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http://blog.uscg.dhs.gov/2009_07_01_archive.html (1 of 20) [5/13/2010 1:58:50 PM]

ADM A

Posted at [7/29/2009 06:36:00 PM](#) [6 comments](#) 



Monday, July 27, 2009

Safety Stand Down

Shipmates,
Over the past few weeks an alarming number of shipboard fires have occurred aboard several of our cutters. Most of these fires were the result of performing maintenance and repairs; all were preventable. Although the crew's response in each case was excellent and injuries were limited to minor cases of heat stress, we cannot allow this trend to continue. Safety must remain a top priority for every Guardian.

In light of these events, the Office of Naval Engineering, the Office of Cutter Forces and the Office of Afloat Safety released a Surface Forces message directing an immediate safety stand down for all cutters. This time shall be used to review shipboard policies and local fire response memorandums, inspect fire detection and flooding alarm systems and conduct all-hands fire prevention training. In addition, Commanding Officers of cutters undergoing dockside or drydock repairs shall ensure all fire watch personnel qualifications are up-to-date and that an adequate number of property-equipped watches are assigned to monitor hot work. A safety stand down message will follow.

Whether at sea, on shore, or at home, we must remain vigilant for our safety as well as that of our shipmates. I described in an [earlier post](#) how I nearly died in a shipyard fire when I was an Ensign. It was a preventable occurrence. Like the mishaps we have seen in recent weeks it involved hotwork (welding) conducted without the proper safety precautions. I was lucky. Luck is no substitute for adherence to universally accepted safety practices. Trust me on this one.

ADM A

Posted at [7/27/2009 07:16:00 PM](#) [0 comments](#) 



Update on National Coast Guard Museum Project

Guest Post by Vice Admiral Vivien S. Crea

Last week the Coast Guard Foundation and the National Coast Guard Museum Association announced their intention to take a strategic "time out" in fund-raising efforts for the Coast Guard Museum. This in no way should be interpreted as casting any doubt on the commitment and passion for a Coast Guard Museum shared by the Coast Guard, the Foundation or the Museum Association. Our history is one of unique, heroic, and vital service that has been integral to our nation over the past 219 years. Preserving and telling that story is our debt to America, the amazing men and women of the Coast Guard and our legacy services, and the generations to come. The Coast Guard is the only one of the five Armed Services without a museum, and we must rectify that gaping hole in capturing and displaying our collective heritage. This announcement should be taken purely at face value - this is a very difficult time for fund-raising, especially for new initiatives, and the Coast Guard Foundation and National Coast Guard Museum Association have merely elected to take a strategic time out to reassess the fund-raising strategy.

The Vice

Posted at [7/27/2009 03:56:00 PM](#) [1 comments](#) 



Saturday, July 25, 2009

In the line of duty ...

Shipmates,

We have grieved this last year for our shipmates and wingmen who were lost with CGNR 6505 in Hawaii. Today we grieve as well for our Border Patrol brothers and sisters who lost Agent Robert Rosas near Campo, California when he was gunned down by assailants who remain at large.

I have passed our deep sorrow and condolences to David Aguilar, Chief of the Border Patrol, and Jay Ahern, Acting Commissioner of Customs and Border Protection.

As someone who has patrolled the vast expanse of our oceans and understands as an Arizona resident the challenge of our southwest border, we share a bond with the Border Patrol. We stand watch in isolated areas far from support bases. We rely on our personnel to demonstrate on scene initiative and leadership. In short, we expect a lot. These are not risk free environments. In a small boat away from the cutter or in a SUV far from the station, our people are faced with critical decisions that carry considerable consequences.

So, as we hold the memory of Agent Rosas close and consider his sacrifice, let us also remember that we do what we do because of our families ... those who love us ... and in service of our country. It is a noble cause. Well done Agent Rosas you have kept the faith and done your duty. We honor you.

ADM A

Posted at [7/25/2009 08:41:00 PM](#) [2](#) comments 



Friday, July 24, 2009

First District Change of Command and RADM Dale Gabel's Retirement

Shipmates,

Between the showers and front moving through New England today, RADM Joe Nimmich relieved RADM Dale Gable as Commander, First Coast Guard District. VADM Papp presided at the change of command and I officiated at the retirement for RADM Gabel.

Congratulations to RADM Joe Nimmich and his family as they relocate from Joint Interagency Task Force - South (JIATF-S) in Key West to Boston.

As I noted today, RADM Dale Gabel has been a quiet and effective force in the changes that are underway in our acquisition and maintenance and logistics programs. When I was Chief of Staff, I asked RADM Gabel to review our entire logistics delivery system and make recommendations as to how we could better align all of our assets in a single system. His pioneering work in logistics transformation has paved the way for the modernization initiatives that are underway today. As Assistant Commandant for Acquisition he played a key role in stabilizing the technical baseline for the Rescue 21 Project. He provided strong leadership through the toughest part of this program, the software integration testing required to move to full production.

We thank him for his service as the First District Commander and wish him and his family well in retirement.

ADM A

Posted at [7/24/2009 11:34:00 PM](#) [0](#) comments 



Honoring the Coast Guard's Prevention Program

Guest post by RDML Cook, CG-54

This month marks the 171st anniversary of the Coast Guard's Prevention Program. On July 7, 1838, the U.S. Congress passed a law to "provide better security of the lives of passengers on board of vessels propelled in whole or in part by steam" (5 Stat. L., 304). This act was the genesis for the Steamboat Inspection Service; one of five agencies brought together to form today's U.S. Coast Guard.

