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SERVICE LINES

Deputy Commandant
for Mission Support

WINTER 2012

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WINTER 2012
Vol. 1, Number 4
COMDTPUB 5700.4

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

Petty Officer 1st Class Dempsey Logue, an advanced law enforcement competency instructor, demonstrates handcuffing techniques on Petty Officer 2nd Class Joshua Thomas, a boarding team member, aboard the Coast Guard Cutter Bertholf June 15, 2009. Bertholf's crewmembers train in law enforcement techniques underway to maintain competency and qualifications. U.S. Coast Guard photo by PA3 Michael Anderson.

Preparing the workforce: tactics, techniques, procedures - A leadership perspective

by Rear Adm. Stephen E. Mehling, commander of Force Readiness Command -- Published Jan. 4, 2012

Rear Adm. Stephen E. Mehling. U.S. Coast Guard photo.

In his spring 2011 *Service Lines* article, Rear Adm. Timothy Sullivan, my predecessor as commander of Force Readiness Command (FORCECOM), outlined why the U.S. Coast Guard needs FORCECOM, as well as what FORCECOM is designed to do. Here, I'd like to discuss an example of how FORCECOM fulfills its mission of preparing the Coast Guard's workforce by developing relevant and timely tactics, techniques, and procedures that are later incorporated into curriculum taught at training and education units throughout the Coast Guard.

Over the last four decades, the maritime community has experienced a dramatic increase in a form of free speech that often requires an operational response from Coast Guard assets. Groups occasionally stage water-borne demonstrations to express opposition to planned commercial or governmental activities. The Coast Guard's challenge in dealing with such on-the-water protests is to protect lives and resources while honoring citizens' rights to peacefully assemble and to exercise free speech – two activities that are specifically protected by the First Amendment to the United States Constitution. Since the late 1970s, environmental and wildlife conservation organizations such as Greenpeace and the Sea Shepherd Conservation Society have used direct-action tactics on the water to advance their causes, but such groups have typically employed professional mariners on commercial vessels to participate in protests. In contrast, groups and decentralized movements have begun employing tactics that are less resource intensive. Maritime protests may now involve swarms of small craft including motorboats, sailboats, kayaks or even surfboards. This shift has dramatically increased the probability that individuals will end up in the water and require Coast Guard assistance or intervention. To compound the problem, protesters in the water – unlike "traditional" persons in the water – may actively resist being removed from the water.

In anticipation of Occupy Wall Street's efforts at blockading West Coast ports, Coast Guard Pacific Area (PACAREA) requested that FORCECOM prepare TTP specific to protester recovery in the water operations. Using

Crewmembers from Coast Guard Station Los Angeles/Long Beach pursue Greenpeace activists Sept. 27, 2000, who are demonstrating against tanker vessel Pecos. U.S. Coast Guard photo by PA3 David Connor.

successes and lessons learned from the 2007 Hawaii Superferry protest, as well as migrant interdiction events, FORCECOM established an integrated process team to partner on short notice with both area commands, the Deployable Operations Group, District 14, Assistant Commandant for Marine Safety, Security and Stewardship (CG-5), Assistant Commandant for Capability (CG-7), Director of Health and Safety (CG-11), Judge Advocate General and Chief Counsel (CG-094) and others to develop applicable PRIW operations TTP. Once promulgated, these TTP gave Coast Guard law enforcement officers guidance on how to respond to protesters in the water and safely operate and enforce applicable laws with minimal risk to equipment and personnel. FORCECOM's Training Division (FC-T) is now determining the appropriate schoolhouse responsible for development and implementation of training to increase the proficiency of boat crews and law enforcement personnel that may experience PRIW-related situations.

Developing TTP is an important component of the Human Performance Cycle, and IPTs play a critical role in enabling effective TTP promulgation. Partnerships with interested parties are critical to FORCECOM's success in executing the Human Performance Cycle, as we effectively leverage best practices and lessoned learned through field experience. This team-oriented approach, coupled with FORCECOM's management of the process, has allowed us to shorten cycle times and standardize development processes to bring multi-mission TTP to operational entities. As a result of using IPTs, we have been able to employ process integrators, technical writers, subject matter experts and other stakeholders to coordinate alignment among doctrine, policy, and TTP based on feedback from training, assessments, and lessons learned in the field.

The IPT process enabled the PRIW IPT to validate guidance previously developed by the DOG, which provided a solid foundation for meeting PACAREA's TTP requirements. In this instance, the DOG's prior legwork enabled FORCECOM to rapidly publish TTP for operators' use within one week of the original request. The normal timeline for the publication of TTP without a baseline document can be as long as 12 months.

FORCECOM measures training and TTP provided to Coast Guard personnel. At the heart of both training and TTP is a service-wide need for standardization, ensuring that all personnel who are performing the same job execute that job in a similar manner. The Integrated Process Team provides standardization to the TTP development process and ensures that national level policies are operationalized into usable field-level tactical procedures. To learn more about the FORCECOM TTP process or view recently promulgated TTP, go to the internal Coast Guard FC-P site.

Maritime Security Response Team boat crews maneuver into formation during training on Chesapeake Bay, Feb. 17, 2011. The mission of the MSRT is to provide a short-notice, threat-tailored, maritime response force to deter, protect against, and respond to threats of maritime terrorism and to higher-risk criminal law enforcement threats on the water or in a port. U.S. Coast Guard photo by PA2 Michael Anderson.

A TV crew from "Coast Guard Alaska" captures the conversation of an aircrew from Coast Guard Air Station Kodiak, Alaska, as they gather in front of one of the station's upgraded MH-60T helicopters. Photo courtesy of The Weather Channel.

Upgraded aviation assets highlighted in "Coast Guard Alaska"

by Michael Valliant, Acquisition Directorate -- Published Jan. 12, 2012

It is unlikely that a helicopter would be nominated for an award in a supporting actor role on a TV show, but in The Weather Channel's new series, "Coast Guard Alaska," the service's MH-60T Medium Range Recovery helicopter is showcased for the integral role it plays in helping the Coast Guard save lives.

Part of the Coast Guard Acquisition Directorate's portfolio of recapitalization projects, the helicopter is used by the men and women at Coast Guard Air Station Kodiak, Alaska, whom the show follows as they respond to emergencies, train and raise their families. According to Michael Dingley, The Weather Channel's senior vice president of content and development, the MH-60T in particular has become something of a star on the show.

"Filming aboard the helicopters, the Coast Guard and the helicopter crews specifically have been fantastic," Dingley said. "The helicopter has really been like a secondary character, and we've even incorporated it into the graphic that we use for 'Coast Guard Alaska.'"

A series airing on The Weather Channel is a good indication that the weather is going to play a major role in the action. The formula that drives the show involves people, the weather and the way the two interact. The weather's presence on screen is a part of what made the show appealing for Al Roker Entertainment, the company that produces the series.

"Alaska and the Coast Guard, it's a true-blue brand, a combination of good people doing good things, with the weather basically being a character as a backdrop," Dingley said.

The missions the Coast Guard carries out in Alaska especially lend themselves to television, but all parties involved know that, with the Coast Guard, operations come first. Air Station Kodiak Commanding Officer Capt. William Deal was adamant that the show couldn't interfere with the station's operations, and the channel obliged. "We wanted to make the show a fly on the wall as much as possible to make you think you're there," Dingley said.

The format appears to be resonating with audiences, he added.

"Response has been nothing short of very strong and positive from the viewers," Dingley said. "Our ratings have increased in double digits at times. And we're seeing folks who don't normally come to The Weather Channel for this type of content. We are thrilled with the performance of the show and the whole experience of working with the Coast Guard."

Aviation Assets Key on the Frontier

Cmdr. Joe Deer, Air Station Kodiak's executive officer, is well aware of the unique challenges that Alaska's geography presents and the resulting need for well-equipped surface and air assets to carry out the Coast Guard's missions there. "There is not a lot of infrastructure in Alaska, so we are more dependent on our assets," Deer said. "Tools for increased situational awareness are key."

Mission execution is a particularly high-stakes endeavor in Alaska, a part of the country that most people

Photo courtesy of The Weather Channel.

will only dream about seeing firsthand.

"Alaska is vast and remote. On the edge of the frontier up here, there is no messing around. What we do is very serious business," Deer said. "The tools that the Acquisition Directorate gives us to do our mission are just critical. And in the end, they save lives."

The aviation assets used at the air station include the HC-130H Long Range Surveillance aircraft, the MH-65 Short Range Recovery helicopter and the MH-60T. These assets have recently been modernized through the Acquisition Directorate's aviation recapitalization program, enabling pilots and aircrews to more effectively carry out their missions.

"The upgrades from the Acquisition Directorate give us greatly improved situational awareness, improved flight direction and modern electronic upgrades," Deer said. "They really increase the safety of our crews, as the ability to find and get to people quickly is paramount."

MH-60T Upgrades and Sustainment

A number of upgrades to the HC-130H have been completed, including installation of state-of-the-market surface search radar, an airborne digital communications system for asset tracking and long-range satellite communication capabilities critical to safe operations in the vast Alaska operating area, as well as a Rockwell Collins DF-430 direction-finding system.

In addition to improved capabilities, the Acquisition Directorate's aviation program provides improved sustainment for assets, said Aviation Program Manager Capt. Jim Martin.

"If you look at the helicopter projects for both the H-60 and H-65, we call them conversion and sustainment projects. Not only are we adding capability that is immediately helpful for the aircrew flying it, but we are also enabling the Coast Guard to sustain that aircraft for much longer," Martin said. "And with fewer maintenance man-hours required and fewer parts removed for repair than was previously the case, it will allow us to sustain the assets well into the 2020s."

Upgrades to the MH-60T include a modernized cockpit with new avionics that share a common architecture with the U.S. Army's Blackhawk helicopter, a new electro-optical/infrared sensor system, and new dynamic components to extend the aircraft's service life. To date, 23 of the service's 42 MH-60Ts have been upgraded with new avionics suites, and 20 MH-60Ts have also been upgraded with the enhanced electro-optical/infrared sensor system. The four MH-60T helicopters at Air Station Kodiak have received both.

Photo courtesy of The Weather Channel.

Opportunity for Transparency

For the Acquisition Directorate, "Coast Guard Alaska" serves to highlight the benefits of the service's hard work to deliver assets that help the men and women in the field execute their many missions.

"We are delivering new capabilities and increasing the sustainability of our assets that are going to serve the Coast Guard for the next 15 to 20 years," Martin said. "Our operators, like those aircrews at Air Station Kodiak, can fly safer and they can spend more time concentrating on mission execution."

One of the Coast Guard's top priori-

Photo courtesy of The Weather Channel.

ties is to recapitalize its fleet of cutters and aircraft while simultaneously maintaining front line operations—a priority aptly illustrated by "Coast Guard Alaska," said Cmdr. Sean Carroll, the commanding officer of the Coast Guard's Motion Picture and Television Office.

"We are going through a real renaissance right now, where we are reinvesting in and recapitalizing our assets," Carroll said. "It was a great opportunity with the show. Just as the air station was transitioning to the MH-60T model, The Weather Channel was able to put their TV cameras on board as well as share images collected from the MH-60T's sophisticated electro-optical, infrared and hoist-mounted cameras to show the American public what they are getting for their tax dollars. That kind of transparency is invaluable."

The show also provides a means for letting the American public know that the Coast Guard is responding to the needs of the nation overall, Carroll added.

"We are entering an austere budget time and there is a clear imperative for transparency in how we, and all federal agencies, conduct our missions," Carroll said. "'Coast Guard Alaska' can offer the American public a real glimpse into the everyday jobs of our people, the aircraft and assets they use to do their missions and what they mean to the country."

Check out The Weather Channel's "Coast Guard Alaska" website for more information on the series. For more information on the Coast Guard Acquisition Directorate or the MH-60T helicopter, please visit their website on USCG.mil.

Meet Lt. Matt Pickard

Published Jan. 5, 2012

Lieutenant Matt Pickard is the Telecommunication Division chief in the 11th District.

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

A: I had just graduated from high school when I was approached by a retired lieutenant commander. He told me about the Coast Guard and emphasized the benefits — especially education. He told stories about the Coast Guard and I could sense his pride and loyalty. The National Geographic published a full article about the Coast Guard a couple of months later, describing the different missions and the Coasties who accomplish them. I was hooked. The ability to help others with the search and rescue mission is why I originally joined.

