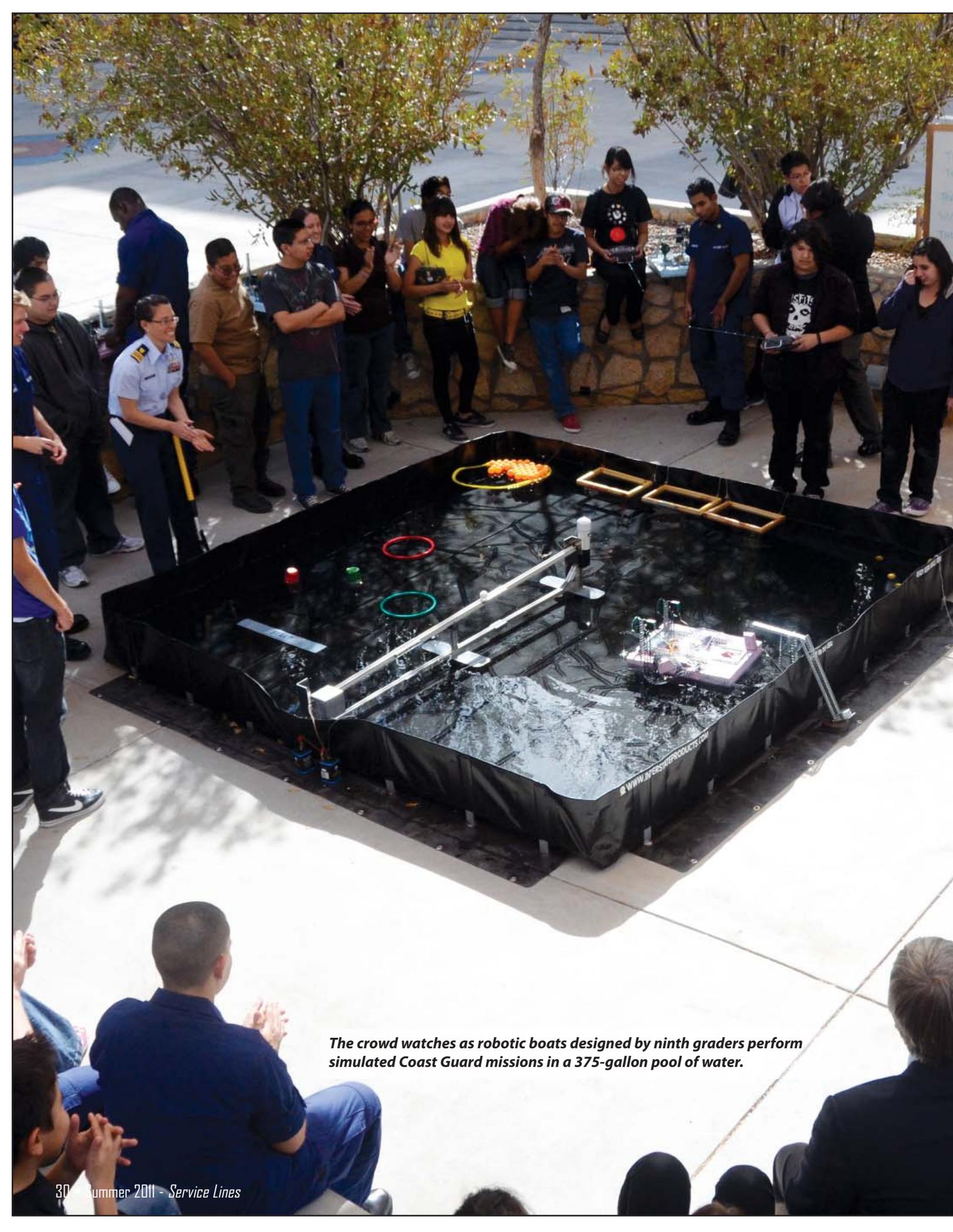


Photo by Petty Officer 3rd Class Levi Read.

their families." "In my mind," he wrote, "the health and welfare of our people and their families are at the heart of operational readiness."

Visit the Year of the Coast Guard Family online at <http://www.uscg.mil/yotf>. ■

Shipmates," a tenet that emphasizes the importance of caring for one another. In an ALCOAST message to the service earlier this year, he wrote that he will ensure that the Coast Guard's policies, programs and services reflect his commitment to improving the quality of life for Coast Guard members and



The crowd watches as robotic boats designed by ninth graders perform simulated Coast Guard missions in a 375-gallon pool of water.



ACADEMY'S ROBOTICS ON THE WATER INSPIRES YOUNG ENGINEERS IN THE EL PASO DESERT

by Rebekah Gordon

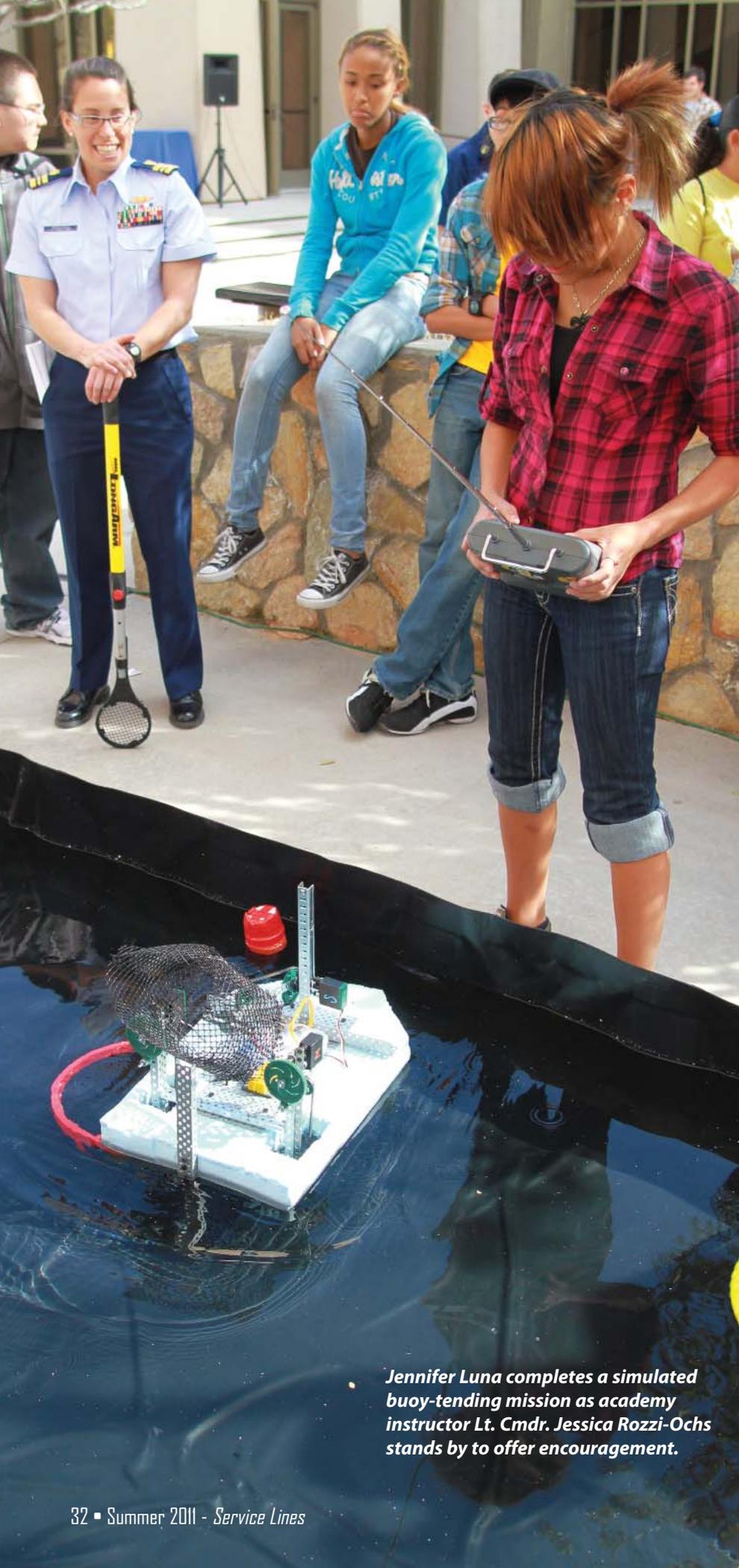
Photos by Bob Corral and Luis Jasso

EL PASO, Texas—While most high school freshmen might spend a typical Saturday at the mall, Jennifer Luna spent hers at the University of Texas at El Paso (UTEP), measuring angles, assembling motors and levers, and maneuvering a robotic craft via radio control. With four teammates, she built and operated a small floating vessel that competed in a contest simulating Coast Guard missions in a 375-gallon pool of water. Despite a troublesome net contraption, her team—dubbed Team Luna—finished the day-long contest in second place against five other teams of ninth graders.