The Steamboat Inspection Service represents the earliest roots of today's Coast Guard Prevention Program. Today's Marine Safety Professionals still inspect steam drums, piping and propulsion systems on commercial vessels just as our predecessors. Though steam-propelled vessels are fewer in number, the skill set is still needed in the 21st century for the same reason "...to provide better security of the lives of passengers on board vessels propelled...by steam." The results of our 171-year old Prevention Program are impressive. The lives and property saved from "accidents prevented" are untold. The key indicators of prevention success continue their positive trend. The maritime transportation mode continues to be the safest transportation mode for passengers and cargo. We have reason to be proud of our history and our work.

There are however great challenges ahead as demand for waterborne trade increases. The Marine Transportation System (MTS) already accounts for over 90 percent of global commerce and it is expected to increase 67 percent by the year 2020. Therefore, the CG Prevention Program is a key component in ensuring the continued efficiency and safety of the global MTS.

As we reflect on the past with pride, we can look to the future with anticipation. The Prevention Program of today's Coast Guard is vast, complex and growing. It is expected an additional 300 billets will be created to support Marine Safety including Port State Control, Towing, Marine Inspection and Investigation. The Prevention Program reaches across five of the eleven Coast Guard statutory missions including: Ports, Waterways, and Coastal Security; Aids to Navigation and Waterways Management; Marine Safety; Marine Environmental Protection; and Ice Operations. Today's Prevention Program is complex; the breadth and depth of qualifications and training needed to carry out these missions is unmatched. Our greatest asset is our people. Their training and experience are essential to our success. We must recruit, train and nurture our members to ensure excellence in mission execution into the future. We are a growing program...with new inspector and investigator billets flowing to the field, training more officers at each sector, the establishment of feeder ports and the creation of seven Centers of Expertise, the Prevention Program is a vital contributor to overall CG mission execution.

RDML Kevin Cook, Director of Prevention Policy (CG-54)



[Marine Inspectors at Work](#)

Originally uploaded by [icommandant](#)

Posted at 7/24/2009 10:09:00 AM 1 comment



Thursday, July 23, 2009

In Memory: Captain Bobby C. Wilks, USCG (Ret.)

Today I had the privilege of representing the Coast Guard at CAPT Bobby Wilks' memorial service. I learned so much about this amazing man from the outpouring of friends and family. He was the consummate Coast Guard aviator, accumulating over 6,000 hours in 18 different types of aircraft including both helos and the HU16 Albatross. A wonderful story shows up when you search his name on the internet, about one of his rescues landing the venerable Goat in high seas off Miami. I think RADM Erroll Brown captured the essence of CAPT Wilks in his eulogy today, describing the first time they met. CAPT Wilks visited the Academy when RADM Brown was a cadet, took the minority officers aside and talked to them about integrity, the responsibility they were assuming as Coast Guard officers, and the very high expectations he had of them. As RADM Brown said most eloquently, there are many firsts, and many pioneers, but few legends; and the definition of a legend is one who leaves a positive life-changing impact on those who follow. CAPT Bobby Wilks is truly a Coast Guard legend. VADM Crea, Ancient Albatross #21



[Captain Bobby C. Wilks, USCG \(Ret.\)](#)

Originally uploaded by [icommandant](#)

Posted at 7/23/2009 05:51:00 PM 1 comment



Guest post by RADM Rabago, CG-9

Acquisition Program Update

In the two years since the initial stand-up of the Acquisition Directorate (CG-9), the Coast Guard has undertaken a major effort to reform and modernize our acquisition enterprise. As a result, today we are in a much stronger position to address the myriad of challenges that confront our complex modernization and recapitalization programs. It is time to build upon these successes and transition our acquisition efforts from reform to continuous improvement.

As I look ahead to the coming months as the new Chief Acquisition Officer, I plan to focus on the following five areas:

1. Institutionalize Relationships

Over the last few years the Coast Guard has redefined and strengthened the relationships between the various elements of CG-9, its technical authorities, sponsors, the Department of Homeland Security (DHS) and Department of Defense. These relationships are strong and collaborative, but they are not yet institutionalized. To make these relationships permanent, they will be clearly defined in updates to the Coast Guard's Major Systems Acquisition Manual (MSAM), CG-9s Blueprint for Continuous Improvement, CG-9s Human Capital Strategy and other documents to set policies, capture lessons learned and institute best practices.

2. Continue to Build a Certified Workforce

Having a certified workforce, not only in CG-9 but across the entire Coast Guard acquisition enterprise, is important to ensure we communicate with a common lexicon and follow transparent, consistent and documented processes. The Coast Guard has already made a significant investment in CG-9s workforce and obtained rigorous DHS certifications for our acquisition professionals; this must continue.

3. Emphasize Roles and Responsibilities

One of the major themes throughout acquisition reform and Coast Guard-wide modernization efforts is properly defining roles and collectively working as a team to achieve success. CG-9 is still a young organization and must continue to define, streamline and codify roles and responsibilities not only for acquisition, but to ensure alignment with Coast Guard modernization efforts.

4. Effective Communications

Timely communication is absolutely critical to building and maintaining a successful organization. Effective communication within CG-9 as well as with technical authorities, sponsors, Coast Guard leadership and external/oversight organizations promotes team-building and necessary cross-coordination activities.



[RADM Rabago](#)

Originally uploaded by [icommandant](#)

5. Implementation of Changes Based on Continuous Feedback

CG-9 will continue to address areas of improvement based on internal and external feedback. New projects will begin and remain in compliance with the MSAM throughout their lives. Existing projects will complete their transition to MSAM compliance in the coming months. Disciplined adherence to established processes, including the incorporation of best practices and use of data-driven decision-making tools, is central to acquisition success.

As we proceed on the path of continuous improvement, the Acquisition Directorate and our stakeholders remain committed to putting the best possible assets and systems in the hands of our operational Coast Guard while being excellent stewards of the taxpayers dollar. The Acquisition Directorate is responsible for a \$27 billion investment portfolio that includes more than 20 major acquisition projects that will recapitalize the Coast Guards aging vessels, aircraft, systems and supporting infrastructure. Mission execution begins here.