The Coast Guard Cutter Dependable is moored in Cape May, N.J., alongside Pier 3 across from a construction barge, which is driving 27 steel pilings to be used as mooring points for the Coast Guard Cutters Dependable and Vigorous. The $2.28 million project is aimed at improving the pier as a maintenance and repair platform for the aging cutters. U.S. Coast Guard photo by CWO Donnie Brzuska.

WWII-era pier undergoing vital renovation

by Lori Pastro, Acquisition Directorate -- Published Jan. 18, 2012

Voracious little marine worms, mollusks and crustaceans that bore into wood and eat it, have been feasting their way through the wooden piles that support Pier 3 at the U.S. Coast Guard Training Center Cape May in Cape May Harbor, N.J. The wooden piles have supported the pier and the related missions of Coast Guard cutters since World War II. The Coast Guard currently uses Pier 3 to moor two of the aging 210-foot medium endurance cutters, the Coast Guard Cutters Vigorous and Dependable. Vigorous has been homeported in Cape May since 1993, and Dependable since 2000. These cutters rely on the pier for a safe place to moor, receive necessary shore services, and undergo vital maintenance work. Pier 3 is inspected approximately every three years, and when contractors inspected the pier in 2010, they found that the pier was deteriorating to such an extent that it would be unsafe to use in a few years without essential repairs. To address the problems identified, the Coast Guard is investing $2.28 million in a rehabilitation project to improve the stability and infrastructure of the pier.

Cmdr. Corey Bonheim, Training Center Cape May's facility engineer, stands in front of one of 24 steel pilings at Pier 3, which will be the new mooring points for the Coast Guard Cutters Dependable and Vigorous. U.S. Coast Gaurd photo by CWO Donnie Brzuska.

Cmdr. Corey Bonheim, Training Center Cape May facilities engineer, explained, "This renovation project is vitally important to sustaining the Coast Guard's ability to operate medium endurance cutters out of Cape May. Left unchecked, the deterioration of this pier would likely result in it being no longer suitable for the 210s."

Pier 3, which was built in 1943 during World War II, is one of two remaining piers at the training center. The base used to have

four piers, but after the war fewer ships and cutters moored in the harbor, eliminating the need to keep all four piers operational. Pier 3 and Pier 4 still stand, but they have deteriorated over the years because of marine borers. The original piers were built with a service life of 50 years, which expired about 20 years ago. At the time they were built, the piles were encased in creosote to prevent the attack of marine borers. Creosote is a tar and petroleum-based coating for wooden piles that is resistant to salt water; however, the use of this material is no longer permitted since it was determined to be detrimental to marine life. Over the past 69 years, the creosote has deteriorated, allowing the borers easier access to the wood in each pile.

The Coast Guard Cutter Dependable, homeported here in Cape May, is shown after a change of command ceremony for the departing commanding officer, Cmdr. George A. Lesher and the new commanding officer, Cmdr. David 'Lee' Petty Sept. 12, 2011. U.S. Coast Guard photo by PA3 Cynthia Oldham.

Rehabilitation of the wooden pier, which is 321-feet long and 29-feet wide, is essential for a number of reasons. "The full functionality of this pier is critical to being able to support the 210s' missions. The 210s that moor on this pier need to be confident that the pier can support their mooring loads, as well as the loads of vehicles and equipment that are integral to executing cutter maintenance during in-port periods," said Bonheim.

Cmdr. Gregory Magee, commanding officer of the Vigorous, also expressed his concerns about the pier's ability to support the 210s' maintenance needs. "With the pier in worsening condition, it takes a lot longer to do some of the significant maintenance projects that we have to undertake," Magee said. "The 210s are getting pretty old. We just recently pulled in from a patrol, and we have a generator that is out of commission and likely needs to be replaced. Undertaking a project like that requires cranes and a variety of support services, but if they can't come down the pier because of increasing weight restrictions resulting from further degradation of the pier, it will become incredibly difficult to undertake those projects in Cape May. At some point, we'd meet the critical threshold where we'd have to question the viability of the pier for further use," he said.

Without the rehabilitation work on Pier 3, the 210s would likely be transferred to another homeport, as the pier is the only deepwater mooring facility for the 210s in the Cape May area. Cmdr. Magee and Cmdr. Lee Petty, commanding officer of Dependable, would like to remain homeported in Cape May — and not just because it is a strategic location for the 210s to accomplish their missions. They said that the training center has a lot to offer as well.

"Although the training center is not a full-fledged 'base' in the Coast Guard BSU [base support unit] context, it nonetheless provides a wealth of unit and family support services that are ideal attributes of a major cutter homeport. This allows us to really focus on the challenges we face, like the maintenance issues," said Petty. Another positive aspect of the training center is that the exchange is expanding in order to sell groceries, which will help Coast Guard families financially. In addition, the training center offers a fitness center and convenient housing directly outside of the security gate. Also, the resident work-life staff provides tremendous services to cutter crews and their families. Cmdr. Petty stated, "When we're gone, we're not gone for a couple of days, we're gone for a month and a half or two months at a time, so we rely on the family support network and work-life services provided by the training center. This is a big benefit!"

The pier rehabilitation project will also address important safety issues. Cape May can experience high winds year-round, so the 210s' crews face limitations with the pier in its current condition. Based upon the 2010 assessment, Pier 3 can safely support the mooring loads of one of the cutters with winds up to 60 mph. With the two cutters, the pier can safely support the mooring loads in

winds up to 50 mph. Bonheim stated, "The new design of Pier 3 will allow both 210-foot cutters to use the pier in winds up to 70 mph (tropical storm force winds). If the rehabilitation work is not completed, deterioration of the pier will continue to the point that the cutters will no longer be able to safely moor on the pier in the fairest of weather conditions."

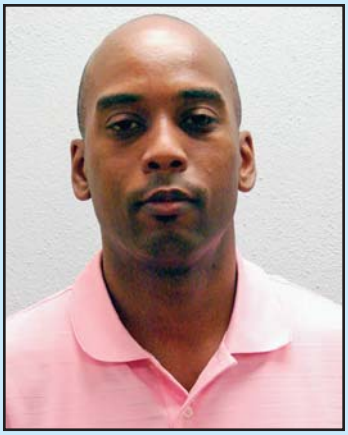
The Coast Guard is in the midst of a multibillion dollar project to replace its legacy cutters to better equip Coast Guard crews to perform their missions. To prepare for the delivery of these cutters to the fleet, the Coast Guard is working to ensure that it has as many viable piers as possible to sustain operations. Maintenance of existing infrastructure is a major part of this project that enables Coast Guard cutters, both old and new, to accomplish their missions.

Bonheim manages the division overseeing the Pier 3 renovation project, which began in October 2011 and is scheduled to be completed this summer. As part of the current project, the Coast Guard is replacing the old batter piles. These piles, which are embedded at a diagonal angle, are the most critical piles needing replacement or repair because they provide the primary horizontal support for the cutter's mooring loads. They absorb the force from the cutters when they are blown by the wind and tidal currents, keeping the cutters from breaking free from the pier. About one-tenth of the pier's total piles are batter piles, and they are being replaced with new steel piles, which are 80-90-feet long. The remainder of the piles are vertical piles, the wooden piles that provide the pier with the ability to support heavy items like cranes and trucks, and most were replaced or repaired in 2005.

The Coast Guard Cutter Vigorous and its crew arrive at their homeport of Cape May following a 53-day patrol in the Caribbean Sea August 11, 2010. The crew of the Vigorous deployed to the Windward Pass off the north coast of Haiti in June to provide humanitarian assistance and maritime security to the Haitian government. U.S. Coast Guard photo by PA3 Jonathan Lindberg.

Meet Calvin Dingle

Published Jan. 6, 2012



Mr. Calvin Dingle works at the Coast Guard Institute in Oklahoma City, Okla.

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

A: One of my primary inspirations to serve with the Coast Guard was to regain the camaraderie and values I once held in the Air Force. As a civilian, your military core values can slowly start to diminish from what they once were. I saw an opportunity with the Coast Guard to reaffirm what was previously instilled in me while continuing to serve my country.

Deputy Commandant for Mission Support Vice Adm. J.P. Currier stands next to a MH-65D helicopter. U.S. Coast Guard photo.

DCMS sets New Year resolutions for Mission Support – A view from the top

by Vice Adm. J.P. Currier, Deputy Commandant for Mission Support -- Published Feb. 1, 2012

In the role of Deputy Commandant for Mission Support (DCMS), I often describe my job as akin to that of a band director. While my role is not to play specific instruments, it is to ensure that the mission support " band" plays with the harmony and synchronicity required to provide the best possible services to our people and operational missions. We have technical experts in the form of assistant commandants and their staffs at headquarters and in the field who ensure that their support mission lines are producing the required services and readiness; they play the "instruments" that define mission support.

At the enterprise level, it is my job to ensure that logistics and services are integrated and optimized through the management of our headquarters elements, logistics/service centers and, most recently, bases. I am responsible to the commandant and vice commandant for all aspects of human capital programs, acquisition management, logistics, engineering, information systems and their associated base budgets. In that leadership role, it is incumbent upon me to provide direction to the entire DCMS enterprise based on the Commandant's Strategic Guidance. To that end, I offer the following as 2012 capstone guidance to senior leadership of staff activities and commands within the U.S. Coast Guard support infrastructure.

1. *Continue modernization in a budget constrained environment.* Build internal trade space for reinvestment in areas of critical need such as adequately staffing sector logistics departments. Identify more cost-effective methods of delivering services aligned with our cornerstones, reducing redundancy, and eliminating wasteful practices. Be prepared to scale modernization efforts to essential elements—those that give the most return on investment—in response to budgetary pressures.
2. From an overall modernization perspective, focus on the following areas:
   a. *Mature Mission Support 1.0.* Standardize and align policy at Logistics/Service Centers. Ensure efficient response to field problems with an attitude of joint ownership of both the issue and solution. Establish results-based performance metrics to aid in the development of critical strategies.
   b. *Continue progress on Mission Support 2.0*. Complete the establishment process for implementing bases. Integrate regional support through the bases with an eye toward reduced costs. Identify and resource sector logistics needs to enhance readiness.
   c. *Define elements and proceed with planning efforts for Mission Support 3.0.* The focus will be to make the support structures built through Mission Support 1.0 and 2.0 more efficient in the provision of integrated logistics services.
   d. *Continue development of the Director of Operational Logistics (DOL) position.* This includes designing inspection/compliance strategies, the

institution of base oversight, and integration of mission support. Help mature the role of the Director's Council as chairperson. Additionally, enhance contingency planning capabilities in support of service goals (domestic, Department of Defense /Unified Combatant Commands).

e. *Continue the process of adequately resourcing and integrating Force Readiness Command (FORCECOM) into the DCMS enterprise.* Continue to integrate the Human Performance Cycle (policy, doctrine, tactics techniques and procedures, and training) as an essential element of all Coast Guard operations.

3. *Define and institutionalize Support Enterprise Governance*. This includes the functional relationships between DCMS and the assistant commandants, the Director's Council with Logistics/Service Centers, and bases and sectors in the regional context. We must show progress in not only organizational change but clearly define how the various support entities work together.
4. *Human capital – No organization succeeds without a dedicated workforce.* For each service member or civilian employee, we must establish trust, identify career progression pathways, enable competency development, provide command and leadership opportunity and foster an atmosphere of inclusion. Everyone must have an upward career view that is clear at all levels. Individuals, whether military or civilian, must be limited in career progression only by their own initiative, abilities and commitment to grow. We must continue our commitment to developing a diverse workforce, reflective of the great Nation that we serve. Our goal must be to build an inclusive workplace that recognizes the value of each member; our future mission relevance depends on success in this effort.
5. *Strategic communication – We must tell our story as enablers of the Coast Guard's missions at every opportunity.* We must enfranchise operational partners through consistent demonstration and communication of a strong support ethic. We share ownership in the operational missions of the Coast Guard, and we will sacrifice as necessary to accomplish them. We must collectively believe in this vision and act accordingly in the conduct of our jobs.