This was the first time that Luna, who attends Del Valle High School, had ever participated in a robotics competition, and she was excited about spending the day building things. “I like it. It’s actually fun because it has to do with science and math at the same time,” the 14-year-old said.

Luna was among about 410 predominantly Hispanic freshmen from eight high schools in the Ysleta Independent School District who came to the campus on March 12 for the 2011 Engineering and Science Extravaganza. Organized by university students, the annual event aims to expose local youth to the science, technology, engineering and mathematics fields, commonly known as STEM. For the first time, the Coast Guard played a central role in the event, by providing major sponsorship, a flag-level keynote speaker and a team of cadets and instructors from the Coast Guard Academy who led an Academy Robotics on the Water (AROW) competition. The freshmen who attended are part of a federal program called GEAR UP that aims to prepare economically disadvantaged students for post-secondary education.

Photo by Luis Jasso.



Jennifer Luna completes a simulated buoy-tending mission as academy instructor Lt. Cmdr. Jessica Rozzi-Ochs stands by to offer encouragement.

The Competition

While most freshmen spent the day rotating through hands-on engineering workshops organized by university students, 30 of them were pre-selected to spend the day participating in the AROW competition. At the Undergraduate Learning Center on campus, six teams—each led by an academy cadet—spent the morning designing and assembling their robotic boats with Styrofoam, basic drivetrain pieces, batteries and other raw materials. After testing their boats out on the water, students readied their vessels for the afternoon competition by outfitting them with mechanisms designed to execute simulated missions in the pool's floating obstacle course.

Lt. Cmdr. Brian Maggi, an assistant professor of civil engineering who helps lead the AROW program, was one of three academy instructors on hand to oversee the event. He said the purpose of AROW is twofold: It promotes STEM by encouraging students to apply concepts from the classroom in a hands-on setting, and it also introduces youth to the Coast Guard and the possibility of a future career in it. "We have the different missions of the Coast Guard set up in this pool, so it starts to get that kind of discussion going around as far as what the Coast Guard's about, why we are there," Maggi said.

The missions—simulated with ping pong balls, levers and other floating devices—include moving rings representing buoys, turning on a light on a lighthouse, knocking a drug-running foosball off its path and putting it in jail, recovering ping pong balls that represented spilled oil, capturing floating survivors from a sinking boat and landing a toy H-65 helicopter on the deck of their craft. Missions are assigned points based on complexity, and teams win points for successfully completing as many missions as they can with their radio-controlled boats in timed rounds.

Photo by Bob Corral.

AROW was originally part of the Academy Introduction Mission, a week-long, on-campus summer program for entering high school seniors. The AROW competition went mobile to high schools nationwide about two and a half years ago, Maggi said, and currently makes about four trips a year. AROW was introduced to the extravaganza thanks to Gloria Potocek, the Coast Guard's chief of acquisition workforce management, after she saw it at the 2010 Coast Guard Innovation Expo in Tampa, Fla. When she learned that AROW had no funds available to attend the extravaganza, Potocek informally appealed to Assistant Commandant for Human Resources Rear Adm. Ronald Hewitt and Director of Personnel Management Curtis Odom who, she said, did not hesitate to pledge funding for travel and equipment for the AROW team and to cover sponsorship fees. Without their support, the Coast Guard would not have been able to participate.

Given the rave reviews and high demand, the academy hopes to expand AROW further. "The long-term goal for the program is to create a middle school and high school curriculum that we're going to try to develop this summer, and roll that out to schools where they could tie the concepts of this program into their curriculum," Maggi said. "And then we could host a competition at their school." Further down the road, he added, the academy could potentially enable high schools or middle schools to run the competition themselves.

Hunt for Talent

Rear Adm. Ronald Rábago, a Hispanic who is now the Assistant Commandant for Engineering and Logistics, gave the keynote speech at the day's opening ceremonies, sharing about his path from a high school student to the highest-ranking engineer in the Coast Guard. He encouraged the ninth graders to keep pursuing their interest in math and science. "Take those math and science courses now. I know I said the 'M' word, but you've got to be prepared for the future. As scary as it sounds, the work and the decisions you make today will determine the dreams of tomorrow," Rábago, who was the Assistant Commandant for Acquisition at the time, told the students. "If you'd asked me as a high school junior in Laredo, Texas, trying to get decent grades as the oldest of six kids, if I could have imagined where I am today, I simply would have said, absolutely not."

Rábago feels a special affinity for UTEP's College of Engineering, which Hispanic Business Magazine has consistently ranked among the top 10 engineering schools for Hispanics, three of the last six years in the No. 1 spot. As the Coast Guard competes for top talent, he feels compelled to assist the service in inspiring and hunting for future engineers, whether Hispanic or otherwise, from diverse sources, including the El Paso desert. "We're going to need bright young people from all sources for our country. We need them from every walk of life and every geographic area," he said after his



Rear Adm. Ronald Rábago observes a team of ninth graders led by a Coast Guard Academy cadet as they build their robotic vessel.

Photo by Bob Corral.

speech. "We can't allow any place in the country not to contribute to that talent pool that the Coast Guard's going to need to serve our nation and its citizens in the future."

College Role Models

The annual extravaganza is primarily planned and run by UTEP College of Engineering students who are members of the joint student chapter of the Society of Mexican American Engineers and Scientists and the Society of Hispanic Professional Engineers, known as MAES/SHPE. Nydia Esparza, the UTEP chapter president, said the event helps show young students that they are capable of going to college. With about 70 students from MAES/SHPE and other organizations volunteering to run the event, the ninth graders were surrounded by university students not far removed from them in age or background. "Because of the culture here in El Paso, sometimes kids feel like they can't go to college or that they're not going to be able to make it through college," said Esparza, an El Paso native who completed her Bachelor of Science in metallurgical and materials engineering in 2010 at UTEP and is working on her master's degree. "That's why we like to have the [UTEP] students here, so that they can relate to them and see that they can go to college."

The College of Engineering's mission is to "change the face of engineering," according to Peter Golding, the college's associate dean for academic affairs and undergraduate studies. Meeting that mandate includes reaching out to underserved student populations, supporting cutting-edge ways of teaching and exposing students to all kinds of potential career paths. The latter was especially salient during the extravaganza, Golding said. "Most of these kids would never think about the Coast Guard or the Navy. Most of these kids have never seen the ocean and many of them—a great majority of them—can't swim," he said. "There're people in here today who I bet in 50 years' time are going to be Ron [Rábago] because of today. And if you have one of those happen, where his visit has charged them, what an incredible result."

GEAR UP, which stands for Gaining Early Awareness and Readiness for Undergraduate Programs, is a six-year grant program from the Department of Education administered locally by UTEP for the Ysleta Independent School District. It aims to get the ninth graders, who started GEAR UP two years ago in seventh grade, to finish high school, be ready to enter post-secondary edu-

cation and to understand the college application and financial aid process.

Future Engineers

There were signs of a budding engineer in 15-year-old Nathan Rios, a freshman at Eastwood High School who participated in AROW. Insatiably curious and with science his favorite subject in school, he definitely wants to attend college if he can obtain financial aid. His team, W.P.B.T.Y—standing for "We're Probably Better Than You"—didn't win, but he said he still had great fun working with his hands building the vessel with his teammates.

"It was awesome. We had our little conversation, like, 'No, we should do this,' 'No, we should do that,' but we eventually said, 'Oh, OK, your idea's better,'" Rios said. While he said the team's demise was probably its lack of an overall strategy and some setbacks in trying to master the radio control system, the lesson he took away from the day was "by far the teamwork."

Lessons of teamwork were also what fourth-class academy Cadet Cesario "C.J." Elizaldi Jr., took away from the day. Thrown into leading a team of young students, cadets often get just as much out of AROW as they hone their leadership skills. "I had one person in my group that, once he had an idea, he was kind of stuck on it. And if somebody else had a better idea, or something that could maybe, possibly work even better than his idea, he wasn't really open to it," Elizaldi said. "So even if I have a great idea that I think will be successful, I'll listen to other ideas because maybe another idea will be better or maybe something will help improve my idea and make it more efficient."