Semper Paratus,
RADM Rábago

Posted at 7/23/2009 11:22:00 AM 0 comments



National Naval Officers Association (NNOA)

Shipmates,

On our way back from our overseas trip we stopped in Houston, TX to participate in the National Naval Officers Association (<http://www.nnoa.org/>) Annual Professional Development and Training Conference.

I delivered remarks at Wednesday's Luncheon and afterward met with Coast Guard attendees. Pam took part in a spouse's panel.

I provided an update to the remarks I made last year regarding our diversity initiatives and discussed our forthcoming Diversity Strategic Plan. There were a number of flag officers and senior executives in attendance, as well as many Commanding Officers. I want to thank those who participated in the various panels and sessions with senior leaders.

We were able to significantly increase funding to allow greater participation this year and that was reflected in record attendance (one of our goals from last year). As I remarked at the CG All Hands, the dialogue was one of the most open and frank discussions we have had. We received valuable feedback on our minority recruiting efforts and the retention of midgrade officers and enlisted personnel. I appreciate the participation of all those who attended. Thanks also to CAPT Bernard Jackson (USN, ret) for his continuing support as the current National President of NNOA, CDR Wil Watson our Coast Guard Representative on the Board of Directors, and RADM Manson Brown, the Immediate Past National President .

ADM A

Posted at 7/23/2009 06:39:00 AM 0 comments



Wednesday , July 22, 2009

Coast Guard Civil Rights Modernization Update Report

Guest Post from Ms. Terry Dickerson, Director, Civil Rights

Greetings:

As we begin our first week as a restructured Civil Rights Directorate, our efforts these past few months are already in sharper focus. That was obvious when I sailed aboard the Coast Guard Cutter Eagle speaking with permanent crew members and cadets who clearly demonstrated that civil rights and related issues were very much on their mind. As I have traveled around the country meeting with Coast Guard members - both civilian and uniformed - it has become clear that a strong civil rights program infused with inclusivity, integrity and accountability is exactly what our men and women deserve.

This month, we wholeheartedly acknowledge passage of the [Civil Rights Act of 1964](#), the most sweeping legislation of its kind since Reconstruction. It prohibited discrimination based upon race, color, religion or national origin and mandated desegregation. That's a compass point for us, meaning it is the basis for much of what we enforce. A cohesive civil rights program is a top priority for the Commandant and our reorganization underscores its importance in the vitality of our organization.



Civil Rights Restructuring
Originally uploaded by [icommandant](#)

While the words reorganization and modernization may not resonate, I wanted to share what they mean to us in the Civil Rights Directorate. As the Coast Guard transitions into a more updated organization, we have crafted ways to deliver services with accountability. We developed solutions that [realigned our Directorate](#), allowing us to deliver Equal Employment Opportunity/Equal Opportunity /Civil Rights services through a centrally managed, national structure by full-time specialists. These practitioners receive standardized training, tactical focus and direction from three national regions. Regions are further subdivided into 14 subordinate locations, known as zones. The coverage ratio will be approximately one per every 1,000 employees, but the critical point is that providers will be working full time on civil rights issues. That translates into optimal service to the men and women of the Coast Guard - both civilian and uniformed.

Our overall goal is to deliver civil rights services with professionalism, integrity and accountability. We have already implemented a few critical milestones and our initial work was [praised by Chairman Elijah E. Cummings](#), when we [appeared before the Subcommittee on Coast Guard and Maritime Transportation June 18, 2009](#).

"Initial reports indicate that significant progress has been made," he said. "...we applaud the long overdue professionalization of Coast Guard Civil Rights services."

Our achievements to date include:

- Development of a [Civil Rights Program EEO/EO Compliance Checklist](#) for Coast Guard field commands. This will further enhance standardization in delivery of civil rights services.
- Establishment of three regional Civil Rights Detachments with full-time, professionally trained Civil Rights Service Providers (CRSPs).
- [Restructuring of the reporting chain](#) so Civil Rights Service Providers (CRSPs) report directly to our Directorate at Coast Guard Headquarters.
- Designation of a privacy and Records Manager responsible for ensuring confidential information is always secure and adheres to DHS privacy records management policy and procedures.
- Implementation of toll free 24/7 access point for EEO matters while deployed or underway, through the Executive Officer (XO).
- Initiation of a Workload Analysis to determine staffing needs and to maximize workflow.

As we make more headway towards a Full Operating Capability on 30 September 09, I pledge to keep you informed on this blog, on our [website](#) and in our monthly newsletter, Civil Rights On Deck. Our goal is inclusiveness, education and creation of a streamlined and responsive civil rights program infused with integrity and accountability. We welcome your feedback via e-mail at ocr@uscg.mil.

Cordially,
Terri A. Dickerson, Director


Related Links:

Video -- [The Value of Diversity in the Coast Guard](#)

Coast Guard Compass:
[Coast Guard Workplace Climate](#)
[The Coast Guard Academy and Other Commissioning Sources: A look at diversity](#)
[Getting AND Keeping a Diverse Workforce](#)

iCommandant:
[Civil Rights and Diversity Hearing](#)
[Coast Guard Diversity Roundtable](#)
[Understanding Civilian Recruiting Opportunities](#)
[Affinity Group Participation -- "Not just a check in the box"](#)
[Coast Guard Reports on Civil Rights and Diversity Progress](#)
[Civil Rights Update 10/24/2008](#)
[Commandant's Diversity Advisory Council](#)

DHS Leadership Journal:
[Diversity and Readiness](#)

Posted at 7/22/2009 04:11:00 PM 0 comments 



A Cadet's Perspective on Modernization -- Wrap Up

(From our Cadet Intern, 1/c Ryan Cassidy. Read [Part One](#), [Part Two](#), [Part Three](#), and [Part Four](#))

Alright, so for the past few weeks I have been writing about modernization and what it is, but what I really haven't done yet is talk about what the younger members of the Coast Guard will get out of modernization. So far I have talked about the organizational changes taking place now and those to come and a few of the new systems we will be using to make the Coast Guard more effective. I would like to use this post as a way to talk about where I see

modernization going and how I think I will interact with it the most. By no means are these thoughts an expert's opinion about what modernization will do, but rather the thoughts of a Cadet who is excited about the future of the Coast Guard. Having said this, I invite everyone reading to give your thoughts about modernization and what you think it will do for you.