While we all have an individual role in providing quality logistics and services to our fellow Coast Guardsmen, having an understanding of our strategic direction is of value to each of us. Some of you may not understand the context of these priorities and the effects that they are designed to achieve. If that is the case, I encourage you to discuss this further with your leadership who should be able to describe the intent. All the while, we must be mindful of the fiscal times that we are in. It is important for people at all levels to drive economies, eliminate redundancy and cut non-essential costs through commitment, innovation and strong leadership. Every dollar saved through efficiencies is one that can be reinvested to preserve operational capability. Our service will remain strong if we each do our part at the 100% level of effort, consistently demonstrating our commitment to Coast Guard missions and our operational partners. That is certainly my expectation. Thanks to all for the excellence you demonstrate on a daily basis. Semper Paratus.

Meet Lt. Brandi Graham

Published Jan. 27, 2012

Lt. Brandi Graham works at Joint Maritime Training Center, Camp Lejeune, N.C.

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

A: I joined the military as a direct result of the attack on September 11, 2001. The missions of the Coast Guard aligned with my goals to protect and serve our people, natural resources and our nation at home and abroad.

Seaman Luis Pincay, a food services specialist, serves dinner onboard Coast Guard Cutter Bertholf, May 15, 2008. View and download this image from the Coast Guard Visual Information Gallery. U.S. Coast Guard photo by Petty Officer 3rd Class Michael Anderson.

OPC project goes to the field to design food service space

by Tonya Lambert & Michael Valliant, Coast Guard Acquisition Directorate -- Published Feb. 8, 2012

Napoleon once stated that "an army marches on its stomach," and the same can be said for a Coast Guard crew. As such, the Offshore Patrol Cutter (OPC) project team (CG-9322) has recognized that the new vessel needs thoughtfully designed spaces for effective food preparation and service.

Last year, Tonya Lambert, a systems engineer in the Department of Homeland Security's Acquisition Professional Career Program who was placed in CG-9322, began gathering lessons learned from the field about food service spaces on other platforms. As the Coast Guard's most recent major cutter acquisition, the National Security Cutter (NSC) was of particular interest.

In June 2011, she and OPC Project Manager Capt. Brad Fabling traveled to California to meet with Senior Chief Petty Officer Kipp Rice and other food service specialists at Coast Guard Training Center Petaluma. At Petaluma, Fabling and Lambert toured the food service school facilities and reviewed relevant draft OPC specifications with Rice. They also went to nearby Alameda to tour the food service spaces onboard Coast Guard Cutter Waesche, the second NSC. Throughout the visit, they gathered helpful input on how to successfully arrange and outfit the OPC's food service spaces.

Key Takeaways

Proper functional arrangements will enable the food service workforce to serve and prepare food for the OPC's crew more efficiently. Store areas need to be located on the same deck as the galley to make it easier to gather supplies. A cleaning closet, equipped with a water supply and drain, should be located near the mess deck rather than on the fantail of the cutter.

Food service spaces also need proper equipment. For example, both the meat slicer and vegetable peeler were deemed to be too cumbersome and were removed from

Petty Officer 3rd Class Christin Southard, a food services specialist, begins to prepare chicken parmesan for the noon meal onboard Coast Guard Cutter Bertholf, June 18, 2009. Food service specialists plan their menus to be both healthy and good tasting. U.S. Coast Guard photo by Petty Officer 3rd Class Michael Anderson.

the planned OPC outfitting list. This decision saves money and adds much-needed countertop space in the galley.

The design of food service spaces is just as important. Like the NSC's store areas, those on the OPC need to have removable poles for securing boxes of stores, as well as deck grating to improve air circulation around boxes. There should also be more than one drain in the center of the galley and scullery because cutters underway are rarely level and water tends to pool in the corners during deck cleanings. The cargo elevator must be designed so that it is flush with the deck and wide enough to fit a pallet.

This endeavor was an example of cooperation between the OPC project office and those who will ultimately be the cutters' end users. The project is currently reviewing suggestions received for consideration as potential changes to the draft OPC specification document.

Though the food service spaces are a minor element in the acquisition of a ship, improvements can be made based upon lessons learned from previous acquisitions. By incorporating well-considered, safe and effective food service spaces, food service specialists can better perform their duties, playing a critical role in helping the cutter perform its overall set of missions.

This article was originally published in the Acquisition Directorate's Inside Acquisition newsletter, available to Coast Guard personnel with access to the intranet.

Coast Guard Seaman Felix A. Negron, of Puerto Rico, wipes down a stainless steel counter top today in the galley onboard the Coast Guard Cutter Valiant, homeported in Miami, Fla. U.S. Coast Guard photo by PA2 NyxoLyno Cangemi.

Meet Chief Petty Officer Erica Estep

Published Jan. 20, 2012

Chief Petty Officer Erica Estep works at U.S. Coast Guard Institute, Oklahoma City, Okla.

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

A: What inspired me to join the Coast Guard was the fact the service helped save lives, not take them.

Duluth, Minnesota Coast Guard crews line up, Cmdr. Kevin E. Wirth from Coast Guard Cutter Alder (front) during a memorial service to honor the life of BM1 Edgar Culbertson who died 42 years earlier on this same pier during a rescue attempt of three teenage brothers who were also lost. U.S. Coast Guard photo by SK1 Jason Eason.

Command Master Chief Update

by Master Chief Petty Officer Kevin Isherwood, DCMS Command Master Chief -- Published Feb. 14, 2012

U.S. Coast Guard photo

Greetings from the nation's capital… Another year is in the books; bring on 2012!! I offer a hearty welcome back to work for those who enjoyed some well-deserved rest during the holidays. As many of you know, the DCMS enterprise remained in full swing throughout the festive season. Since the fall issue of Service Lines, we have stood up Base Portsmouth, Base Elizabeth City, Base Cleveland, Base Honolulu and Base New Orleans. We will continue to expand our sphere of Coast Guard mission support through the projected stand up of bases Alameda, Los Angeles-Long Beach, National Capital Region, Boston, Ketchikan and Kodiak between now and May. As you can see, this year already promises to be extremely busy and productive.

First, everyone's favorite topic…uniforms! ALCOAST 035/12 describes the wear of the new operational dress uniform (ODU) utility jacket. Since the release of that message I have received many questions regarding the literal meaning and intent of the guidance provided. I'll attempt to clarify. The ODU utility jacket is now the issued liner for the Foul Weather Parka II and may be worn as a standalone jacket with ODUs. Additionally, the FWPII remains authorized as outer wear as prescribed by the commandant and local instruction. As a reminder, the Coast Guard paid every enlisted member about $94 to purchase this REQUIRED sea bag item; therefore you MUST own the ODU utility jacket. The previously purchased fleece liners remain optional uniform items that may ONLY be worn inside of the FWPII. Look at it like this, leather shoes are the issued (e.g., required) sea bag item, corfam shoes are an optional uniform item authorized to be worn at your commanding officer's discretion.

Close behind the demonstrated interest in the ODU utility jacket is interest in unit ball caps. The hue and cry

Operational Dress Uniform Utility Jacket (enhanced Foul Weather liner). U.S. Coast Guard photo.

from the field has been, "Where are they, and when will they be delivered?" Cutting straight to the chase here, there was a sizing certification issue that delayed the delivery of unit ball caps. All of the Coast Guard ball cap manufacturers had to be re-certified to ensure proper sizing. You may recall in the initial orders, a large Coast Guard ball cap was really a LARGE ball cap. Some even jokingly said, "The larges were big enough to fit on tree stumps." The Coast Guard Exchange (CGX) system has begun reaching out to units that ordered unit ball caps to revalidate their orders and adjust the numbers and sizes for each accordingly. Rest assured; there is NO conspiracy lurking in the background. As always the CGX wants to ensure that they are delivering a quality product to the field.

Shifting from uniforms to ongoing project initiatives, ALCOAST 025/12 announced that Career Retention Screening Panel 2012 will be conducted on or about June 18, 2012. More detailed information was released in ALCGENL 007/12. In the vast majority of cases, every question that anyone could possibly ask about CRSP 2012 can be answered in the Frequently Asked Questions section. If you cannot find the answer to your question there, do not hesitate to send an e-mail.

The active duty and reserve gold badge command master chiefs (CMCs) met January 23-28 in Training Center Petaluma. In addition to receiving updates from Coast Guard headquarters program managers regarding initiatives that may impact the enlisted workforce, the CMCs briefed the various projects that they are working on. Using that information, Master Chief Petty Officer of the Coast Guard Michael P. Leavitt defined objectives for the upcoming year and clearly stated the way ahead including measures and milestone requirements. The following CMC projects were briefed: CMC Leilani Cale-Jones discussed the Enlisted Evaluations Project, CMC Steven Cantrell talked about the combined People Plan Project, and I provided information on the Assignment Priority Project. Each project is heading toward a final recommendation from the MCPOCG, where he will endorse projects and submit them to Coast Guard senior leadership for consideration and possible promulgation. Unfortunately, I am not able to provide specifics on any of the recommendations submitted due to the possibility that they may be changed or rejected. Always keep in mind, what initially goes into the system does not always reflect what comes out of the system. Nothing is official until it is finally signed!

If you have suggestions for topics or themes for this Service Lines magazine column send them my way. I want it to write about what you want to read about (http://cgweb.comdt.uscg.mil/cmc).

Meet Mark Hiet

Published Feb. 2, 2012

Mr. Mark Hiet is a Project Officer at USCG Operations Systems Center.

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

A: In 1989 looking for a sense of direction and something I could be proud of I joined the United States Coast Guard. After spending seven years on active duty; 14 years as a government (Coast Guard) contractor; and the last year as a government civilian, I can honestly say I am proud of my service and found the direction I needed. Serving with the Coast Guard for 22 years has inspired me to continue as long as I can.

Coast Guard members using computers in Petaluma, Calif., June 23, 2005. U.S. Coast Guard photo by PA1 Barry Lane.

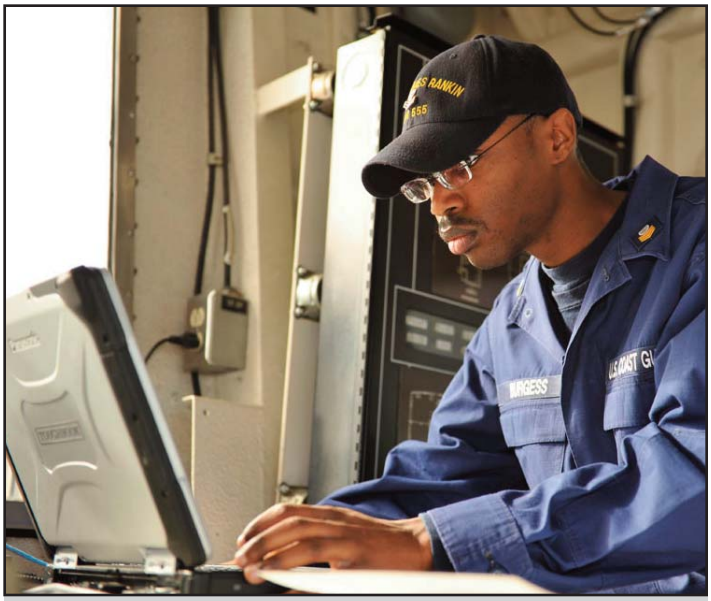
State-of-the-art Centralized Service Desk takes form

by Mrs. Rory Jansen, C4IT Centralized Service Desk -- Published Feb. 24, 2012

With nearly five months of 24/7 operations under the Centralized Service Desk's belt, things are looking up. Seventy four employees are now on hand in St. Louis, working CGFIXIT tickets and answering phones. As part of the Command, Control, Communications, Computers and Information Technology (C4IT) Centralized Service Desk effort, technicians just completed the installation of a state-of-the-art customer call system, and CSD employees are undergoing training on how to maintain a high level of information technology support 24 hours a day.

The first month certainly tested both the systems and the analysts working it; with two data outages and all 11 Electronic Support Units transitioning to St. Louis, it was a trying time. Brand new systems were stress tested, emergency plans were put into action and the entire organization was challenged to adapt. Technicians and leadership alike rose to the challenge and worked long hours in uncomfortable conditions. Since then, the CSD has resumed normal operations, working between 400 and 1,200 tickets a day.

Capt. John Gallagher, chief of the service center's Field Services Division, has led the CSD stand-up initiative for over a year. "We've been using a crawl…walk…run approach to the CSD, tweaking issues as we go along. One of the major issues we are tackling right now is communicating better with end users once they have submitted a ticket. The present notification configuration creates the perception that the system isn't working, but it is. In fact, since the CSD stood up, we have reduced the number of open tickets by one third on any given day" Gallagher said.