Elizaldi, who is majoring in mechanical engineering, is one of the few cadets in the academy's history who is an El Paso native. Bringing AROW to the Texas desert gave students needed insight into the academy, he said. "I definitely know that if I would have been a part of this program when I was in high school I would have made my decision there that the Coast Guard was for me," he said. "Even though it's a simulation of what really goes on, you still get the idea of how important the Coast Guard is with cleaning up oil spills, making rescues and doing drug interdiction, and aids to navigation as well. You get an idea of how important the Coast Guard is to the nation." ■

Editor's note: Photographers Bob Corral and Luis Jasso are UTEP students.



Alontay Aguilar, a freshman at Hanks High School, saws through Styrofoam to help construct her team's boat for the robotics competition.



FROM THE
ASSISTANT COMMANDANT FOR C4IT
& CHIEF INFORMATION OFFICER

REAR ADM. ROBERT E. DAY JR.

It just does not seem possible that it has been almost two years since I assumed the Coast Guard Chief Information Officer position. Yet, as I look back at the myriad of challenges that the Command, Control, Communications, Computers and Information Technology (C4&IT) team has successfully undertaken, I am surprised that it has only been 24 months!

As I travel the Coast Guard, I am asked a lot of questions by our shipmates about C4&IT issues they do not understand or they believe should be easy to fix. Our C4&IT enterprise is complex—subject to a plethora of rules and regulations from both DHS and DoD—and challenged by a difficult budget environment. This labyrinth of factors sometimes makes my head hurt. I can only imagine what my field shipmates think when we try to explain the “why’s” and “what’s” of the C4&IT enterprise. I want to use this opportunity to provide you with my answers to the top four questions that I get as I travel the field. Hopefully, they will help you understand the challenge of things that seem to be a “no brainer.”

The number one question is: “*I hate the Windows 6 phones and Good software. Why can’t we use iPhones, iPads and the new Droid equivalents on the CG network?*” I get this question multiple times each day, and I can assure you that the CG-6 staff and the Telecommunication and Information Systems Command are putting a lot of energy into making these devices available. A key part of the issue is that, unlike the Windows 6 phones, the current iPhone, iPad and Droid platforms do not meet critical security requirements mandated by DoD and DHS to allow these devices to connect to our “.mil” network. Our Good software environment has the potential to mitigate the inherent security weaknesses of the Apple and Droid mobile devices. DoD is very interested in how the CG leverages Good software to help secure our devices, and the organization sees potential for this software to provide a solution for the current gaps in Apple/Droid security. I hope to be able to announce availability of these

devices in the near future since stocks of the current Windows 6 mobile devices are becoming difficult to find, and the Good software for the Windows 7 devices is several months away.

The next frequently asked question is: “*When are you going to fix cutter connectivity so that our sailors can enjoy the same level of Coast Guard Standard Workstation service as shore units?*” The simple answer is that this is a matter of physics and economic laws of supply and demand:

- Cutter connectivity relies on data circuits connected via satellites, which require a 45-thousand-mile round trip into space. Unless you have very large antennas, you will find that getting a high-speed connection is difficult.
- The customer base for high-speed data connectivity at sea is small; thus, the cost for these services is high.

The Assistant Commandant for Capabilities, or CG-7, CG-6 and TISCOM, continue to identify opportunities to get larger bandwidth to all of our cutters. For example, new Ku band satellite and Inmarsat Fleet Broadband offerings are being installed, tripling available bandwidth from our previous 64- and 128-kilobit-per-second leased circuits. New tools to help cutters better manage their usage of our limited bandwidth are also being evaluated to ensure that mission-critical communications get priority on our circuits. Smaller cutters are receiving cellular data solutions to provide access to Coast Guard network resources.

Another common comment and question is: “*Our unit wanted to get a couple more workstations and laptops so that we could easily access them in our office and our shop spaces down at the pier, but the \$3,500 initial cost and recurring expenses are more than the unit can afford. Why are the Electronic System Support Unit and CG-6 ripping us off when it seems like I could buy the same thing at Radio Shack for \$500?*” This is a common perception, but when we buy a Coast Guard Standard Workstation (CGSW), we



Photo by Petty Officer 2nd Class Levi Read

are paying for so much more than just the hardware platform that you would get at Radio Shack. The costs imposed one time and recurring for each CGSW go to fund: the hardware and software licenses for the many programs needed for Coast Guard applications and security, network costs, support personnel, help desk and replacement of the computer when it is obsolete. It may seem expensive, but when you compare Coast Guard costs per workstation against our DHS and DoD partners, our costs in many cases are 50 percent less. You are really getting a great value, and we are looking at ways to make it even cheaper by using thin client computers and cloud computing.

Last, but certainly not least, I often get this comment and question: *"We have tried this commercial software and really want to use it on a CGSW to do [insert your favorite task], yet the Electronic Systems Support Unit refuses to install it and demands that we use the poor Coast Guard software that we currently use. Why are you guys such software police?"* I certainly can understand this per-

ception, but you also have to understand the challenges that CG-6 and the C4&IT Service Center have with maintaining a CGSW image that works properly with the hundreds of programs that the CG already has, meets the strict DoD and DHS security standards and can be easily upgraded as our CGSW image is modified. Every new piece of software added to the Coast Guard inventory has to be thoroughly tested to ensure that it does not impact the image and all other critical software we already have installed. This is the reality of trying to effectively manage the very complex enterprise that is our CGSW environment.

I will continue to use the CG-6 section of the *Service Lines* magazine to have these "From an Enterprise View" discussions to help you get a sense of the challenges that your C4&IT shipmates overcome to deliver exceptional C4&IT support to mission execution. Please continue to email me questions that you think have enterprise-wide applicability, and I will address as many as I can. ■

ALERT WARNING SYSTEM 2.0

HOMEPORT'S ENTERPRISE ALERT NOTIFICATION SYSTEM

Multi-Mission Alert Capabilities because emergencies can't wait

MARSEC Changes
COOP

Notice of Arrivals

SAROPS

Weather Alerts

Unit Recall

Natural Disasters



AWS 2.0 screenshot. Coast Guard graphic.



ALERT AND WARNING SYSTEM 2.0 IMPROVE MASS NOTIFICATIONS

by Coast Guard Operations Systems Center Staff

To provide Coast Guard first responders with an efficient means of meeting critical security and safety-related port-wide notification requirements, the Coast Guard developed and deployed the Alert and Warning System (AWS) in 2007. An upgraded version of this system, called AWS 2.0, enables the Coast Guard to rapidly and reliably transmit messages to maritime partners and other stakeholders. To date, AWS 2.0 has been used extensively to manage Coast Guard and federal responses to many crises, including the earthquakes in American Samoa and Haiti, and the Deepwater Horizon oil spill in the Gulf of Mexico.

Before AWS, the Coast Guard used radio broadcasts, fax and local telephone trees. It was an ineffective and costly way to execute Coast Guard missions. Now, AWS 2.0 is the Coast Guard's enterprise-wide mass notification system that is capable of supporting multiple Coast Guard missions in maritime safety, security and environmental protection.

Changing Needs of Mission Support

The Maritime Transportation Security Act of 2002 and federal regulations require Coast Guard Captains of the Port (COTPs) to communicate changes in maritime security levels in a timely manner through local broadcast notices to mariners, and via electronic means if available, or as detailed in the Area Maritime Security

Plan. These regulations also require COTPs to transmit maritime notifications to maritime security partners and stakeholders in a timely manner. AWS is the Coast Guard's answer to these requirements, providing COTPs with an efficient means of providing crucial security and safety-related port-wide notification capabilities.

With significant improvements in mobile phone and network technologies within the last few years, it became apparent that the initial version of AWS was not fully supporting the rapidly changing needs of Coast Guard missions and not keeping up with demand for mobile device usage in the general public. Additionally, the Coast Guard determined that AWS needed to interface with various other notification systems in use in the nation's ports in order to support the COTPs' mission needs.

By linking notification systems through an upgraded version of AWS, the Coast Guard sought to create efficiencies in training, supportability and total ownership cost of its notification systems. Working with the Coast Guard's Office of Port and Facility Activities and the sponsor's representative—the Office of Command, Control, Communications and Computers (C4) Sensors and Capabilities—the Operations Systems Management Division developed the next generation of AWS with improved reliability, enterprise-wide supportability and advanced functionality.

Photo by Petty Officer 3rd class Tom Atkeson.