After writing this series of posts, I have learned quite a bit about modernization for myself and have gained a better understanding of what it is and what it will mean to me. One of the main benefits I can see from modernization is better organization and communication. Before modernization it seemed that every task required a different point of contact to complete it. In order to schedule training, a call had to be made to a training team and to get supplies for law enforcement operations, we had to call someone else. It looked like we had to go to a different person every time we needed something and it just seemed that the Coast Guard was spread out all over the place. Now, under modernization, there are the four commands and everything we need falls into one of the four commands. Although we may have to go to different places to get what we need, there will be a better defined and understandable structure that will make finding the right support and direction easier.

In my last post I talked about CG-LIMS which I think will be an ever growing tool in the Coast Guard. Although it is not implemented yet, I can see myself interacting with it nearly every day in the future. I think it is a powerful management tool and on top of saving the Coast Guard money and conserving resources, I believe we will see better lead time on parts and quicker response for maintenance. In the short assignments I have had as a cadet, I have noticed the pains that go along with some of the maintenance and often thought there had to be a better way. With an information system such as CG-LIMS, I think we are going down the right path to making maintenance an efficient and adaptive process.

Lastly, with modernization in full swing, I envision a more connected Coast Guard, standardized across the board. Previously under PACAREA and LANTAREA commands, we almost had two separate Coast Guards protecting the country; one on the West Coast and one on the East Coast. Each had its own way of conducting training, managing its work forces and providing supplies and maintenance for units. Because of this, a Guardian going from small boat station LA/LB in California to station Boston might have to re-learn the systems on a new 25 because it is configured differently from the same vessel in California. Likewise, an XPO would have to understand a different set of support commands and compliance requirements. By restructuring how units interact with the support structure and force readiness requirements of the Coast Guard, we can hopefully standardize all of our operations and business practices to make interoperability that much easier.

Thank you for reading, and as I said earlier, these are just some of the benefits I see coming out of modernization. If you have any others, please comment and bring to light some of the added benefits (and maybe challenges) of repositioning the Coast Guard.

1/c Ryan Cassidy

"Cadet Disclaimer: These posts are my attempt to try to make Modernization more relevant and understandable to the junior workforce. These are the thoughts of a simple cadet and should not be taken as those of the Commandant. I still have some time to go before I could do that."

Posted at [7/22/2009 10:37:00 AM](#) [1 comment](#) 



Monday, July 20, 2009

First Lady Leaves her Mark on Future USCGC Stratton

The Coast Guard was uniquely honored today to have the [initials of First Lady Michelle Obama welded into the keel](#) of National Security Cutter #3, the future USCGC Stratton. This is the [first time a first lady](#) has ever sponsored a Coast Guard cutter. As the sponsor the first lady will be involved in the life of the cutter, representing an extension of her commitment to supporting America's men and women in uniform and their families.

You can read her letter of acceptance here: [First Lady's Letter](#)



[First Lady Leaves her Mark on Future USCGC Stratton](#)
Originally uploaded by [uscgpress](#)

Posted at [7/20/2009 06:38:00 PM](#) [0 comments](#) 



Commandant's iReport from Pohnpei, FSM

Shipmates,

On Monday we visited the island of Pohnpei, one of the four states of Federated States of Micronesia (FSM). The FSM are

part of the Caroline Island Chain in Micronesia, along with the nations of the Republic of Palau and the Republic of the Marshall Islands. These Micronesian nations are important because their combined Exclusive Economic Zones are the third largest in the world. As in many other parts of the world illegal, unregulated, and unreported fishing constitutes a significant threat to the rich resources of these island nations.

On our arrival we received an inbrief from the FSM Country Team led by Charge d'Affaires Doug Douglas. We thank him and his team for the great support during our visit.

During our stay we met with the FSM President Emanuel (Manny) Mori, his cabinet, and Congressional leaders. We also met with our Australian partners who have been working to create maritime capability in this region for several decades through their very successful Australian Pacific Patrol Boat Program whereby they have provided 22 patrol boats to nations throughout the Southern Pacific known as the Compact States. They are represented in Pohnpei by LCDR Paul Ruhl who is doing a terrific job in coordinating Australian support.

We received briefings on the Patrol Boat Program and operations by the FSM National Police who operate the patrol boats homeported in Pohnpei.

Later in the day we made a small boat tour of the anchorage in Pohnpei where the tuna fleet offloads their catch to larger transport vessels.

The day concluded with a very nice reception where all the participants of the day's meetings had a chance to discuss issues informally.

We look forward to working with the local nations of the region and our "Quad Talk" partners, Australia, New Zealand, and France, to improve coordination and collaboration. We are also working with the Sasakawa Peace Foundation from Japan to develop plans to create better Coast Guard capability in the region.

ADM A

Posted at [7/20/2009 04:44:00 PM](#) [1 comment](#) 



A Cadet's Perspective on Modernization -- Part Four

(From our Cadet Intern, 1/c Ryan Cassidy. Read [Part One](#) and [Part Two](#) and [Part Three](#))

Last week, I addressed BM3 Duffy's question about the [management of FORCECOM and DCMS](#), and I said I would talk about an information system the Coast Guard will be using in the future to ensure accurate and timely maintenance and supply schedules. As I said in my last post, the Coast Guard has always found ways to "get the job done," but often working outside of an established logistics system. This creates a whole slew of problems including non-standardized platforms and an ineffective and inefficient system of supply-chain management and logistics support. The Coast Guard has realized this and has started to make a transition to a service and asset-wide information system to make supply and maintenance more efficient, flexible and adaptive.