SK1 LeTroy Burgess records buoy-station data in a computer software program aboard the Coast Guard Cutter James Rankin in Baltimore Harbor, Feb. 9, 2011. U.S. Coast Guard photo by PA1 Tasha Tully.

CSD leadership has turned its focus from the CSD stand-up and ESU transitions to ensuring that there are standardized best practices in place to handle each issue. From there, the CSD can accurately measure the performance of the CSD on a ticket-by-ticket basis. Leadership is focusing on these important metrics in order to measure how well they are servicing their end users. As a result, the CSD has greatly improved their service met-

rics since opening their doors; the median time to resolve an incident has decreased from 22.7 hours in September to one hour in December. Additionally, customer satisfaction is trending upward, reaching an average of 5.6 out of 6 in December; and 86 percent of users who completed a survey when their incident was resolved were satisfied with the service that they received.

The C4IT Service Center transitioned all Coast Guard information technology and some electronic technology help desk support into a single Centralized Service Desk in St Louis, Mo., that began operating 24 hours a day, seven days a week, 365 days a year Oct. 3, 2011. The CSD is leveraging the latest technology, tools and industry best practices to improve service and support to end users. With the CSD successfully transitioning the 11 ESU service desks and moving to 24/7 operations, CSD leadership is looking forward to all the work that remains to be done.

IT2 Kane Charlson works on computer station inside the engine room aboard the U.S. Coast Guard Cutter Eagle in the Atlantic Ocean, Monday, May 3, 2010. U.S. Coast Guard photo by PA2 Jetta H. Disco.

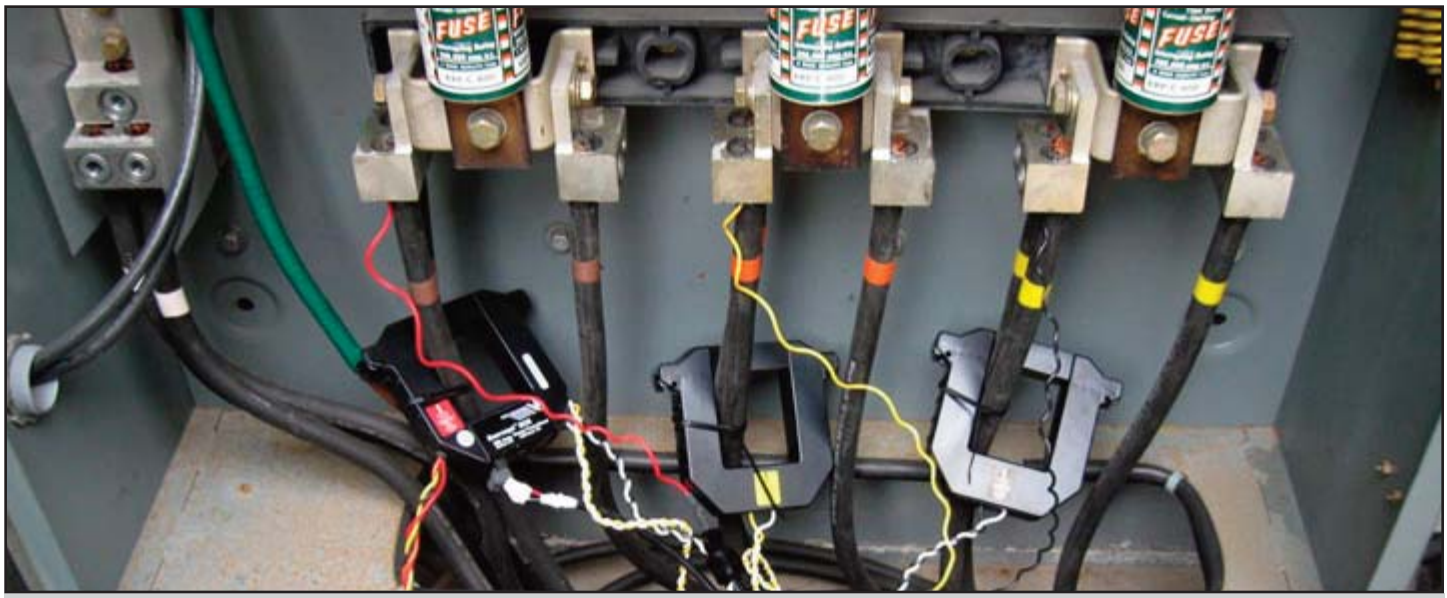
Meet Chief Petty Officer Joshua Ewing

Published Feb. 7, 2012

Chief Petty Officer Ewing is stationed at the Aviation Technical Training Center in Elizabeth City, N.C., and is in charge of the final phase of instruction given to Aviation Maintenance Technicians (AMT) "A" school students. Ewing has a degree in Professional Aeronautics and a Masters in Aeronautical Science with an emphasis in aviation safety.

Q: What is one thing about the Coast Guard that you think more people should know about?

A: Coast Guard aviation does more with less. With the aviation enlisted rate consolidation down to three specific jobs in the late 1990's, aircraft maintainers now resemble civilian related aviation jobs more so than other branches of today's military. Also, aviation personnel are required to maintain a flight crew status. We are fixers and flyers, not just one or the other. One minute you could be maintaining an aircraft, the next minute you could be flying to save a life.



Current Transformer (CT) clamps installed on the three phases on the load side of a power panel. U.S. Coast Guard photo.

Energy savings realized with Advanced Metering Infrastructure project

by Lt. Cmdr. Edward Hernaez, Civil Engineering Unit Providence, & Mr. Robert Deering, Civil Engineering Unit Juneau
-- Published Feb. 28, 2012

The Energy Policy Act of 2005, Section 103, requires federal agencies to install advanced meters at all federal buildings to the maximum extent practicable by October 1, 2012. Executive Order 13423, Strengthening Federal Environmental, Energy, and Transportation Management (2007), requires federal agencies to "improve and reduce greenhouse gas emissions…through reduction of energy intensity by (i) 3 percent annually through the end of fiscal year 2015 or (ii) 30 percent by the end of fiscal year 2015."

In response to executive and Department of Energy mandates, the U.S. Coast Guard researched commercially available options and installed a limited number of advanced meters at facilities in Maryland and Alaska between 2005 and 2008. The installed meters quickly demonstrated their value by helping facility managers understand where and when energy was being consumed. Previously, the facilities only had one revenue meter for each base with no building level sub-metering. With the advanced meters installed on each building, excessive consumption could now be pin pointed, and energy efficiency efforts could be prioritized using real time data. However, funding limitations prevented enterprise-wide implementation.

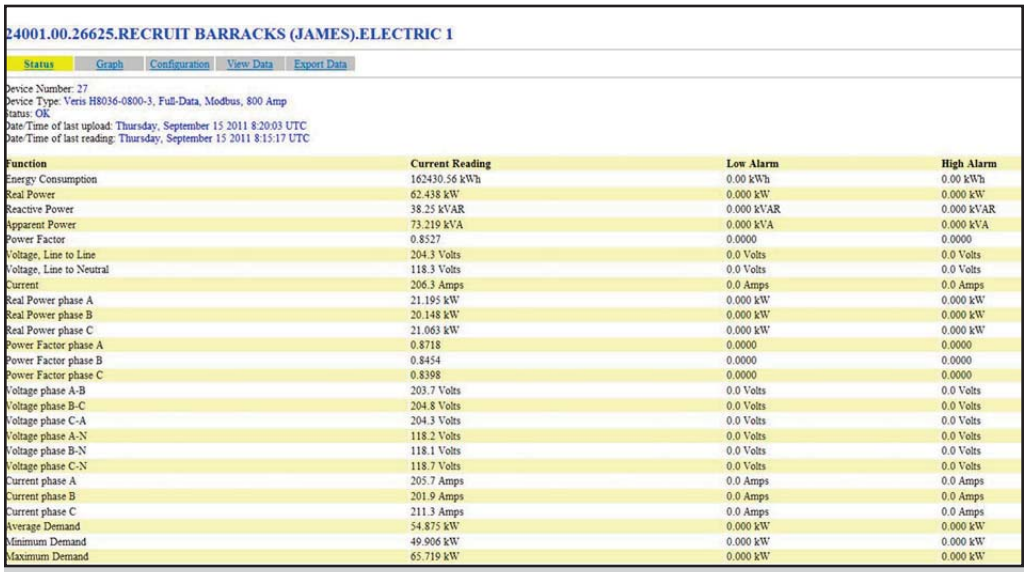
In the fourth quarter of Fiscal Year 2011, funding through the America Recovery and Reinvestment Act of 2009 became available and the Shore Infrastructure Logistics Center quickly took action, tasking Civil Engineering Unit Juneau to draft, solicit and award the contract. The Advanced Metering Infrastructure project was awarded in September 2010 for nearly $8 million. The CEU Providence Mission Support Product Line and Contracting Branch has been tasked to manage the contract and oversee the nationwide installation and implementation of metering systems across the Coast Guard with logistics assistance from subject matter experts and inspectors from other CEUs. The AMI project provides a fully functional, wireless, electric utility metering system at more than 300 Coast Guard facilities, encompassing over 2,100 buildings and housing units, and over 200 cutter shore ties. Although mandates do not require metering shore ties, the Coast Guard took a progressive approach that included cutter shore ties in the scope of work because cutters consume large amounts of energy while moored at their homeport berths.

The AMI concept consists of metering components and wireless technology which transmits time interval electrical consumption data from discrete sources, such as individual electrical panels, buildings, and vessel shore ties, to a local server. The first and second photo in this article show various components used in the system. The data is then transmitted over the internet to a central server for monitoring and analysis, enabling program/facility managers to not only monitor enterprise and campus energy budgets but also identify particular building/vessel demands on the electrical system.

The AMI project is progressing well. To date, over 150 Coast Guard facilities have been metered. The time interval meter data is already being used to enhance facility energy audits making them more comprehensive and insightful. Metering data is already being used for the development of Energy Savings Performance Contracts. SILC has plans to use the metering data to benchmark and improve building energy consumption in the implementation of the high performance buildings program for existing buildings. Some cutter shore tie meters are already providing valuable data about shipboard energy consumption and are assisting with shipboard efficiency projects.

Additionally, the Energy Independence and Security Act of 2007 states that federal agencies shall install advanced meters for natural gas and steam utilities, thus the AMI metering system includes a data acquisition server that is compatible with wireless meters that support water, gas, and steam utilities, thereby allowing the Coast Guard to incorporate all utilities in its wireless monitoring enterprise. This will satisfy the EISA mandate and enable the Coast Guard to monitor total energy consumption using real time data.

Gathering energy data as a result of this AMI initiative is the most critical and difficult aspect of the larger Coast Guard energy information management strategy, but the real benefits will be realized when the enterprise-wide energy data management system is deployed. Knowledge is power, and the Coast Guard is quickly building a powerful tool which will pay dividends for decades to come.



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Status | Graph | Configuration | View Data | Export Data

Device Number: 27
Device Type: Veris H8036-0800-3, Full-Data, Modbus, 800 Amp
Status: OK
Date/Time of last upload: Thursday, September 15 2011 8:20:03 UTC
Date/Time of last reading: Thursday, September 15 2011 8:15:17 UTC

Function	Current Reading	Low Alarm	High Alarm
Energy Consumption	162430.56 kWh	0.00 kWh	0.00 kWh
Real Power	62.438 kW	0.000 kW	0.000 kW
Reactive Power	38.25 kVAR	0.000 kVAR	0.000 kVAR
Apparent Power	73.219 kVA	0.000 kVA	0.000 kVA
Power Factor	0.8527	0.0000	0.0000
Voltage, Line to Line	204.3 Volts	0.0 Volts	0.0 Volts
Voltage, Line to Neutral	118.3 Volts	0.0 Volts	0.0 Volts
Current	206.3 Amps	0.0 Amps	0.0 Amps
Real Power phase A	21.195 kW	0.000 kW	0.000 kW
Real Power phase B	20.148 kW	0.000 kW	0.000 kW
Real Power phase C	21.063 kW	0.000 kW	0.000 kW
Power Factor phase A	0.8718	0.0000	0.0000
Power Factor phase B	0.8454	0.0000	0.0000
Power Factor phase C	0.8398	0.0000	0.0000
Voltage phase A-B	203.7 Volts	0.0 Volts	0.0 Volts
Voltage phase B-C	204.8 Volts	0.0 Volts	0.0 Volts
Voltage phase C-A	204.3 Volts	0.0 Volts	0.0 Volts
Voltage phase A-N	118.2 Volts	0.0 Volts	0.0 Volts
Voltage phase B-N	118.1 Volts	0.0 Volts	0.0 Volts
Voltage phase C-N	118.7 Volts	0.0 Volts	0.0 Volts
Current phase A	205.7 Amps	0.0 Amps	0.0 Amps
Current phase B	201.9 Amps	0.0 Amps	0.0 Amps
Current phase C	211.3 Amps	0.0 Amps	0.0 Amps
Average Demand	54.875 kW	0.000 kW	0.000 kW
Minimum Demand	49.906 kW	0.000 kW	0.000 kW
Maximum Demand	65.719 kW	0.000 kW	0.000 kW

Energy consumption data presentation on the current (temporary) online website. U.S. Coast Guard graphic.