AWS Delivery Process

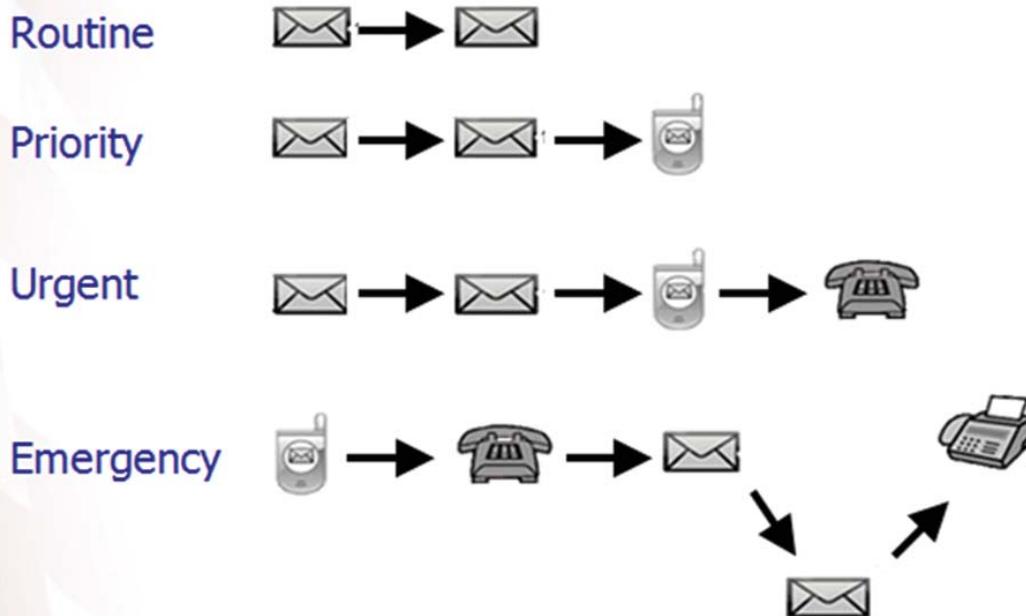


Diagram showing how information flows through the AWS 2.0 system. Coast Guard graphic.

Features of AWS 2.0

AWS 2.0 was deployed in December 2009. After performing comprehensive market research and a detailed analysis of alternatives, the Coast Guard selected AtHoc's IWSAlerts emergency notification system for its entire enterprise. The solution was demonstrated to be reliable and easy to use by Coast Guard personnel and did not require Information Technology (IT) professionals for operation.

An advanced alert and warning system, it enables COTPs to rapidly and reliably transmit targeted alerts, in bulk, to maritime partners and stakeholders at a rate of approximately 100 messages per minute. Additionally, the system allows COTPs to receive responses from alert recipients to respond to incidents or support operations.

AWS 2.0 provides the ability to notify active duty, reserve, auxiliary, civilian, maritime industry partners and other government agencies through many methods of delivery (e.g., telephone, Short Message Service (SMS) on mobile devices, email and fax). This unified collaborative effort provides a single enterprise solution that is capable of sending alerts concerning safety, security and environmental protection events. For example, it can automate the recall of unit personnel, ensure continuity of operations and account for personnel in times of crisis.

The upgraded system's ubiquitous reach and bi-directional communications capability provides greater usability and functionality than the earlier version of

AWS. The system also supports additional Coast Guard missions, such as hurricane preparedness, natural disaster readiness, search and rescue operations, and the closure of waterways. By including all this functionality, AWS 2.0 has eliminated the need to have more than one alerting system at a unit, thereby simplifying training and support requirements.

Also, AWS 2.0 is a Web application that can be accessed over the Coast Guard's existing network (CGDN+) through a Coast Guard Workstation III or a Coast Guard-issued laptop. This feature is important for COTPs who need to send rapid notifications in order to protect people and materiel assets.

Leveraging Advanced Technology and Existing IT Architecture

For the Coast Guard, AWS 2.0 combines network-centric security and an emergency communications system. The centralized, server-based system replaces cumbersome non-standard emergency notification processes that once depended upon a string of actions at the unit level, often without central coordination from Coast Guard headquarters and regional offices. AWS 2.0 improves the Coast Guard's ability to account for the reception of messages and alerts by taking advantage of the way Internet Protocol-based services, such as email and text messaging, permit immediate reply.

The Coast Guard acquired AWS 2.0 under a commercial-off-the-shelf (COTS) software license that leverages



Dike walls of mud and sandbags hold back the flooding Sheyenne River in Valley City, N.D..

Photo by Petty Officer 3rd Class David Weydert.

the service's existing CGDN+ network. The AWS system consists of two hardware components: the alert application server and the gateway server. The application server is a government-off-the-shelf (GOTS) product. The gateway is the telecom interface between the AWS application layer and downstream providers (email, SMS, voice and fax). Once a Coast Guard operator logs into the system, data is passed to the GOTS servers via encrypted Web service submissions. From the servers, messages are delivered to individual recipients in clear text because of the lack of encryption support in commercial phones and SMS. In order to prevent the leaking of sensitive information, recipients may have to authenticate using a personal identification number before receiving a voice message. Passwords and other sensitive fields are encrypted prior to delivery to the database.

The Coast Guard selected this enterprise-wide system to unify the service's alerting channels. By deploying a single, centralized, Web-based system that unifies multiple alerting channels, Coast Guard COTPs can rapidly alert personnel to pending dangers and events. Additionally, Coast Guard emergency managers can provide detailed instructions to all personnel for action, and receive confirmation to verify that messages were received and appropriate actions were taken. AWS 2.0 is the network-centric emergency mass notification system that has become the enterprise-wide standard for the Coast Guard, capable of reaching 50,000 Coast Guard personnel and maritime

industry members with alerts and critical information.

Executing Mission Support

Since its deployment in December 2009, AWS 2.0 quickly has become a robust application that enables the Coast Guard to rapidly and reliably transmit targeted messages in bulk to maritime partners and stakeholders. Most recently, AWS 2.0 was used in response to the Deepwater Horizon oil spill in the Gulf of Mexico. The Coast Guard issued 13 messages that were received by some 4,500 internal and external users. Examples include a message sent to internal and external users that Port Fouchon, located along the southern tip of Louisiana, was open, correcting misinformation in earlier reports. In addition, not all reports were confined to the Gulf Coast region. Internal notification was sent to Sector Honolulu requesting additional personnel for the Gulf, and Sector Mobile also used AWS 2.0 to postpone a search-and-rescue exercise that had been scheduled for Gulf waters near the spill.

Whether used to respond to natural or man-made disasters, the new unified and pervasive AWS 2.0 notification system is helping the Coast Guard reach people through multiple redundant channels in minutes—instead of hours—with detailed information for a safe course of action. AWS is making a big difference in improving communications and coordination among maritime partners, whether industry or other government agencies. ■

AS AN ERA OF COAST
GUARD IT SUPPORT ENDS,
PROMISES OF A
BRIGHTER
SUPPORT
FUTURE
BEGINS

by Rory Jansen, C4IT Service Center

From smartphones to tablets, technology is changing, and the Coast Guard is changing with it. A major shift is coming in the way that the Coast Guard supports its information technology (IT) infrastructure. The district Electronic System Support Unit (ESU) Service Desks are being consolidated into one Centralized Service Desk (CSD) operating 24/7/365 in St. Louis, Mo., starting in October 2011.

Centralizing the Coast Guard's information technologists and electronics technicians services is another cornerstone of continuing Coast Guard modernization efforts to streamline processes, improve service response times and support Coast Guard missions.

As the ESUs transition to the new CSD throughout the summer, their services will remain the same. Local technicians will still take calls and work tickets. As the ESUs transition to the CSD, they will switch their phone numbers to the CSD phone number: 855-CGFIXIT.

"The CSD is a necessary step towards addressing new challenges that require us to be organized more efficiently and manage our business practices more effectively," says Capt. John Gallagher, project manager for the CSD. "We are really excited about this transition. The CSD will have a state-of-the-art customer call system, a new and much more capable trouble ticket management system and a professionally trained customer service staff to serve all users. It will provide a one-stop location to report incidents or request assistance for all C4&IT systems, 24/7."

In a parallel effort, the Coast Guard Operations Systems Center (OSC) will soon upgrade CGHelp to a new software package, Remedy 7.6, and a new name, "CGFIXIT".

CGFIXIT will provide Coast Guard users with a simple, easy-to-use tool for submitting trouble tickets or requesting service. CGFIXIT will also allow support technicians to better manage tickets and deliver high-quality service in line with industry best practices. This ticketing system is the USCG's preferred method of requesting support for IT issues.