The Coast Guard currently employs a maintenance and supply information system for the aviation community. ALMIS (Asset Logistics Management Information System) has been used in the aviation world as a tool to improve the maintenance and support for every air station in the Coast Guard. Although the process is somewhat complex and the thought of writing it all out puts me to sleep, the idea is to provide timely supply for scheduled maintenance, and quick response when the unexpected occurs (You can get a more [technical explanation here](#).) The thought was, if it works at air stations, why can't it work for small boat stations and cutters? One of the obvious answers is that the system is designed specifically for aircraft which do not have the same requirements cutters and small boats do. The Coast Guard realized that ALMIS was the best technology we could use in the short-term to improve the maintenance and support for small boats and cutters, but it is not ideal. First, some of the technology within the system is outdated and it needs to be updated. Second, it needs to be relevant to all Coast Guard units and not just aircraft.

The new system that will eventually replace ALMIS is called CG-LIMS ([Coast Guard Logistics Information Management System](#).) CG-LIMS will keep all of the best features of ALMIS and include additional features that will focus on a standardized configuration and maintenance driven supply chain which will provide useful support to all units. (If you have not seen the [video](#) about CG-LIMS, I recommend you watch it, as it will give you a better picture of the capabilities of the program.) The system will be set up to allow for units to replenish parts before they run out of inventory for scheduled maintenance and create a better supply chain in the event an emergency repair needs to be made. One of the other features of the system is the ability for units around the country to communicate with one another on supply and maintenance issues. An example may be if a unit requires a part, but there is another station somewhere in the country that has it, the station that needs the part can see who has the part and can request it from the other station via CG-LIMS. This allows the transfer of Coast Guard approved parts to be used interchangeably between units, keeping parts within the Coast Guard's system. This will hopefully standardize the maintenance process and keep units on top of maintenance schedules so they don't find themselves buying an essential part from an outside vendor or maintaining excess stores just to get the job done.

Additionally, the CG-LIMS system will be a valuable source of data for operational commanders and asset and program managers, allowing them to identify new or changing trends across the life of an asset and proactively adjust accordingly to avoid significant and unexpected reductions in availability or capability.

It seems like our second motto has always been "Do more with less", but with CG-LIMS in place and a strong support structure like DCMS, we should be able to embrace the phrase "work smarter not harder". Thanks for reading!!

1/c Ryan Cassidy

"Cadet Disclaimer: These posts are my attempt to try to make Modernization more relevant and understandable to the junior workforce. These are the thoughts of a simple cadet and should not be taken as those of the Commandant. I still have some time to go before I could do that."

Posted at [7/20/2009 08:37:00 AM](#) [0 comments](#) 



Sunday, July 19, 2009

Good on Ya, Mate! A New Zealand Wrap Up

Shipmates,

We departed New Zealand Sunday morning after a very successful round of meetings and cultural exchanges.

On Saturday, RADM Tony Parr and his wife Carol guided us up through the mountains north of Wellington to the Wairarapa, a small valley that has been diversified from a sheep farming area to wine grapes and olives. Along the way we visited a small farm (Lavenders Green) where the owner raises lemons, free range chickens, and sheep. We had mid morning tea and learned about the local climate which is very similar to wine growing regions of Europe.

The next stop was the small town of Martinborough. The countryside here looks very much like the area between Petaluma and Bodega Bay, for those who have visited our Training Center. We received a tour and briefing at the Martinborough Vineyard. The farming is very eco-friendly; weeds and grass are kept down by grazing sheep and there were a number of new lambs.

We then had lunch at the Coney Vineyard where we had foods prepared with local produce. We were lucky, for a mid winter day, the weather was in the low 50's at it was crystal clear. The traditional bitter southerly wind was absent.

The last stop was at the Olivo Olive Orchard, family farm, where we were briefed on olive farming that has grown in the region.

On our return to Wellington the travel party watched the long anticipated rugby match between the New Zealand All Blacks and the Australia Wallabies. It was a close game and Australia led at the half, but the All Blacks rallied for a 22-16 win.

We can't thank our New Zealand hosts enough for their insights, professional exchanges, and productive meetings. We have new insight into areas such as maritime surveillance, fisheries enforcement, search and rescue, and the very effective joint/interagency coordination within New Zealand's "whole of government" view of operations.

It is also important to note the extensive effort New Zealand is making to create a sustainable nation, something we can all learn from. Finally, the importance and emphasis on the native Maori culture underscores an abiding respect for their indigenous people.

As our Kiwi friends would say, "Good on ya, mate!"

ADM A

Posted at [7/19/2009 05:31:00 PM](#) [0 comments](#) 

Ancient Albatross Visits Pensacola and Corpus Christi

I had two inspiring opportunities recently to meet the CG's next generation of aviators. I am so impressed, and envious - would that I could start all over again! It was especially poignant to stand in the National Naval Air Museum in Pensacola and talk with a room full of CG flight students and instructors, with a beautiful bright orange H65 C gleaming on the taxi strip just outside the glass. Inside the museum suspended from the ceiling were the old T34 and T28 radial recipis I learned to fly on, and of course in the place of honor, the NC4 which in 1919 flew the first successful trans-Atlantic crossing with CG Aviator Number 1, LT Elmer Stone at the controls. Last week I went to Corpus Christi and presided at the winging of the newest fixed wing aviators in the CG, USMC, USN and USAF. Congratulations, CG aviators LT Steve Simpson - #4194, and LTjg Sawyer Mann - #4193, welcome to the flock! We've come a long way baby, through the decades of ducks and goats and widgeons and pigeons, to today's top notch aviation assets coming off the line. I can say with great pleasure, our new pilots and crews match that continuous improvement, and our nation, precious environment and the world's mariners are in good hands! Fly safe.