This article was originally published in the Coast Guard Office of Energy Management's Energy and Fuel Matters newsletter, available to Coast Guard personnel with access to the intranet.

Meet Mr. Steve Jerrim

Published Feb. 16, 2012

Mr. Steve Jerrim is a government employee at the Coast Guard Institute in Oklahoma City.

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

A: In my life, I have had the great honor and privilege to serve my country in the United States military. There is only one honor and privilege that could exceed the gratification of serving my country and that was to serve the people who serve my country.

Seaman Alexandra Bonilla wraps a bandage around fellow student Seaman Nathaniel Puchilla's leg during the second week of the new Emergency Medical Technician course at Coast Guard Training Center Petaluma, Calif., Jan. 19, 2012. The new course has a significant increase in academic, practical skill and field observation requirements. U.S. Coast Guard photo by Megan Just.

Raising the bar: new emergency medical technicians undergo more stringent training

by Lt. Cmdr. Michael Reed, Training Center Petaluma Public Affairs Officer -- Published March 6, 2012

U.S. Coast Guard emergency medical technicians are often responsible for providing initial medical treatment to rescued victims, and as a result of more stringent certification and training requirements, they are about to become even more proficient at their trade.

Recently, the National Highway Traffic Safety Agency increased the certification requirements to obtain the EMT-Basic qualification. The Department of Homeland Security and the Coast Guard have followed suit. New standards incorporate a significant increase in the academic and skill requirements that aspiring EMTs must meet. Each student must also perform certain field requirements, such as ambulance ride-alongs and clinical rotations at medical facilities.

There are many challenges associated with implementing these new standards within the Coast Guard. The increased cognitive demands require students to read and remember information in a 1,500-page textbook in a limited amount of time. Additionally, students' motor skills are further tested, as they are required to demonstrate proficiency in more skills from memory, as well as participate in on-the-job training at local medical facilities. Finally, each student is required to pass the Coast Guard and National Registry of Emergency Medical Technicians certification tests, which include demanding performance and knowledge-based examinations.

Given the significant increase in motor skills and cognitive demands on the student, the course developers were chal-

Petty Officer 3rd Class Kyle Music and Seaman Nathaniel Puchala practice a patient assessment on fellow student during the second week of the new Emergency Medical Technician course Jan. 19. U.S. Coast Guard photo by Megan Just.

Seaman Nicole Russo conducts a patient assessment on instructor Dave Aymet during the second week of the new Emergency Medical Technician course. U.S. Coast Guard photo by Megan Just.

lenged to incorporate the most efficient, state-of-the-art learning strategies. As a result, the course was lengthened from three to six weeks and now integrates the use of blended learning and small group interactive training techniques to maximize instruction effectiveness.

Blended learning solutions help instructors take full advantage of the training day. The web-based instruction and practice tests that are regularly assigned to students as homework help impart the foundational knowledge that is required to perform practical skills and pass written examinations. This frees up more class time for the practical application of necessary skills. Through instructor demonstrations and practice sessions, students perform in increasingly more realistic and sophisticated real-world simulations throughout training.

An instructor closely tracks each student's progress. Starting on the first day, the class is broken up into "Medical Control Groups" of six students, with an instructor or "preceptor" assigned as a mentor to each group. The preceptor is responsible for the success of his or her group by providing one-on-one and group instruction, monitoring practice test and skill check results, identifying potential student strengths and weaknesses, and offering early and appropriate remediation to help ensure each student's success.

The first graduates of the new EMT course returned to the field in February. The integration of technology and sound instructional principles throughout the course will inevitably ensure that they are among the world's best trained EMTs and that they "Always Ready" to meet the challenges that they will confront on a daily basis.

Meet Capt. Jan Stevens

Published Feb. 17, 2012

Capt. Jan Stevens is the commanding officer of the Operations Systems Center in Martinsburg, W.Va.

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

A: My father, a Coast Guard boatswain's mate chief, taught me from an early age what the chief's anchor meant about leadership and service. Dad instilled patriotism and family pride in each of his children which I hope that my own daughter, a fourth generation Coast Guardsman, reflects on learning the same lessons from me.

The Coast Guard Cutter Webber, the Coast Guard's first Sentinel Class patrol boat, arrives at Coast Guard Sector Miami Feb. 9, 2012. The 154-foot Webber is a Fast Response Cutter capable of independently deploying to conduct missions such as ports, waterways, and coastal security, fishery patrols, drug and illegal migrant law enforcement, search and rescue, and national defense along the Gulf of Mexico and throughout the Caribbean.View and download this image from the Coast Guard Visual Information Gallery. U.S. Coast Guard photo by Petty Officer 3rd Class Sabrina Elgammal.

Project resident and asset project offices play key role in first Fast Response Cutter delivery

by Michael Valliant, Acquisition Directorate -- Published March 13, 2012

The U.S. Coast Guard's Fast Response Cutter Bernard C. Webber pulled into port at Miami on Feb. 9 for the inaugural delivery of the service's next-generation patrol boat, and Cmdr. Michael Rorstad knows firsthand the work that it took to get it there.

"Everything was on the drawing board when I arrived and now Webber has been delivered," said Rorstad, who has been the commanding officer of the Acquisition Directorate's Project Resident Office in Lockport, La., since August 2009. "It's kind of hard to put into words. It's like watching a baby grow and being able to influence the maturity of it as it is developing. Seeing it delivered and watching the crew receive, hopefully, the finest patrol boat the Coast Guard has ever seen, there is nothing more gratifying. Being a part of this team of great acquisition professionals has been the best job of my career."

Bollinger Shipyards of Lockport is building the 154-foot Sentinelclass FRC to replace the 110-foot Island-class patrol boat, which has exceeded its service life. The PRO is a conduit between Bollinger and the Coast Guard's technical authorities, sponsor and project office, reviewing design deliverables and overseeing construction activities like welding and paint inspections. As construction nears completion, the PRO reviews drawings, calculations, technical manuals, supply support and training. All of these efforts ensure that new FRCs are delivered to the Coast Guard according to contract specifications.

"We review of all the deliverables over the design and construction phases and through delivery," Rorstad said. "We compile everything and compare that against what's in the contract. Sometimes an engineer who is looking at something might not know the nuances of a contract, but we're living in that every day, so we can look at that. We also prepare for the crew and when they arrive, we help them with their training provided by Bollinger and the original equipment manufacturers, as well as their plans for loading out and taking the ship at delivery."

The Coast Guard has 12 FRCs under contract and plans to build as many as 58; following the Webber, the service expects to take delivery of either four or six patrol boats per year. The crew for the second FRC, the Richard Etheridge, arrived in Lockport on Feb. 22 to begin their preparations and training.

Rorstad enjoys the fast pace and the feedback loop that allows for production line improvements.

"It's really remarkable to see. They've got metal on Hull 10 already, and you can see the development progression as it moves forward with Hulls 2 through 4 in the

water already," he said. "A lesson learned, a change on Hull 1, gets implemented pretty quickly on all the other hulls as they go on, so they back-fit it as it goes."

Transitioning to Sustainment: Asset Project Office

Taking a new cutter from acquisition to delivery does not end when the ship arrives at its homeport. Just like a new car, a new ship requires maintenance, spare parts and operations manuals, and that is where the directorate's Asset Project Office comes in. Located just outside of Baltimore, the APO guides new assets through the transition from acquisition to sustainment, bringing a number of Coast Guard units to work together in the process.

Also like a new car, one expects that a ship will operate not only during the warranty period but for several years beyond, said Lt. Cmdr. Terence Williams, who helps oversee FRC work at the APO.

"The FRC has a 20-year service life. The operators need to know that if anything breaks on that cutter, they're still going to be able to get under way. And if they pull a part, it's going to be the right part. They're not going to have to spend a lot of time or resources looking for it; the tech manuals are going to be correct," said Williams, the FRC asset line manager. "At the APO, we do all the behind-the-scenes stuff to make all that happen."

As operational hours for the aging 110-foot patrol boat continue to diminish, there is an urgency to get FRCs delivered to the front lines. The APO's efforts to ensure that the FRCs will have what they need to get under way are critical to the Coast Guard.

The Coast Guard Cutter Nantucket, a legacy 110-foot patrol boat, keeps pace with the Coast Guard's newest Fast Response Cutter, the Bernard C. Webber, during its arrival at Sector Miami on Feb. 9. View and download this image from the Coast Guard Visual Information Gallery. U.S. Coast Guard photo by Petty Officer 1st Class Jennifer Johnson.

"Until you see the acquisition side of an asset, it's hard to appreciate the complexity of this part of the work in order to get that ship under way and operating," said Lt. Cmdr. Michael Pearson, who manages FRC logistics at the APO. "At the end of the day, the goal is for the crew to be able to get under way and go do their job without having to think about the support side. It should be invisible

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Meet Senior Chief Alan Fowler

Published Feb. 22, 2012

Senior Chief Petty Officer Alan Fowler is an Aviation Maintenance Technician school chief at the Aviation Technical Training Center in Elizabeth City, N.C.

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

A: In 1989, I was at a crossroads in my life and in need of direction. College was not working out as planned, and my parents were growing tired of my indecision. I joined the Coast Guard until I could figure out what I wanted from life. As it turned out, the Coast Guard is what I wanted and needed in my life.

to them. And if we did our jobs right and we do it well, that'll be the case."

First-in-Class Training Opportunities

Ultimately, the work undertaken by the PRO and the APO supports the officers and crew who will operate the FRCs. The Webber's crew arrived in Lockport last September to begin training and familiarization with the new patrol boat.

Being the crew of a first-in-class ship, there were no other ships to train on while Webber was under construction. However, having FRCs in various stages of fabrication provided other unique training opportuni ties, said Lt. j.g. Justin Fellers, the Webber's prospective executive officer.

"We had three ships all in different stages of construction, which was really beneficial," Fellers said. "One day we were learning the bilge system, and to try to learn that system on a finished FRC is really difficult because the deck plating is on, all the piping is in, it's really hard to pick out exactly where it is. But we were actually able to look at the bilge system on Hull 4, which didn't have the deck plates on or the engines in yet."

Prior to his tour on the Webber, Fellers served aboard Coast Guard Cutter Vigilant, a legacy 210-foot Medium Endurance Cutter stationed at Port Canaveral, Fla. Though the Vigilant and the Webber were designed for different purposes, Fellers sees the benefits of driving a modern cutter.

"On the FRC, the main diesel engines are all electronically controlled internally, so it's much smarter, much more responsive and it handles a lot better," he said. "This is tremendous for something like standing watch on the bridge, when you have to be focused on, say, a man overboard. You don't have to give special care to the engines, you can let them work the way they are designed to."

Awaiting Arrival in Miami

Fellers also made the trip aboard Webber from Lockport to Miami. It was a smooth transit, he said, with little traffic once it reached the Gulf of Mexico.

Members of the PRO and the APO were among those waiting for his arrival at Sector Miami. Rorstad and the PRO helped the crew outfit the cutter and the APO staff checked inventory. Williams will train the crew on how to use software and utilize the APO.

The crew has begun their formal training aboard the Webber, which will last through March. The cutter will be formally commissioned on April 14. A busy spring and early summer will lead to Webber joining Sector Miami's operational patrol schedule likely in July, and Fellers is excited.

"Everyone is eager to begin our patrols," he said. "It's just a great opportunity to get in and learn the future of our service aboard an asset we're going to be using for the next 20 years."

Please visit the FRC project website for more information.

This article was originally published in the Acquisition Directorate's Delivering the Goods newsletter.