This centralization effort brings the Coast Guard into alignment with industry best practices and enables significant improvement to the customer service experience. It does so by following the international IT best-practice service framework, called IT Infrastructure Library (ITIL). This process is rapidly growing in popularity around the world, and is used by Hewlett-Packard, Dell and IBM to serve their customers. ITIL provides guidance for creating and operating a service desk that pro-

vides a continuous feedback loop between an organization's IT strategy, systems developed and deployed, end users and the IT service community. Aligning with ITIL not only allows the Command, Control, Communications, Computers and Information Technology (C4&IT) Service Center (SC) to analyze an incident, find the root cause and fix it, but also permits improvement of the end-user experience to be better.

St. Louis was chosen as the location for the CSD for several reasons. First, centrally located between the east and west coast minimizes issues related to serving multiple time zones. Additionally, St. Louis is more insulated from the typical natural disasters that the Coast Guard manages (or has to schedule around), such as a hurricanes. Construction is presently underway in St. Louis to transform the ESU into the CSD, and new networks, workstations and phone systems are being installed. Consequently, responsibilities for Cmdr. Cornell Perry, the St. Louis ESU commanding officer and soon-to-be CSD branch chief, will change significantly.

"Centralizing all of our ESUs plays a critical role in ensuring reliability, availability and continuity of IT services, even during natural disasters or major Coast Guard operations, such as Deepwater Horizon. The CSD will be at the forefront of technology, leveraging a state-of-the-art facility, an updated suite of tools and a voice-over intranet protocol (IP) telephone system, which is the foundation for the future transition of the entire Coast Guard to an advanced phone system," says Perry. "For the first time, the Coast Guard is looking at IT end users as customers that require the same level of service that the private industry provides."

The combination of new technologies and the 24/7/365 schedule will allow the Coast Guard to maintain a higher level of preparedness to respond to incidents as well as a higher level of service for everyday requests. In addition, the CSD will provide considerable savings to the Coast Guard annually—an important factor in an era of shrinking budgets. Leveraging modernization's centralized aspects fully, the C4&IT SC will deliver significantly improved service with better tools, improving not only daily IT service delivery but also enabling greater preparedness for disasters and other incidents of national importance. The CSD is a foundational element in the C4&IT Service Center's continued focus on processes, standards and configuration management, and according to Gallagher, "We look forward to unveiling this new capability around the Coast Guard in fall 2011." ■



THE
COAST
GUARD
HELPS
LIBERIA
DEMOLISH
OMEGA
NAVIGATION
TOWER

by Linda M. Johnson
Acquisition Directorate Office
of Strategic Planning and
Communications

In less than 30 seconds, 1,400 feet of steel and 520 tons of tower and wiring came tumbling down in a controlled explosion in May 2011, when the Coast Guard helped Liberia demolish the Omega Navigation System tower in Paynesville, just outside Liberia's capital city of Monrovia.

At 1,410 feet—which is taller than the former World Trade Center towers—and with an antenna field about one mile in diameter, the Omega tower was the tallest man-made structure on the continent of Africa.

The tower's demolition set a world record for the tallest structure felled by explosives, a record previously held by the April 2010 controlled demolition of the former Long-Range Aids to Navigation (LORAN) tower at Coast Guard Station Port Clarence, Alaska.

The demolition of the tower is good news for Liberia for several reasons. Since the Liberian tower had not been used or maintained since 1997, it was considered a safety hazard. Moreover, the tower's demolition will promote economic development in the area by turning the former tower site into a marketplace.

In a high-level show of support for the project, Liberian President Ellen Johnson Sirleaf and the U.S. Ambassador to Liberia, Linda Thomas-Greenfield, pushed the buttons that set off the explosives that destroyed the tower.

The demolition of the tower, which is owned by Liberia, was funded through a Foreign Military Financing grant from the U.S. Department of State. U.S. Army Lt. Col. Clement Ketchum, who serves as the Deputy for Security Cooperation at the U.S. Embassy in Monrovia,

conducted the initial site survey documenting the condition of the tower. He also negotiated with the government of Liberia to establish the boundaries of the tower demolition contract that was awarded by the Coast Guard to a U.S. company with the proper expertise.

Ketchum—who served in the Coast Guard from 1984 to 1996—brought a unique perspective to the project because he had seen it come full circle, having served as the Coast Guard's liaison to Liberia and operations officer for the Omega Navigation System in Liberia from 1989 to 1992.

"Everyone is very happy that the tower came down and that it was done in a professional, controlled manner that caused the least amount of damage. The tower has outlived its life and hasn't been maintained for 13 years," he said.

"The next phase of what's going to go in its place is a new market area to try to get some congestion off the roads," Ketchum explained. "There's a big market that's kind of formed on the road near the station that totally inhibits traffic, and it's on the main highway to go up country, so moving the market off the road and into a new area will be great."

Tower History

The U.S. Navy began construction on the Liberian tower in 1972 and turned the permanent structure and adjacent buildings over to Liberia in 1973. In 1976, the Coast Guard was asked to manage the tower and its 35-person Liberian crew, along with the overall operation of the Omega Navigation System network.



Cmdr. Michael Hudson takes field measurements of one of the Omega Navigation Tower's structural guy anchors during a preliminary site visit in April 2011. Photo by Mark Loiseaux, Controlled Demolition Inc.

The Liberian tower was one of eight transmitting stations worldwide that provided global navigation assistance to aircraft, ships and submarines based on the very low frequency radio signals emitted by each station. The Omega system functioned as the world's first GPS, but it was based on land rather than on satellites in space.

The Coast Guard maintained and operated the Omega network in cooperation with the seven partner nations that hosted transmitting stations until the entire Omega system became obsolete and ceased operations in 1997.

Foreign Military Sales Case

The tower's demolition was part of a Coast Guard Foreign Military Sales (FMS) case established in August 2009 to help rebuild the Liberian Coast Guard after several recent civil wars. The \$7 million case, managed by FMS Case Manager Yael Handel, includes two 27-foot Defender-class small boats—which Liberia received in November 2010—spare parts, training, technical assistance and infrastructure improvements. The case also includes a maritime advisor based at the U.S. Embassy in Monrovia, who happens to be Coast Guard Cmdr. Jennifer Ketchum, wife of Lt. Col. Ketchum.

After conducting research and consulting with the Coast Guard, the government of Liberia amended the original FMS case in October 2010 to include a contract for the tower's demolition. Based on a sole-source request from the government of Liberia, the Coast Guard awarded the demolition contract in March 2011 to Tower Inspection Inc. of Muskogee, Okla., which subcontracted with Controlled Demolition Inc. of Phoenix, Md. Controlled Demolition oversaw the recent demolition of all the Coast Guard LORAN towers in Alaska and the demolition of Argentina's Omega tower in 1998.



After the Omega Navigation Tower's demolition, Coast Guard FMS Case Manager for Liberia Yael Handel shakes the hand of Liberian President Ellen Johnson Sirleaf while the U.S. Ambassador to Liberia, Linda Thomas-Greenfield, looks on. Photo by U.S. Marine Staff Sgt. Gary Morris, U.S. Embassy Monrovia.

Cmdr. Michael Hudson, the executive officer with the Coast Guard's Civil Engineering Unit in Miami, served as the contracting officer's technical representative and worked with the Acquisition Directorate's contracting staff—Erica Fetter, Eric McDoniel and Kerri Williams—to develop the tower demolition contract.

Hudson was already somewhat of a tower expert himself, having spearheaded the most recent update of the Coast Guard tower manual in 2001. By reaching back to his Coast Guard colleagues,

he managed to find the original construction drawings for the Liberian tower, which were an enormous help to bringing it down safely.

Along with three Tower Inspection and Controlled Demolition employees, Hudson travelled to Liberia in April 2011 for a post-award site visit to make field measurements, finalize the demolition plan and discuss logistics and security details with the U.S. Embassy in Monrovia and the Liberian government.

For the actual demolition, Hudson was part of a seven-person team that arrived in Liberia in May 2011 to manage the tower's demolition and oversee the preparation and installation of the explosive charges and site security.

"This project was an excellent demonstration of cooperation within the Coast Guard—clearly it crossed a lot of organizational lines—and a demonstration across the Atlantic of good international cooperation with the U.S. Embassy and the government of Liberia that kept the project moving forward and made the execution of the project that much easier," Hudson said.

"This is a great example of the international cooperation between Liberia and the U.S.," noted Handel, who accompanied Hudson on the May trip to Liberia to oversee the tower's demolition. ■

The Omega Navigation Tower in Liberia falls during its controlled demolition in May 2011. Photo by Gary Lehman, Tower Inspection Inc.