[Ancient Albatross Visits Pensacola and Corpus Christi](#)

Originally uploaded by [iCommandant](#)

The Vice, aka Ancient Albatross # 21, and CG Aviator Number 1820

Posted at [7/19/2009 08:27:00 AM](#) [0 comments](#) 

Friday, July 17, 2009

RNZ Air Force Base: visiting the P-3 Squadron

Shipmates

We had another full day in New Zealand. Starting in Auckland we visited the RNZAF Base where we received a briefing by Group Captain Ed Poot followed by a tour of Squadron 5 (P-3 Orion) with Wind Commander Nick Olney. New Zealand faces many of the same maritime patrol aircraft challenges that we do with the world's fourth largest Exclusive Economic Zone.

Next we visiting Squadron 6 (Seasprite helos). In the New Zealand Defense Forces, the Air Force maintains all aircraft. Squadron 6 deploys at sea with Navy Pilots and Air Forces support personnel. We ended the Auckland portion of our visit with a briefing by the RNZ Special Air Services.



[RNZ Air Force Base: visiting the P-3 Squadron](#)

Originally uploaded by [uscgpress](#)

Departing Auckland, we traveled south to Wellington, the capitol of New Zealand, on the southern in of the North Island. In Wellington we had several very good meetings with the Secretary of Defence (John McKinnon), LTGEN Jerry Mateparae (Chief of Defense), including a meeting with the Chiefs of Service (NZ equivalent of our Joint Chiefs of Staff). The day ended with discussion with other New Zealand government representatives that have responsibilities in our mission areas. Included were the Ministry of Defence, Ministry of Foreign Affairs and Trade, and NZ Customs.

All of the discussions were open and frank and extremely valuable. Our New Zealand partners are dealing with similar challenges to the U.S. Coast Guard and we benefitted greatly from this exchange.

Our thanks to RADM Tony Parr who continues to be an excellent host. We also appreciate the friendship of LTGEN Jerry Mataparae who is a distinguished leader.

ADM A

Posted at [7/17/2009 05:28:00 PM](#) [0 comments](#) 

Colombian Partnership Results in Parallel Laws



[Colombian Naval Forces Commander, Adm. Guillermo Enrique Barrera Hurtado and Vice Adm. Vivien Crea, Vice Commandant Coast Guard, in conversation.](#) Colombia for passing new legislation making it illegal to finance, construct, store, commercialize, transport, procure or use submarines or submersibles with illicit intent, susceptible to fines between approximately \$246,340 and \$17,243,800 and incarceration from six to 14 years.

A [similar law, the Drug Trafficking Vessel Interdiction Act, was passed in the U.S. in September](#) and has already contributed to several successful prosecutions.


Colombian Naval Forces Commander, Adm. Guillermo Enrique Barrera Hurtado [visited Coast Guard Headquarters yesterday](#) and met with the Vice Commandant to discuss this and other ongoing counter-drug initiatives. We truly value their partnership in these efforts.

Related Posts:

[Counter-drug Symposium of the Americas](#)

Guest post on SOUTHCOM Blog: [Transnational Threats Require Transnational Solutions](#)

[Presidential Meeting on Reduced Drug Use](#)

Posted at [7/17/2009 08:57:00 AM](#) [0 comments](#) 



Thursday, July 16, 2009

Commandant's Travels to Auckland, New Zealand: In front of the Te Taua Moana Marae after the Wero Ceremony

Shipmates,

We concluded a very busy day in Auckland, New Zealand on Thursday. We arrived from Ningbo, China just after midnight and grabbed a few hours of sleep.



[Commandant's Travels to Auckland, New Zealand: In front of the Te Taua Moana Marae after the Wero Ceremony](#)
Originally uploaded by [uscgpress](#)

I had breakfast with the American Charge d'Affaires, David Keegan, and CAPT Dawn Driesbach (USN) the Defense Attache, along with our Director of International Affairs, Kirsten Madison and our Asia Desk Chief, Dr. John Manza. We discussed the trip and our objectives for the meetings over the next several days.

I then met with RADM Tony Parr, Chief of the Royal New Zealand Navy (RNZN), in advance of a meeting with New Zealand's Minister of Defence, the Honorable Doctor Wayne Mapp. The meeting with Minister Mapp was wide-ranging and very valuable in setting a context for my visit.

We then proceeded to the Auckland waterfront where we took the RNZN Barge to Her Majesty's New Zealand Naval Base where the RNZN provided arrival honors.

The next event was one I have been looking forward to. Please [see my earlier post regarding the traditional wero ceremony](#) that was held at the New Zealand Embassy in Washington several months ago.



The RNZN has reserved a portion of their base for the Te Taua Moana Marae. The "marae" is the focal point for formal and informal life for the Maori, the indigenous people of New Zealand. These communal houses are very similar in construction and symbology to the large or great houses of our indigenous people of the Pacific Northwest. The wero is a symbolic ceremony that originated with visitors arriving by sea. It is a tradition whereby the Maori could ascertain the intentions of those coming ashore. We were honored to be part of this very important Maori and maritime tradition with our partners from New Zealand. At the conclusion of the ceremony which conducted in Maori, and as is the custom, I gave brief remarks and led our delegation in a short song (Semper Paratus).

Returning to the piers at the Naval Base we visited [HMNZS CANTERBURY](#), commanded by CDR James Gilmour, RNZN. CANTERBURY is an interesting ship that serves many purposes. It is based on a commercial car ferry designed used in the Irish Sea but can carry multiple helicopters, has two landing craft, deploys Zodiac small boats for boardings, and can accommodate several hundred personnel for combat, humanitarian assistance, or other operations. The tour concluded with a buffet luncheon on the bridge (it is larger than the bridges on our ice breakers).