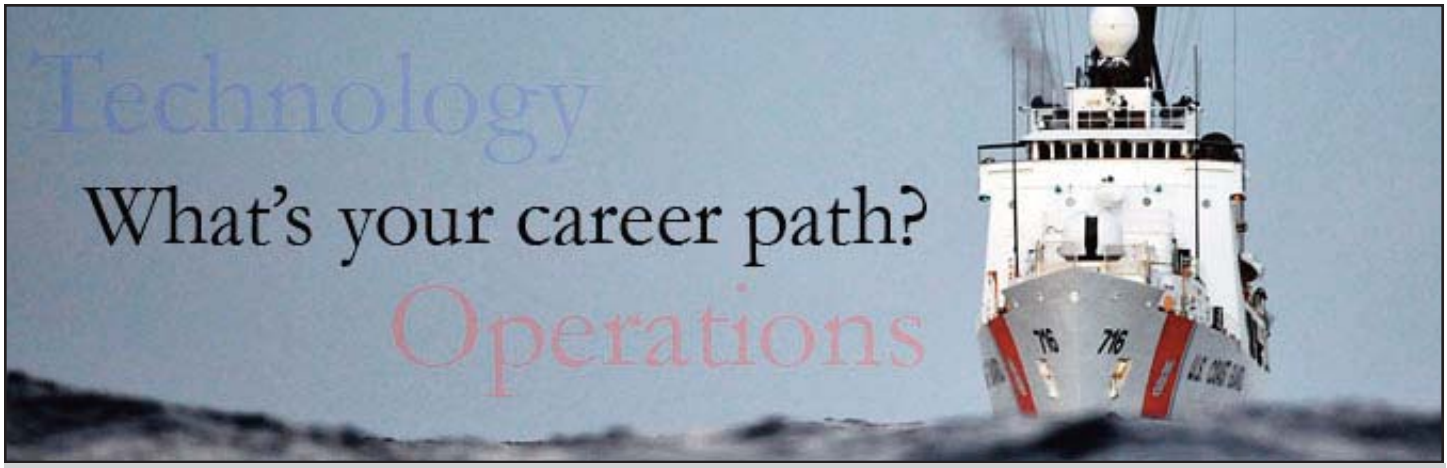
Meet Mr. Ron Ray

Published Mar. 1, 2012

Mr. Ron Ray is a Morale Well-Being and Recreation (MWR) Program Resources Specialist in the Coast Guard Community Services Command.

Q: What do you love most about your job?

A: Working in the program manager's office for the Coast Guard's MWR Program has afforded me the opportunity to stay in touch with my entire Service. After almost 40 years of service to the Coast Guard, of which 30 years were on active duty, this truly means a lot to me; I'm working because of my current and past shipmates. I love to be of service to our entire Coast Guard family!!



The Coast Guard Cutter Dallas sails at dusk Feb. 14, 2012. The ship is currently on its last patrol before it is decommissioned in March. U.S. Coast Guard photo by Petty Officer 2nd Class Patrick Kelley.

Technology specialist OR ship driver?

Navigating a career path in the Coast Guard

by Capt. Charles Mathieu, Deputy Assistant Commandant for Command, Control, Communications, Computers and Information Technology -- Published March 21, 2012

It is 2012, and reflecting on a very blessed 30-year career in the U.S. Coast Guard, or 34 counting the Coast Guard Academy, I realize that my path was not very orthodox. I do not contend it would be perfect for everyone, but it certainly worked for me. After graduation from the academy, my only plan was to have fun performing operational duties such as search and rescue, law enforcement, etc. There was also a competing desire to work within the technology arena — electronics, communications and information technology. During the first 20 years of my career, the competing paths and mix of billet types sometimes left me feeling like I did not have a real specialty to call "home."

Capt. Charles Mathieu. U.S. Coast Guard photo.

I have heard many junior members, in the past 10 years or so, discussing the perceived pitfalls to pursuing a career as an operator or a technologist. Many believe that if your goal is to become an operator, you should not go into a technology billet. On the other hand, a career focused on technology will require graduate studies and avoidance of the operations field. With this said, I attended graduate school for electrical engineering, held six technology billets, and served on five Coast Guard cutters. The end result was that I was able to operate some of the technology that I designed and developed. I do not believe there are many jobs that enable a person to achieve such diverse personal goals in this manner.

In the early stages of my career, I sometimes felt the shipboard establishment viewed me as an outsider playing in their world. At other times I felt like the electronics/information technology establishment looked at me as if I were using their specialty as a way to kill time between float assignments; it became apparent that this belief system was self imposed. So, a word to the wise, "Do not meet the devil half way!" I AM part of the cutterman establishment and I AM one of the technologists; there REALLY was NOT ANY prejudice on either side. Recently, I participated on command screening panels and in the development of command screening criteria efforts. Honestly, I can say that those who are specialists and operators are NOT penalized for choosing a blended path in either community. Therefore, if you are interested in technology but are also interested in operations

- GO FOR IT! There are no excuses for not achieving your goals.

Another experience is that of the assignment "mystery." To ensure full disclosure, the first time that I was assigned to a billet listed on my Assignment Data Card since leaving the academy was a "least desired" lieutenant commander billet location. Now that this disclosure has been made, I thanked the Lord for giving me such a great assignment! My suggestion is to put careful time and energy into thinking about and writing a very good ADC, because this effort is imperative. It is your career. Think about what you want to accomplish, and go after it. However, one of the true gifts of this service is that sometimes — or in my case, for the first five out of my first seven assignments — the folks in the Personnel Services and Support Unit can identify jobs that you either never considered or that you did not realize would be a great fit (this even happens when you are confident that you are NOT a good fit). The moral of this story is that YOU may not always know best, and because you have not been down that road, it often turns out that someone with a broader view — maybe even a detailer — might be better able to recognize some prime career opportunities for you.

If you are a young person who likes a technology specialty but also wants the excitement and self satisfaction of driving a ship, airplane or boat to save lives, bust drug runners, and protect our nation, then the Coast Guard is the right place for you. If you are already a Coast Guardsman and are wrestling with the idea that you really want to engage in operations but you also like technology, stop wrestling with it and do BOTH. They are each very rewarding, and doing both is awesome!

Petty Officer 3rd Class Daniel Mapes, an electronics technician with the Electronic Support Detachement in San Diego, performs scheduled maintenance on an antenna on the mast of the Coast Guard Cutter Petrel Aug. 20, 2008. U.S. Coast Guard Photo by Petty Officer 3rd Class Henry G. Dunphy.

Meet Petty Officer Brooks Hollingshead

Published Mar. 2, 2012

Petty Officer 2nd Class Brooks Hollingshead is a boatswain's mate instructing Tactical Coxswain School at the Joint Maritime Training Center.

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

A: I was motivated to be part of the Coast Guard community because of the respect I have for our seagoing history. It is an honor to serve the boating community in conjunction with protecting our country.

New Logistics Support Element seeks team members

Published Jan. 3, 2012

The Director of Operational Logistics is soliciting applications for Logistics Support Element team members. The LSE is a new Emergency Response Team under the Deputy Commandant for Mission Support that will serve as advisors to operational commander's logistics support structures as DCMS subject matter experts. The application deadline is Jan. 11, 2012. The LSE is a small, scalable pool of highly trained and proficient general contingency logisticians that will be available starting June 2012 to assist operational commanders during significant incidents and events.

The Coast Guard Disaster Area Response Team staged out of Morgan City patrols a waterway in southern Louisiana, May 22, 2011. The Morgan City DART is comprised of crewmembers from Coast Guard Sector Upper Mississippi River responding to the 2011 Midwest Floods. Logistics personnel locate equipment and people to effectively respond to disasters like the Midwest Floods. U.S. Coast Guard photo by PA2 Renee C. Aiello.

Serving with the LSE places subject matter experts in important advisory positions at critical times — generally reporting to a command within 48 to 72 hours from contingency declaration and remaining on scene for up to 30 days. LSE members will exercise an understanding of the DCMS current force structure and provide insight into how to effectively reach back to Logistics and Service Centers to use all mission support resources and services in a contingency operation. LSE members can also act as the U.S. Coast Guard Logistics Liaison Officer to Department of Defense and interagency responses during no-notice and planned events, both within the continental United States and abroad.

Application Message (17KB PDF)All personnel E-7 to O-5 assigned to DCMS or those who have a mission support specialty are encouraged to apply for this unique and career-enhancing opportunity. See the message for more details regarding qualifications for selection and application requirements.

Meet Mr. Rich Johnson

Published Mar. 5, 2012

Mr. Rich Johnson is a Senior Instructor System Specialist at the Aviation Technical Training Center in Elizabeth City, N.C.

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

A: I transferred to the U.S. Coast Guard from the Army many years ago because I thought that aviation would be more interesting than the infantry, and I was correct.

I have worked with many different personalities in the Coast Guard, and one characteristic that I have found consistent in everyone is their fundamental belief in the practice of Honor, Respect, and Devotion to Duty.

In a world offering changes and endless uncertainties, Honor, Respect, and Devotion to Duty is a guiding light that is good practice for the Coast Guard, as well as for life.

Busy dry-dock season in Baltimore

by Dottie Mitchell
Published Jan. 9, 2012

Coast Guard Yard visitors: Shearwater, Bear and Eagle. U.S. Coast Guard photo by Dottie Mitchell.

The Coast Guard Yard in Baltimore faced a busy dry-dock schedule throughout the fall of 2011. Yard tradesmen readied several cutters for "return to sea" including the Coast Guard Cutter Shearwater, an 87-foot patrol boat in the Yard for modification of the forepeak, preservation of the freeboard and preservation of the underwater body; the Coast Guard Cutter Bear, a 270-foot medium endurance cutter beginning an anticipated nine-month modernization under the Mission Effectiveness Project for improved capability and reduced operating costs; and the Coast Guard Cutter Eagle, "America's Tall Ship", gracing the shipyard for a 14-week availability for overhaul of the main mast, hull assessment, inspections and upgrades.

Cape May gym gets renovations

Published Jan. 13, 2012

A major renovation is underway on the Coast Guard's gymnasium facility aboard the Training Center Cape May. The $3.7-million renovation will help to improve the quality of life for those who work and train at Cape May. The project includes roof repairs, new AC units and updating the basketball courts – which haven't been updated in 40 years. Because of the renovation, recruit graduations beginning with the November 4th event, have been moved to the Performing Arts Center of Middle Township, New Jersey.

The renovation project includes repairing the roof on the gym, installing new air conditioning units and updating the basketball courts, which haven't been updated since 1971. This continued improvement will ensure a more effective workforce and recruit training program through the enhanced physical conditioning facilities, and the renovations will also offer a more comfortable environment for indoor graduations.

Coast Guard recruits from company R-185 listen intently as Capt. Bill Kelly, commanding officer of Training Center Cape May, reads their advancement orders. R-185's gradation ceremony was the first off-base graduation ceremony in the unit's history. U.S. Coast Guard photo by CWO Donnie Brzuska.

Renovated exchange in Cape Cod features first "CGX Marketplace"

by John E. Reiley, Jr.
Published Jan. 25, 2012

Coast Guard Exchange (CGX) customers in Cape Cod unwrapped an early present over the holiday season. On Nov. 21, 2011, the CGX in Buzzards Bay, Mass., held a grand re-opening ceremony. Not only is the newly renovated exchange over 20,000 square feet, it includes the very first "CGX MarketPlace," which offers an assortment of groceries and fresh produce at great value pricing due to the Coast Guard's partnership with the Defense Commissary Agency. In addition, like other large CGX stores, Cape Cod carries the latest in electronics, men's and women's name-brand apparel, Coast Guard logo items, jewelry and housewares.

Sales for the month of December at Cape Cod were up 32% over last year. In fact, many families across the Coast Guard enjoyed holiday shopping at their exchange, and sales for CGX stores overall were up a healthy 3.4% in December.

The news is full of reports of "big chains" closing stores or shutting down altogether. In contrast, Coast Guard Exchange stores have experienced sixth consecutive years of record sales growth.

The renovated exchange in Cape Cod, Mass. includes the very first "CGX MarketPlace", featuring an assortment of groceries fresh produce, meat and dairy. U.S. Coast Guard photo.

Meet Lt. Erica Elfring

Published March 8, 2012

Lt. Erica Elfring stands with her family during her promotion ceremony to lieutenant. Standing with her are her husband, now U.S. Navy Lt. Dan Guinn; her mother, Mrs. Jane Elfring; and her father, Lt. Cmdr. Frank Elfring, USCG (ret.). U.S. Coast Guard Photo.