The Coast Guard Cutter Decisive patrols around the Deepwater Horizon well site Aug., 4 2010. Photo by Petty Officer 3rd Class David R. Marin.

MEDIUM ENDURANCE CUTTER PRODUCT LINE OVERHAULS DECISIVE'S REVERSE OSMOSIS UNIT

by Lt. David J. Kowalczyk



The overhaul of a Reverse Osmosis (RO) unit aboard the Medium Endurance Cutter Decisive (WMEC 629) has yielded important lessons that may benefit not only the 14 ships of the 210-foot WMEC fleet, but also the Coast Guard's 13 270-foot WMECs, which use similar equipment. This repair availability was one of the first undertaken by the Coast Guard's Surface Force Logistics Center (SFLC) and the newly established Medium Endurance Cutter Product Line.

The RO unit is a crucial piece of a ship's equipment that the crew uses to make fresh water from seawater while operating underway. Overhauling Decisive's RO unit has helped Coast Guard and industry engineers to hone their procedures and develop cost-saving insights into the causes and remedies of casualty reports (CASREPs) that document problems with the materiel condition of RO units aboard the fleet's WMECs.

The Coast Guard identified problems with corrosion in Decisive's bilges underlying the RO unit after the cutter's 2008 overhaul under the Mission Effectiveness Project (MEP). The project is refurbishing the Coast Guard's 110-foot, 210-foot and 270-foot cutters at the Coast Guard Yard in Curtis Bay, Md. The SFLC and the

ational life of six months to one year for this part.

The RO unit's leaks were causing corrosion on and beneath the unit. The leaks exacerbated bilge deterioration beneath the RO unit, making repairing this corrosion a priority for the ship's planned September to November 2009 dockside maintenance availability.



The Reverse Osmosis unit foundation with all components off; corrosion is evident. Coast Guard photo.

Medium Endurance Cutter Product Line manage overhauls of the Coast Guard's WMEC fleet.

Multiple Casualty Reports

In the fall of 2009, during another of Decisive's scheduled dockside maintenance periods at her home port in Pascagoula, Miss., the Coast Guard removed the cutter's RO unit and overhauled it to correct the underlying bilge corrosion.

During the previous year, Decisive's RO unit was the subject of five CASREPs; it frequently required attention above and beyond the normal scheduled maintenance load and had developed many water leaks. Decisive's engineering team changed out the RO unit's high pressure pumps twice during that year. Additionally, the RO unit's salinity meters required nearly constant calibration and had also failed several times. Decisive's engineering team was changing the RO unit's salinity membranes once every patrol rather than the expected oper-

percent of the RO unit's tubing. This was surprising, because there had been no external indication of corrosion on the tubing itself; the inspection had demonstrated that the RO unit was corroding from the inside out.

The Coast Guard has been researching solutions to RO unit CASREPs for some time. In 2009, the Engineering Logistics Center contracted with ABS Consulting to report on the causes of frequent failures in the membrane components of the WMECs' RO units. The study indicated that both materiel and personnel training issues may have played roles in failure of the RO units' salinity membranes. The center's report recommended that corrosion issues be studied further and that lessons learned could be applied to the RC 5000 units aboard the 210-foot WMECs and, potentially, to the RC 7000 units aboard the 270-foot WMECs.

Decisive was scheduled to complete dockside availability on Nov. 2, 2009, but manufacturing and installing

Inspection Yields Discrepancies

Following contract specifications, the Coast Guard and the RO unit's original equipment manufacturer, Village Marine, inspected the Decisive's RC 5000 RO unit and developed procedures to improve the unit's operation and increase its reliability. The Coast Guard and Village Marine ultimately found 25 discrepancies. These discoveries led to the replacement of three gauges, five flow meters and two pressure switches on the RO unit. The Coast Guard also upgraded the RO unit's salinity probes and the unit's motor controller. Unexpectedly, the Coast Guard and the manufacturer found corrosion inside the high-pressure metal tubing that carries water through the RO unit.

The Coast Guard also found deterioration on the sealing faces of the RO unit's high-pressure tubing, which had caused the water leaks that resulted in the bilge corrosion.

The manufacturer renewed about 25



Village Marine photos show corrosion on tube flanges and threads. Coast Guard photo.

the parts continued until Nov. 12. Some parts, including tubing, had to be custom-manufactured, which added time to the repair schedule. Ultimately, the overhaul and repairs were successful. As of July 2010, the RO unit aboard Decisive was running smoothly with few problems and membranes were only changed out once after about six months of operational life.

Lessons Learned

The overhaul of Decisive's RO unit proved to be a worthwhile experience that improved the unit's function and reliability. The process can be time consuming and should be planned for during a 50-day maintenance period due to the manufacturer's lead time for parts. Each RO unit is custom built to its ship; tubing runs and dimensions are neither mass-produced nor identical between units, and this was an important factor in the lead time for the fabrication of parts.

The cost of disassembly and reassembly was approximately \$5,000. The cost of the overhaul work was about \$19,000. As a reference point for future overhauls, approximately \$24,000 was necessary; that figure was approximately

\$3,500 less than the original independent government estimate.

To avoid the problem of post-installation leaks, the manufacturer should be required to test piping sections at their facility, under operational pressures, in the presence of a Coast Guard inspector.

Finally, the cause of corrosion within the metal tubing of Decisive's RO unit was unclear. This issue should be studied in future overhauls. If internal corrosion is a significant cause of WMEC RO unit degradation, the causes (such as inadequate materials, dissimilar metals or flow rate) should be identified and corrected.

Special thanks are due to the SFLC's WMEC Product Line Asset Manager, Lt. Jon Cox, and Port Engineer Lt. Simon Barr, whose planning, efforts and stewardship were critical to this

project. Decisive's engineering department also did an exceptional job of inspecting this and other dockside items, resulting in a superior product.

Editor's note: The author served as engineering officer on Decisive from 2007 to 2010 and is now the executive officer at Naval Engineering Support Unit Honolulu. ■



The Reverse Osmosis unit foundation after preservation, prior to the unit being reassembled. Coast Guard photo.

HAZMAT MANAGEMENT PROJECT SAVES MONEY AT THE AVIATION LOGISTICS CENTER

by Aviation Logistics Center Industrial Operations Division Staff

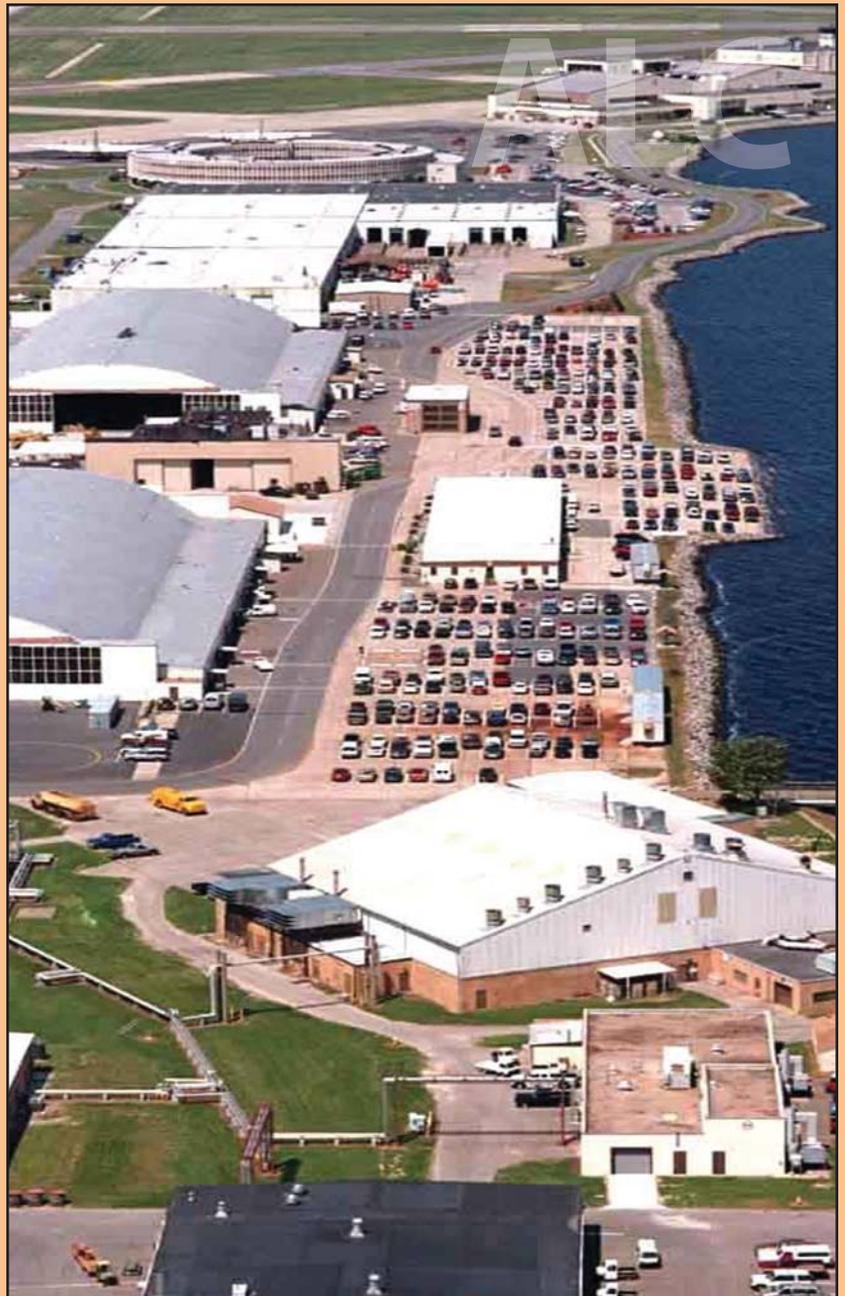
The Aviation Logistics Center (ALC) is the hub for Coast Guard aviation support, which includes depot-level maintenance, structural engineering, spare parts warehousing and information services. Depot-level maintenance encompasses the total overhaul of an airframe. An overhaul is completed, on average, every four years for each of the Coast Guard's 200 airframes, and includes a complete teardown, inspection and reassembly. During the process, the ALC completes any required modifications or system upgrades.