Following lunch we visited [HMNZS TAUPO](#), the newest of the RNZN Inshore Patrol Vessels (IPV). These vessels are about the same length as our FRC, powered by two MTU engines (two shafts), operate at 25 knots, with a crew of 21, and have a 7-10 day endurance. Our thanks to LCDR John Clarkson for the tour and discussion.

RADM Parr then suggested we play "hooky." We drove to the summit of Mount Victoria, an extinct volcano, and surveyed beautiful Auckland Harbor on a glorious winter day (clear and temperature in the 50's).

We ended the day with an "All Hands" meeting with junior enlisted personnel that was coordinated by members of the Personnel Development Board (PDB). The PDB are senior enlisted personnel that mentor and guide junior personnel. They have permanently assigned personnel and those that participate as a collateral duty. Something looked familiar about them and it was their PDB badges. They were modeled after our Gold and Silver Badge CMC insignia. When I asked about the badges, Warrant Officer Mick O'Carroll told me that the idea came from their interaction with our senior enlisted leaders, in particular Master Chief Bowen, who have sponsored international non-commissioned officer conferences in Hawaii and New Zealand. Way to go Chiefs Mess!

Back at the hotel RADM Tony Parr hosted a dinner for our delegation. We thank them for the hospitality.

Thanks also for the excellent work of CAPT Dawn Driesbach the hard working Attache.

Despite the importance of this visit, the number one topic in New Zealand is Saturday Night's rugby game between the New Zealand All Blacks and the Australian Wallabies.

ADM A


Posted at [7/16/2009 02:36:00 PM](#) [1 comment](#) 



Modernization Update: Managing Budget Authority in a Modernized Coast Guard

The DCMS Blog has a [detailed update on continuing modernization implementation](#). Recommend everyone read it, but particularly anyone involved in financial management.

If you haven't checked out the DCMS Blog yet, it is a good source of current information on Coast Guard mission support initiatives and a good place to get some of your questions answered.

Posted at [7/16/2009 11:04:00 AM](#) [0 comments](#) 



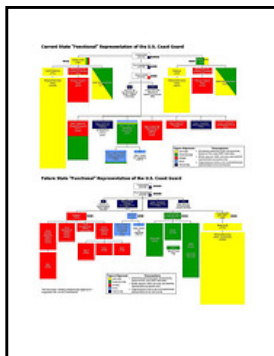
Wednesday, July 15, 2009

A Cadet's Perspective on Modernization -- Part Three

(From our Cadet Intern, 1/c Ryan Cassidy. Read [Part One](#) and [Part Two](#))

The other day I received a comment on my previous post from BM3 Duffy of Small Boat Station Bodega Bay stating:

My unit recently received a FORCECOM brief which was pretty much our introduction to modernization. I have one small question, which I'm sure has been addressed, regarding the breadth of responsibility these new "branches" will have. How do FORCECOM and DCMS intend to ensure quality readiness and logistics support for the vast number of different units they will now be responsible for? My question stems mostly from small difficulties and growing pains we've experienced at my unit with the recent swap to the ALMIS system for small boats.



[Modernization Org Charts.jpg](#)

Originally uploaded by [iCommandant](#)

This is a great question to ask considering the whole reason for writing these posts is to make modernization relevant to the junior work force and future leaders of the Coast Guard. I will break my response into two separate posts for clarity; the first discussing the organization of FORCECOM and DCMS and the second discussing the ALMIS system and what is in the future for supply chain management.

After reading BM3 Duffy's comment, I had a couple of questions and wanted to find out more regarding his concerns about the managerial segments of FORCECOM and DCMS. So I called BM3 Duffy and we had a conversation discussing the possible hiccups within the organizational structures of the two commands. One of the concerns BM3 Duffy had was the use of the training and assessment teams within FORCECOM. Currently the Coast Guard uses a number of training teams to evaluate units and ensure their readiness to complete the mission. Many of these teams work for different commands but have overlapping responsibilities, resulting in multiple assessments of the same thing. Having experienced an RFO on my last unit, USCGC MAKO, I know how much effort went into preparing for the two day event and I can see how having multiple training teams could be a frustrating and inefficient burden.

Luckily, under FORCECOM there will be a division which will specialize in capability, standardization, and analysis (FC-7) across the entire Coast Guard. One of the responsibilities of this division will be to manage these different training and evaluation efforts into a more streamlined process, hopefully reducing the number of different unit visits or inspections required. (For a much more detailed and specific discussion of this effort, check out [this post on iForcecom.](#))

Another question from my discussion with BM3 Duffy was what is being done about standardization in regards to maintenance on small boats. He brought up the point that the aviation community has a system where mechanics have parts on hand to complete a job and the parts are standardized throughout the country, allowing mechanics from different parts of the country to work on other Coast Guard aircraft independent of where they are from. Currently, this is not necessarily the case within the small boat community. Often times stations need parts for an essential mission, but are not able to get the part because the support/supply management system is just not there. Consequently, many stations buy parts from outside the Coast Guard network just to get the job done. This causes a number of problems including non-standardized boat configurations, untracked purchasing information, and even greater disconnect between the stations and supply centers. DCMS is organized to address these inefficiencies in mission support through its product line managers.

A product line manager will be assigned to a specific platform and their job is to know that platform and make sure those units have what they need. For example, there will be a designated product line manager assigned to the 47 foot motor life boats who will handle all maintenance and supply for all 47s throughout the Coast Guard. When a small boat station has a problem with an engine on their 47, they can call their product line manager and the manager will get the parts required and make sure they are shipped to the unit as quickly as possible.