Lt. Erica Elfring is stationed at the Exercise Support Branch in Portsmouth, Va.

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

A: Joining the Coast Guard was an easy choice for me and I always wanted to serve. When I was younger I viewed the Coast Guard as "family business," and I looked up to the commitment and dedication that my father had to the missions. His heroic example led me to a Coast Guard family and my own commitment quickly transpired; I feel truly blessed and honored to serve.

Winter has arrived. Are you ready to telework?

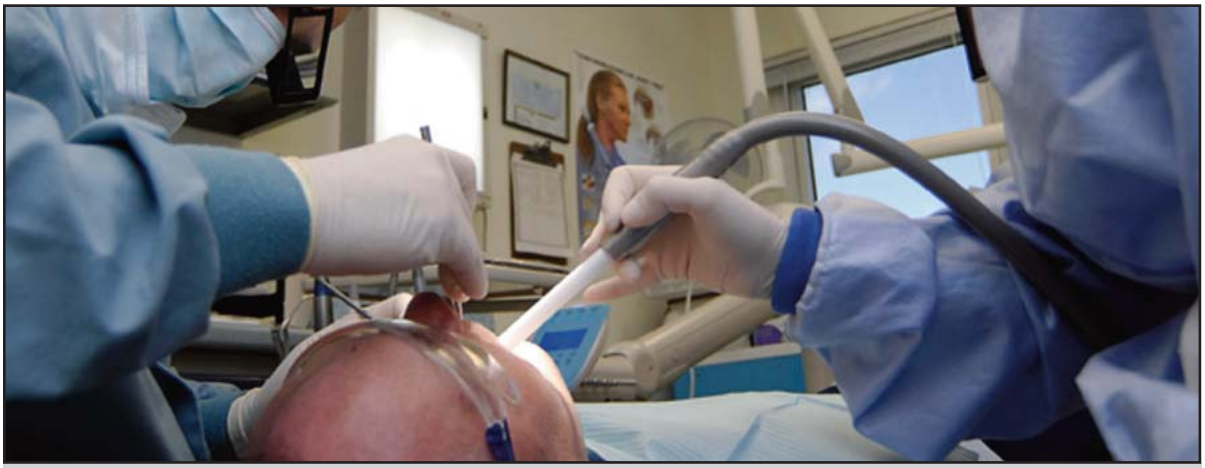
by Ron Coleman
Published Jan. 19, 2012

While the goal of the Telework Enhancement Act of 2010 is to increase telework usage among eligible employees, in the event of inclement weather, telework becomes a mission-essential benefit. To see if you are eligible to participate in the Coast Guard Telecommuting Program, read COMDTINST 12630.1. Eligible employees must receive the proper training before entering into a telework agreement, and additional information is available on the Civilian Human Resources Telework webpage.

Crewmembers of the Coast Guard Cutter Sycamore and Alaska Army National Guardsmen clear compacted snow and ice from the roof of the grocery store as snow continues to fall Jan. 12, 2012. The two services conducted relief under the direction of the incident command at the established emergency operation center. U.S. Coast Guard photo by Lt. j.g. Carla Geyer.

Dental care impacts Coast Guard readiness

by Capt. Donald C. Belcher, DMD, MS
Published Jan. 31, 2012



Capt. Steve Mescher, the Integrated Support Command Miami Dentist, and Magnolia Egemen, the dental assistant, clean a patient's teeth during his examination at the ISC Miami clinic Wednesday, Oct. 8, 2008. The clinic provides physical examinations, immunizations and clinical laboratory, pharmacy and referral services to other treatment facilities for specialty care. U.S. Coast Guard photo by Petty Officer 3rd Class Barry Bena.

If you've ever looked at your personal view in Coast Guard Business Intelligence, which gives a snapshot of your personal readiness, you'll notice that dental readiness is a key measure used to determine individual deployability. Fifty eight Coast Guard dental officers, commissioned by the U. S. Public Health Service (PHS), are instrumental in helping active duty and select reserve members meet mission readiness goals.

Keep your smile bright and your readiness in the green by visiting your local clinic yearly for your dental exam.

Coast Guard engineering and rescue swimmer personnel move into new North Bend facility

by Lt. Cmdr. Matt Bournonville, PE, Group/Air Station North Bend
Published Mar. 1, 2012

Aerial photo of the Coast Guard's new energy efficient engineering and rescue swimmer facility at Group/Air Station North Bend, Ore. U.S. Coast Guard photo.

The Coast Guard's Facilities Design and Construction Center has completed a new, approximately 21,000 square foot engineering and rescue swimmer facility at Group/Air Station North Bend in North Bend, Ore. Personnel from the group/air station began moving into their new spaces early January, and a ribbon-cutting ceremony was held February 15.

This single building replaces a variety of inadequate, outdated and undersized structures on base and includes office spaces; meeting and multi-purpose rooms; shop, testing and storage spaces; an armory, locker rooms and other support areas.

The facility boasts a number of sustainable features designed to create a comfortable working environment for occupants, reduce energy consumption and generate less waste. A few of these measures include natural day-lighting, installation of a cool roof, dual flush toilets and lighting controls.

"[The building's] increased efficiency will result in a 30 percent reduction in water consumption and a 25 percent reduction in energy usage," said J.R. Lunsford of JKT Development.

In line with the Coast Guard's commitment to sustainability, the facility is on track to achieve a Leadership in Energy and Environmental Design (LEED) Silver rating—with the possibility of receiving a LEED Gold rating—from the U.S. Green Building Council. A LEED certification validates that the building was designed and constructed implementing strategies that satisfy stringent human and environmental health qualifications, including energy efficiency, water savings, sustainable site development, materials selection and indoor environmental quality.

The project was funded through the American Recovery and Reinvestment Act of 2009. A design-build contract was awarded to JKT/PCL, A Tribal 8A Joint Venture in Bellevue, Wash. for $6.9 million in August 2010. The project became a positive community effort as JKT/PCL teamed with a number of subcontractors from the local North Bend area during construction.

Meet Mr. Duran Coats

Published March 14, 2012

Mr. Duran Coats is a government civilian working at Coast Guard Headquarters in the Office of Security Policy and Management (DCMS-34).

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

A: Prior to working for the Coast Guard, I served 10 years in the U.S. Marine Corps and was working in the private sector when I saw an advertisement for a job with the U.S. Coast Guard. Although I had a good job, I was looking for something more fulfilling. When the opportunity arose to serve with the Coast Guard, I jumped all over it. With the Coast Guard I am able to take part in the safety and security of the men and women who protect our nation. These military members need support to carry out their missions, and if I can make it safer and more secure through my work, that is inspira*tion to do my job.*

Rescue swimmer school, only the strong survive

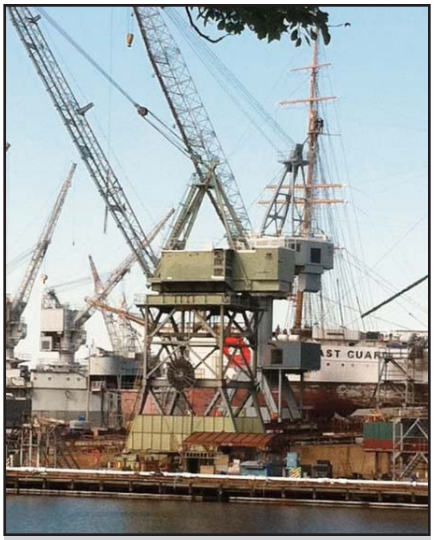
by Coast Guard Force Readiness Command
-- Published Mar. 2, 2012

AST2 Darren Navarra rescues a person in the water during survival training on the Savannah River, Feb. 22, 2012. While in an Aircrew position an aviation survival technician or rescue swimmer may find themselves being deployed into a myriad of challenging rescues ranging from hurricanes and cliff rescues, to emergency medical evacuations from ships at sea. U.S. Coast Guard photo by PA1 Christopher Evanso.

Since Congress mandated the Coast Guard implement a rescue swimmer program in 1984, a select group of Coast Guardsmen have earned the privilege of being flown in and dropped alone into perilous sea conditions to rescue those in distress. Each year more than 100 students attempt to earn that privilege and call themselves rescue swimmers. Historically, about 30% of those who enter the program will succeed. For those that make it through, the pay increase is meek; they are required to keep themselves in top physical condition, and they may be assigned to regions of the globe where their skills and abilities are tested by the most extreme weather events. But for Coast Guard rescue swimmers, the opportunity to save a life makes it all worthwhile!

Electrification of shipbuilding tower cranes

by Lt. David W. Holden, Coast Guard Yard
-- Published March 22, 2012



Tower crane number five. U.S. Coast Guard photo.

In 2010, the Coast Guard Yard began electrification of the five shipbuilding tower cranes, which will provide significant savings for the Coast Guard when complete. The electrification of the tower cranes represents a reduction of 1,570 tons of CO2 emissions per year — the equivalent of removing 270 cars from the roads. These conversions will reduce greenhouse gases and help reduce use of fossil fuels as directed by Executive Order 13514: Federal Leadership in Environmental, Energy, and Economic Performance.

The first conversion was successfully completed in 2010. The electrification of tower crane number five from diesel greatly reduced the amount of energy used per day. The costs to run on diesel fuel are significantly higher than electricity because the diesel generator runs the entire time the tower crane is in operation; when powered by electricity, energy is only used when the crane moves. The conversion also decreases the operating and maintenance costs associated with diesel powered cranes in direct fuel costs, as well as additional savings in materials and labor from eliminating costly maintenance of the aging diesel engines.

The Yard's Co-Generation Plant, which produces 80 percent of the base's electricity requirements, is also a constant and reliable source of electricity for the cranes, ensuring they remain operational and available for industrial production activities.

The electrification of tower crane number one, the second conversion project, is already underway with a planned completion during the spring of 2012.

Replenishment project of Cape May's beaches marked complete

by Coast Guard Training Center Cape May
Published Feb. 9, 2012

Representatives from the Coast Guard, the Army Corps of Engineers, and the New Jersey Department of Environmental Protection completed a $9 million replenishment project when they dispersed the last load of more than 620,000 cubic yards of sand placed on Coast Guard Training Center Cape May's beaches January 18. The beach at Training Center Cape May is considered a feeder beach, and ocean currents will carry sand placed there to popular recreational beaches in the City of Cape May. The coastal replenishment, last conducted in spring 2009, replaced areas affected by some of the worst coastal erosion seen in the Cape May area over the past 20 years.

Benjamin Keiser, manager of the New Jersey Department of Environmental Protection Bureau of Coastal Engineering, Capt. William Kelly, commander of Coast Guard Training Center Cape May, Lt. Col. Phillip Secrist, commander of U.S. Army Corps of Engineers, Philadelphia District, and Mayor Edward Mahaney, city of Cape May, ceremonially distribute the final load of sand onto the beach at the training center Jan 18, 2012. The ceremony marks the end of a significant beach replenishment project. U.S. Coast Guard photo by Petty Officer 3rd Class Cynthia Oldham.

Let your voice be heard!

Organizational Assessment Survey kicks off this week

by the Human Resource Directorate
-- Published March 28, 2012

U.S. Coast Guard Academy Fourth Class Cadet Andrew Bryson shouts while standing at attention in front of the Coast Guard Cutter Eagle Saturday, July 30, 2011, in New Bedford, Mass. In all, 94 cadets reported aboard the Eagle to sail during a phase of their military indoctrination training, known as Swab Summer. U.S. Coast Guard photo by Petty Officer 1st Class NyxoLyno Cangemi.

Watch your inbox this week for an email from the U.S. Office of Personnel Management inviting you to participate in the 2012 Coast Guard Organizational Assessment Survey. The information you provide in the survey plays a critical role in helping the Coast Guard identify challenges in meeting the needs of the mission support community. It also enables the Coast Guard to measure progress and better assess the effectiveness of leadership and management at all levels. Complete the 2012 CG-OAS, and let your voice be heard!

Sullivan receives 2010 Chief Financial Officer award

Published Jan. 10, 2012

Lt. Patrick Sullivan is the 2010 recipient of the Chief Financial Officer Award for Excellence for commissioned officers ranking 0-1 to 0-3. Sullivan received the award, for work at his previous assignment at the Surface Forces Logistics Center in Baltimore, for his diligent preparation and tireless work in helping to clear two previously issued Notice of Finding and Recommendations. His work enabled the Coast Guard to affirm the 2010 operating maintenance and supplies balance.