The ALC also manages shipment, component repair and warehousing of aviation spare parts. Each day, the ALC repairs 500 component parts and manufactures 100 piece parts that support programmed depot maintenance and warehouse requirements. The ALC serves as the central warehouse for a \$1.2 billion spare parts inventory. To best manage the parts inventory, the ALC has led the way in applying supply chain and inventory management tools to reduce inventory holding costs while ensuring a robust and responsive delivery system that provides maximum fleet readiness.

The success of this logistics model became the driving force behind Modernization efforts and the application of supply chain and configuration management initiatives across the service. But where there is excellence, there is also a need for continuous improvement, and one area where this was recognized was in hazardous materials (hazmat) management.



Photo by Petty Officer 1st Class Kevin Ouyounjian.



Coast Guard photo.

Managing Hazmat Inventory

For several years, the ALC contracted out hazmat management with a primary focus on meeting environmental laws and customer needs, a natural result of being a response-focused organization. Aircrew safety, schedule and quality are the prime movers at a logistics center. Cost is important, but it is easy to miss hidden support division costs.

Waste data revealed that, in one month, \$54,844 worth of expired chemicals had to be shipped to the Defense Logistics Agency's Disposition Services for proper disposal. A 10-month data report was then called for, revealing expired shelf-life chemicals that constituted \$459,533 in annual waste, plus a disposal/weight charge exceeding \$6,000.

With an eye toward discovering what could be achieved by applying supply chain management tools and process improvements, an effort has begun to define and document processes, leverage appropriate tools and consolidate hazmat management for the entire Elizabeth City, N.C., complex, which includes Air Station Elizabeth City, Aviation Technical Training Center, Base Support Unit Elizabeth City and the small boat station. There is a potential for significant savings while concurrently optimizing environmental stewardship.

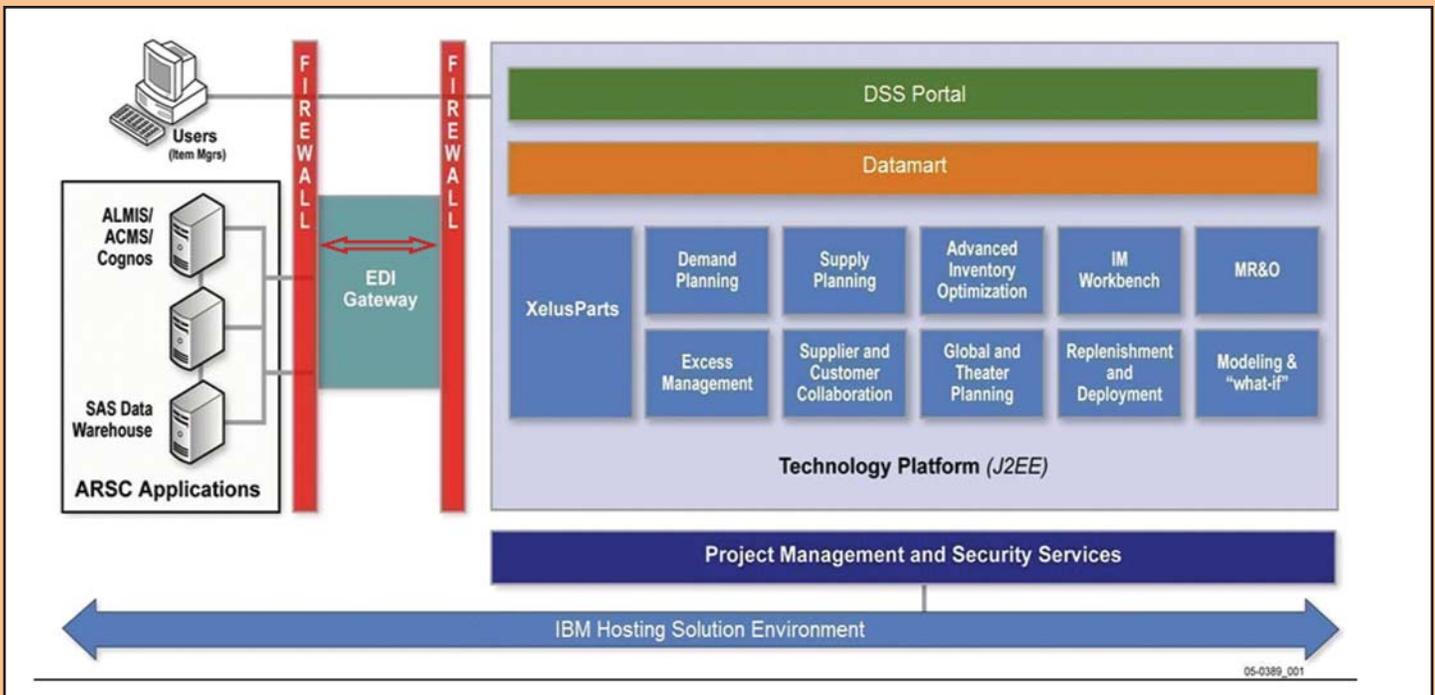
ALC's Industrial Operation Division (IOD)'s hazmat team had utilized a computer program called the Hazardous Materials Management System (HMMS) for several years. The IOD had piggybacked on an Air Force/Department of Defense (DoD) contract to do so, but never had the proper training to fully utilize the soft-

ware system's capabilities beyond entering Material Safety Data Sheet information. Additionally, there were no written procedures, so multiple databases were used to capture authorized chemical lists, control personnel access to the system and ensure chemicals were distributed only to those with a documented need. Over time, this resulted in chemical proliferation and stagnant inventory.

To remedy this, a contractor with HMMS expertise was brought into the IOD for one year to develop a process guide to capture and define repeatable processes that any user can follow to order and stock appropriate chemicals and restrict access. The draft process guide has been delivered and final edits have been made to facilitate a release this year. HMMS is not an inventory management tool in itself, so a simultaneous initiative has been made to leverage the ALC's supply chain management tool to right-size inventory based on usage and delivery constraints. Since no historical usage data existed, the "norm" was to carry at least a two-month supply of all chemicals to avoid work stoppages on aircraft product lines. This was a prime cause of ongoing high levels of expired shelf-life waste resulting from excessive quantities on hand.

Supply Chain Management Solution

The ALC implemented a Supply Chain Management Solution (SCMS) in fiscal year 2008. The tool, called "Click Parts," was a commercial, off-the-shelf solution with a \$9.1 million total cost. SCMS reduced excess inventory purchased by \$6.5 million from October 2008 to March



2010. The SCMS return on investment has been documented at 27 percent. Managers and planners within the ALC aircraft product lines use SCMS as a rigorous, reliable and repeatable decision-support tool to improve the efficiency and effectiveness of inventory replenishment, sparing, budget and supply planning, and sourcing decisions.