Sullivan provided outstanding leadership to a cross-divisional team that enabled SFLC to demonstrate completeness, existence and valuation to Department of Homeland Security and Coast Guard auditors for more than 15,000 inventory items in operating maintenance and supplies valued at $72 million. Sullivan also advocated for training and education by spearheading an appropriations law course for 25 SFLC and Coast Guard Yard personnel. Sullivan achieved his certified government financial manager qualification in addition to personally completing numerous finance-related courses.

U.S. Coast Guard photo

Petty Officer Knepp awarded Paul H. Lankford Commandant Award

Published Jan. 17, 2012

Petty Officer 1st Class Byron L. Knepp, an engineering instructor for the Mobile Training Branch at U.S. Coast Guard Training Center Yorktown, was awarded the prestigious Paul H. Lankford Commandant Award from the U.S. Air Force Non-Commissioned Officer Academy at McGhee Tyson Air National Guard Base in Knoxville, Tenn., Nov. 3, 2011. The Commandant's Award is presented to the student who made the most significant contribution to the overall success of the class by demonstrating superior leadership abilities and excellent skills as a team member.

The mission of the academy is to provide noncommissioned officers with the tools to more effectively lead others in an ever-changing military environment by providing current and highly effective military education in areas of advanced leadership and management.

U.S. Coast Guard photo

Electronic Support Detachment wins coveted Captain's Cup Challenge

by Petty Officer 1st Class Mitch Miller, ESD South Portland
-- Published March 7, 2012

Electronic Support Detachment South Portland, Maine, claims the Captain's Cup in its first victory since joining the Captain's Cup Challenge competition in 1998. The Captain's Cup Challenge was established in 1995 at Marine Safety Office Portland. It was initially a morale/sporting event for the two largest area commands, MSO Portland and Group Portland. As news of the competition spread, other area units requested to be included. Since 1995, the competition has grown in popularity and continues its overall theme of sportsmanship and fun. The competition involves a relay race, basketball, volleyball, horseshoes, tug-of-war and a canoe race.

Crouching is the team leader, Petty Officer 1st Class Mitch Miller. Standing are Mr. Paul Schlosser, Petty Officer 1st Class Corneil "Auggie" Augustin, Petty Officer 1st Class Mike Cossitt, Petty Officer 1st Class Mike Wilson, Petty Officer 2nd Class Kerry Thornock, Petty Officer 3rd Class Bobby Asire, Petty Officer 1st Class Steve Thornton, Petty Officer 2nd Class Jack Slaughter and Petty Officer 2nd Class Sean Kelley. U.S. Coast Guard photo.

ESD South Portland identified each team member's individual strengths and assigned members to specific event teams. This targeted strategy proved to be successful, and after winning a "Sudden Death" volleyball match against Station Portsmouth Harbor — the defending champs — the ESD team went on to clench victory of the Captain's Cup.

Meet Petty Officer Denise Tuss

Published Mar. 19, 2012

Petty Officer 3rd Class Denise Tuss is a yeoman by rate and a Pipeline Scheduler in Chesapeake, Va., for the Training Quota Management Center.

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

A: I signed up to join the Coast Guard because it's become my "family's business." My grandfather joined in 1947 and served for five years, and my father joined in 1985 and is currently in his 26th year. I enlisted in 2009 and plan to make it a 20-plus year career. I have always wanted to help people; what better way than to help the heroes of the U.S. Coast Guard? I am proud to be in this life saving service.

Cmdr. Cunningham and Mr. Earling presented Cmdr. Dailey awards

by Lt. j.g. Kenneth Fisher
Published Feb. 15, 2012

Rear Adm. Robert E. Day, Coast Guard chief information officer, displays the award plaque for the John P. Dailey Award to Cmdr. Dailey's family members and award recipients. Pictured: Cmdr. Dailey's father, John W. Dailey, son, John Dailey, Rear Adm. Robert E. Day, Cmdr. Dailey's wife, Fon Dailey, and award recipients Cmdr. Lucinda Cunningham and Mr. Gary Earling. U.S. Coast Guard photo.

Rear Adm. Robert E. Day, Coast Guard chief information officer, presented the Cmdr. John P. Dailey award to Cmdr. Lucinda Cunningham and Mr. Gary Earling at Coast Guard Headquarters in Washington D.C., Feb. 6. The award is presented to members who have displayed exceptional leadership, honored our core values, and displayed noteworthy examples of mentorship in leading Command, Control, Communications, Computers and Information Technology (C4IT) support constructs to meet Coast Guard mission execution objectives. The awardees were nominated by their peers, from a field of nearly 3,000 information technology professionals working in the Coast Guard, not only because their technical knowledge, but because they continue to display the qualities of true mentorship, improving the lives of everyone around them.

Cunningham currently serves as chief of the Enterprise Management Branch at the C4IT Service Center in Alexandria, Va. She is responsible for all aspects of Incident, Problem, Patch and Delivery Management of Coast Guard enterprise IT services. Cunningham consistently displays exceptional leadership, honors the Coast Guard core values, and promotes minority recruitment. She embraces diversity, remains committed to her shipmates, and capitalizes on numerous opportunities to mentor and lead members of the Coast Guard workforce to meet its missions.

Earling currently serves as chief of the Information Division within the Coast Guard Pay & Personnel Center in Topeka, Kansas, overseeing the Coast Guard's transformation to an all-electronic personnel tracking system. Earling's exceptional technical acumen, charismatic personality, and genuine commitment to better the lives of everyone he encounters by providing sound guidance and advice has helped shape many technology professionals.

The award was created to honor Cmdr. John P. Dailey, who passed away in 2009. Cmdr. Dailey was a staunch advocate for members of the C4IT community. He was a model officer, an outstanding leader, superb engineer, and enthusiastic mentor who, while fighting cancer, displayed courage in the face of adversity and never stopped mentoring and advocating for the C4IT community.

Dawson awarded Navy League's 2011 Munro Award

Published Jan. 24, 2012

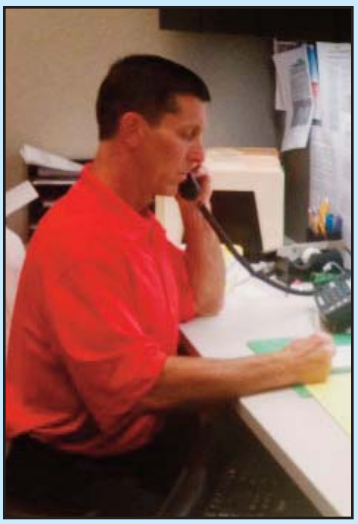
Petty Officer 1st Class VanDell Dawson, a yeoman at Coast Guard Training Center Petaluma, was awarded the Navy League's 2011 Munro Award for Inspirational Leadership at the Navy League's National Convention in Chattanooga, Tenn., Oct. 28, 2011. Dawson demonstrated exceptional leadership as the head of the Training Center Petty Officer Indoctrination Program, where he personally met with and mentored 895 "A-School" students. He provided them with leadership, wellness and military training to prepare them to excel as petty officers while significantly reducing student attrition rates.

At the ceremony, Dawson received the award and was pinned as a chief petty officer by Vice Adm. J.P. Currier and Chief Warrant Officer Brian Addicott, the 2011 Jarvis award winner.

Petty Officer 1st Class VanDell Dawson (center) is pinned as a chief petty officer by Vice Adm. J.P. Currier (left), Deputy Commandant for Mission Support, and Chief Warrant Officer Brian Addicott (right), the 2011 Jarvis award winner, during the Navy League's 2011 Sea Services Awards Ceremony Oct. 28, 2011, in Chattanooga, Tenn. U.S. Coast Guard photo.

Meet Mr. Brad Welch

Published Mar. 27, 2012



Mr. Brad Welch is the health promotion manager at the Health, Safety and Work-Life Regional Practice in New Orleans.

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

A: I have great respect for the missions of the Coast Guard and all Coast Guard personnel and their families and love my job because of the challenges of the position. The Coast Guard Health Promotion Program utilizes all aspects of my professional training, education and experience. This job is not just about fitness. My fellow health promotion managers and I take a comprehensive approach to mission readiness, and this position allows us to use our skills to address diverse health issues such as nutrition, stress management, tobacco cessation, alcohol use, weight management and behavior change when working with Coast Guard employees and their families. Equally exciting is the ability to work with our Unit Health Promotion Coordinators, Commands, and Coast Guard leadership to integrate the latest evidence-based public health theories to create healthier environments for all personnel at both the unit and organizational levels.

Armstrong selected as Engineer of the Year

by the Coast Guard Engineering and Logistics Directorate
-- Published March 16, 2012

Rear Adm. Ronald J. Rábago presents the Engineer of the Year award to Charlotte Armstrong. U.S. Coast Guard photo.

"All in a day's work," is a typical sentiment for the members of the Civil Engineering Unit Miami, but for Charlotte Armstrong, it is an understatement. Climbing tall towers, training others, and managing the largest energy savings performance contracts in the U.S. Coast Guard are some of the things that make up a "day's work" for Armstrong, a Coast Guard civilian employee and civil engineer. In light of her hard work, Armstrong was selected as the 2012 U.S. Coast Guard's Engineer of the Year and was a top 10 finalist for the Federal Engineer of the Year Award.

Throughout CEU Miami's expansive area of responsibility — a 26-state span stretching from North Dakota to St. Croix, U.S. Virgin Islands with more than 100 individual units — Armstrong has made significant impacts related to sustainability and energy efficiency. Most notably, she serves as the principal lead for all major energy and sustainability projects executed by CEU Miami. One such landmark project was the development and execution of the Puerto Rico Energy Savings Performance Contract and Renewable Energy Services Agreement. This is the largest ESPC and solar project ever undertaken by the Coast Guard and the first of its kind in the federal government. The project involves combining the RESA financing structure within the ESPC vehicle, thus maximizing the incentives and overall value to the Coast Guard. Armstrong expertly led a team from various Coast Guard units, other federal agencies, and industry to ensure this project's success. This $50 million contract installed 2.9 megawatts of photovoltaic power, and includes capital improvements such as cool roof replacement; heating, ventilating, and air-conditioning improvements; and weatherization that will reduce energy consumption by 3.9 billion British thermal units, or Btu, a 40 percent reduction in commercially procured energy. Her team's efforts earned the 2011 Department of Homeland Security Sustainable Practices Award (Green Innovation Category) and fiscal year 2010 DHS Acquisition Excellence Award (Team Innovation and Best Practices Category).

She was also responsible for the development and execution of the first Utility Energy Savings Contract awarded in the CEU Miami area of responsibility. This $6 million project will enhance energy se-

curity and improve operations at nine Coast Guard facilities throughout Florida, while annually saving over 3.2 million kilowatt-hours of energy consumption and 2.7 million gallons of water. Armstrong remains at the vanguard of additional energy savings contracts targeting the Gulf Coast region and the remainder of the major sites in Florida.

Armstrong tower climbing. U.S. Coast Guard photo.

Armstrong worked diligently with other members of the CEU Miami staff to establish procedures for assigning Federal Energy Efficiency Funds to energy conservation projects. These projects, while not as financially robust as an ESPC, are nevertheless important in meeting energy mandates at some of the Coast Guard's smaller facilities. Beyond providing improved funding for smaller scale energy projects, she also provided technical assistance to these units who often lacked in-house engineering expertise. Additionally, Armstrong improved the internal energy audit process, enhancing visibility and funding of conservation opportunities.

In addition to the extensive leadership skills displayed in managing complex energy projects, Armstrong served as the project leader on several major maintenance and rehabilitation projects. These projects, totaling several million dollars, ranged from major repaving at air stations to the repair and recapitalization of critical vessel traffic service towers that had been badly damaged from Gulf Coast hurricanes.

Beyond her normal duties as a project manager, Armstrong is a Coast Guard tower climbing trainer, certified for both energized and non-energized towers up to 700 feet, and has trained more than 100 Coast Guard personnel. In addition, Armstrong participates in the Partnership in Education program and is an active member of the Society of American Military Engineers, the National Society of Professional Engineers, past member of Women's Council of Energy and the Environment, American Society of Civil Engineers, American Water Works Association, and Society of Women Engineers.

Armstrong is representative of the many hardworking members who tend to the Coast Guard's vast shore infrastructure needs on a daily basis. "All in a day's work," indeed.