Since the Click Parts SCMS tool resulted in tremendous savings and the right-sizing of aircraft parts inventories, leveraging the tool in managing hazmat purchases was obvious. This required building a table to access and capture usage data in order to right-size individual chemical purchases. The table will be utilized in the upcoming year to eliminate excess inventory and prevent material from expiring on the shelf. It will also allow data mining between the software systems to capture usage data. This will ultimately increase the return on investment in Click Parts and is likely to eliminate 90 percent of the current \$500,000 in annual hazmat waste generated at one industrial complex.

Hazmat Disposal

To achieve immediate results, the IOD identified 322 non-aviation-related products not listed on any product line's Authorized Use List within HMMS software. Rather than automatically disposing of these expired products, a separate holding area for all non-aviation products and a five-year shelf-life (except where a manufacturer's recommended shelf-life was longer) were established. Products like commercial cleaners (such as Windex) that would previously have been disposed of at expiration were retained because they were determined to be fully functional.

Procedures were also put in place to address situations in which a product's performance is questioned. These procedures allow the use of the DoD's shelf-life extension website to research a product specifically by lot and batch number. If no shelf-life information can be determined, all containers are removed immediately and disposed of. Meanwhile, the products will be consumed through non-aviation use. The IOD will evaluate the process every six months to reduce the shelf-life years for non-aviation products. The goal is to reduce shelf-life for non-aviation products from five years to two years in order to minimize the facility's chemical storage footprint.

All designated non-aviation products are marked with



a "Not for Aviation Use" sticker in order to clearly segregate them from aviation-related products.

This allows products to be clearly identified by personnel issuing chemical products and provides visual identification for hangar deck personnel to prevent aircraft use. In the four months since enacting this program, the ALC utilized \$10,560 in inventory that would have otherwise been disposed of.

Hazmat Management Consolidation

The ALC also recognized the need to consolidate all hazmat management for the entire Elizabeth City Coast Guard complex under one standardized system. Under the previous construct, Air Station Elizabeth City supported four HH-60T and five HC-130J aircraft by manag-



U.S. Coast Guard photo.

Aviation Logistics Center's new Chemical Issue Center.



U.S. Coast Guard photo.

Aviation Logistics Center's new Chemical Issue Center.



U.S. Coast Guard photo.

Aviation Logistics Center's new Chemical Issue Center.

ing their own hazmat purchasing and inventory. This often required taking personnel out of rate to manage chemicals for up to six months at a time.

The ALC's IOD took over the air station's hazmat management by establishing a Memorandum of Agreement outlining the duties and responsibilities for procurement, storage, control and issue of hazardous materials. The agreement was designed to ensure hazmat use and disposal was minimized and that it meets all Coast Guard, federal, state and local requirements.

For example, the IOD evaluated and restructured all Point of Use (POU) lockers at the air station based on requirements and application. A total of 1,126 hazardous items were determined to have been expired or beyond their chemical shelf-life. These were removed and replaced with new products. Three POU lockers were eliminated and the total chemical storage footprint for all POU lockers was reduced by more than 33 percent.

Construction also began on a Division 1, Class 1, explosion-proof Chemical Issue Center (CIC) at the air station. Previously, the air station's hazmat inventory was located and stored in three different locations. With the new CIC, chemical storage and inventory will be centralized in one location and stocked with a 12-day supply. A ribbon cutting for the new CIC facility took place on February 24, 2011.

For more information on ALC visit us online at <http://www.uscg.mil/alc/>.



Mr. Jose Velazquez (Personnel Service Center), selected as the civilian employee recipient of the 2011 National Image, Inc. Meritorious Service Award.

Lt. Charlene Forgue (Coast Guard Academy), selected as the 2011 Federal Asian Pacific American Council (FAPAC) Military Meritorious Service Award.

Civil Engineering Unit Miami received the Cowart Plaque for Civil Engineering Organizations. *The Cowart Award is named in honor of Vice. Adm. Kenneth C. Cowart, U.S. Coast Guard. The Award is presented for outstanding contribution to the U.S. Coast Guard civil engineering and shore facility management programs.*

The **Coast Guard Yard** received the Cowart Plaque for Facility Engineering Organizations. *The Cowart Award is named in honor of Vice. Adm. Kenneth C. Cowart, U.S. Coast Guard. The award is presented for outstanding contribution to the U.S. Coast Guard civil engineering and shore facility management programs.*

Lt. Laura Smolinski (Rescue 21 Project Resident Office Scottsdale) received the Oren Medal. *The Oren Medal is named in honor of Rear Adm. John B. Oren, U.S. Coast Guard. Presented for outstanding contribution to military engineering by a civilian or military member of the U.S. Coast Guard.*

Chief Warrant Officer Sean Cox (Civil Engineering Unit Cleveland) received the Sargent Medal. *The Sargent Medal is named in honor of Vice Adm. Thomas R. Sargent III, U.S. Coast Guard. The medal is presented in recognition of the most outstanding contribution to U.S. Coast Guard Civil Engineering or Facilities Engineering.*

Mr. Trigg McNew (Naval Engineering Support Unit New Orleans) received the Stabile Award. *The Stabile Award is named in honor of Vice Adm. B.L. Stabile, U.S. Coast Guard. The award is presented to active duty Warrant Officer, Chief Petty Officer, Petty Officer or Coast Guard civilian employees GS-8, WS-11, WG-11 or below who has made an outstanding contribution to the Coast Guard Naval Engineering program.*

SFLC Small Boat Product Line (SBPL) received the Lucas Plaque. *The Lucas Plaque is named in honor of Rear Adm. R.S. Lucas, U.S. Coast Guard. The award is presented to any Coast Guard Naval Engineering organization or any Department, Division, Section, Branch or Natural Working Group within a Naval Engineering Command that has made an outstanding contribution to the Coast Guard Naval Engineering program.*

Capt. Michael Ryan (Operations Systems Center Commanding Officer) was selected as one of this year's Federal 100—the top executives from government, industry and academia who had the greatest impact on the government information systems community in 2010.

Mr. Lorrin Ching (Naval Engineering Support Unit Honolulu), and **Training Center Petaluma** received the CG 2011 Environmental Sustainability Award in the individual and unit award categories respectively.

Cmdr. Scott Gesele (Coast Guard Academy) is the 2011 Coast Guard Engineer of the Year.

Cmdr. Thomas Cooper (COMDT, CG-41) and **Cmdr. Michael Muller** (COMDT, DCMS-822) were selected to participate in the 2011 Department of Homeland Security Fellows program.

Petty Officer 3rd Class Syreeta Bromfield (Personnel Services and Support Unit Miami) was selected as the Coast Guard's Female Athlete of the Year.

Lt. Kenneth Burgess (Surface Forces Logistics Center) was selected as the Coast Guard's Male Elite Athlete of the Year.

Cmdr. John Gage (Surface Forces Logistics Center) is the recipient of the Poore Award for Naval Engineering. *The Poore Award is named in honor of Capt. Richard D. Poore, U.S. Coast Guard. This award is presented to any Naval Engineering professional who has made a most significant contribution to the Coast Guard Naval Engineering program within the past three years culminating in the three-year period ending in the current year.*



The Reservist Magazine won the Department of Defense's Thomas Jefferson Award, in the category of Magazine Format Publication (non-flagship).

Petty Officer 2nd Class Zachary Walden (Training Center Cape May) earned a spot on the All Navy Volleyball team and just got back from the competition in Cherry Point, N.C. where he was part of the Silver Medal winning Indoor Team and Gold Medal winning Beach Volleyball team. He also earned a spot on the All Military team that will play in Brazil later this year.

Petty Officer 1st Class Nyxolyno Cangemi (Coast Guard Academy Staff) won the Joc Alex Haley Public Affairs Award, Category B, best writer (PA-PAO) and Category E, for outstanding work in videography, photography, writing and marketing.

Petty Officer 2nd Class Franklin Pine was presented with the Society of American Indian Government Employees (SAIGE) meritorious Service Award on June 15, 2011, at the Cherokee Hard Rock Hotel in Catoosa, Okla. by Capt. Kenneth Barrett, USN, DoD, Deputy Director of Diversity Management and Equal Opportunity.



Capt. Kenneth Barrett, USN, Petty Officer 2nd Class Franklin Pine, Rear Adm. Daniel May, USCG and Mr. Danny Garceau, SAIGE Chairman. Franklin is holding the award.





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