By having a specialized manager taking care of every type of unit, we can make sure units have the same parts other units have (Configuration Management), supply chain management will be improved and better aligned with maintenance requirements to improve quality, timeliness and reduce waste or excess (efficiency). In addition to the product line managers, the Coast Guard will use an information system to improve information management, enabling product line managers to better sense the specific needs of their asset and units and be able to proactively ensure that units have the right parts, at the right time, at the right cost. (If you haven't watched the [Logistics Transformation Video](#), I encourage you to do so.)

Lastly, what I have been talking about here is functionality. In my last post, I [provided a graphic](#) of the current structure of the Coast Guard as well as a revised structure under modernization. Under the current structure, similar functions are being carried out by multiple organizations with lines of communication between them crossing all over the place, causing multiple checkpoints that only create waste and slow down our processes. The modernized structure will be functionally based and provide both supported and supporting elements with greater clarity and understanding of their roles and responsibilities within the organization allowing them to perform their functions with greater effectiveness.

I hope I have answered a few of your questions BM3 Duffy and for everyone else, thank you for reading!

BTW...While I am trying my best to help explain the purpose, benefits and implementation of modernization, it is possible (in fact likely) that I might not be getting this exactly right. I certainly welcome any input or feedback from any subject matter experts out there who might be reading these, especially if I am getting something wrong.

1/c Ryan Cassidy

"Cadet Disclaimer: These posts are my attempt to try to make Modernization more relevant and understandable to the junior workforce. These are the thoughts of a simple cadet and should not be taken as those of the Commandant. I still have some time to go before I could do that."

Posted at [7/15/2009 12:59:00 PM](#) [0 comments](#) 



Commandant iReport -- Ningbo, China

Shipmates

We just finished a very successful visit to Ningbo, China. Ningbo is major container port and one of oldest ports in China. It is also home to the Maritime Police Academy of the Border Control Directorate, roughly equivalent to our Coast Guard Academy. On arrival we visited the new Ningbo Museum and an ancient library.

Our visit to the Academy was very informative. They have about three thousand students and their curriculum is very similar to our Academy. A group of their students will conduct an exchange visit to the United States later this summer and we are working to send our cadets there next year.

We also visited Patrol Boat 33001. This vessel is similar to our fast response cutter. It is 33 meters and does 25 knots with four MTU engines and four shafts. The crew is 39 and they operate to the limits of the EEZ for 7-10 days. They designed in a stern launch system based on our experience.

We look forward to a productive partnership in the future.

ADM A

Posted at [7/15/2009 07:43:00 AM](#) [0 comments](#) 



Monday, July 13, 2009

Dispatch from Beijing

Shipmates,

Following the PACAREA Change of Command last week we traveled to Anchorage and remained overnight for crew rest. On Saturday, we flew to Beijing. We crossed the international date line and landed at 1000 local on Sunday morning.

We were met by Deputy Director General Wu Jiansen of the Border Control Department (BCD) of the Ministry of Public Safety. He was a gracious host and led a tour of Tiananmen Square and the Forbidden City. Later we toured the 2008 Olympics venue. We received briefings on the design and construction of the famous Water Cube and Bird's Nest. The day ended with a dinner with our counterparts from the BCD (roast duck as you would imagine).

On Monday, we visited the U.S. Embassy and met with the Country Team. The next stop was the Ministry of Transportation where we received a briefing in the national rescue coordination center. The Rescue and Salvage Bureau followed with a briefing on their extensive capabilities including heavy salvage and submersibles.

The morning concluded with a meeting of Vice Minister Xu Zuyuan (a veteran of 13 years at sea in commercial shipping) and his staff. Between the formal meeting and lunch that followed we covered numerous topics of mutual interest including port state control, International Maritime Organization priorities (ballast water, air emissions from ships, small vessel security, AIS), access and treatment of seafarers, search and rescue coordination, and the International Ship and Port Security (ISPS) Code.

In the afternoon we met with BCD Director General Gou Tienan and engaged in more in depth discussions of border and maritime security. Issues included professional exchanges scheduled between cadets from the Public Security Marine Police Academy in Ningbo and our Coast Guard Academy, our respective concepts of operations, and disaster responses. Director General Gou and Deputy Wu led the BCD response to a devastating earthquake in western China



[Commandant iReport Ningbo, China](#)
Originally uploaded by [uscgpress](#)



[Commandant's Travel to Beijing, China](#)
Originally uploaded by [uscgpress](#)

and were anxious to exchange lessons learned.

The conversation and professional exchange continued through dinner on Monday night. All in all a very busy and productive visit to Beijing. We continue to collaborate and partner with our counterparts across the globe.

ADM A



Posted at [7/13/2009 10:38:00 PM](#) [0 comments](#)



Saturday, July 11, 2009

OMBUDSMAN extraordinaire

Shipmates,

I had the great honor to meet Cindy Stewart at the PACAREA Change of Command. She did a terrific job as the BOUTWELL ombudsman during their recent around the world cruise. We thank Cindy for her support. She is a true Guardian. Well done, Cindy.

ADM A



[OMBUDSMAN extraordinaire](#)
Originally uploaded by [uscgpress](#)

Posted at [7/11/2009 11:55:00 AM](#) [0 comments](#)



PACAREA Change of Command

Shipmates,

We had marvelous weather in Alameda for the Pacific Area Change of Command where VADM Jody Breckenridge relieved VADM Dave Pekoske as Area Commander. Against the background of Coast Guard Cutters SHERMAN and BOUTWELL and with the attendance of many of our international, joint, federal, state, and local partners the mantle of leadership was passed.

We appreciate the leadership of VADM Pekoske in directing operations from the Arctic to the Antarctic and from South America to Southeast Asia. We also appreciate his steadfast commitment to modernization and his efforts to bring the new Force Readiness Command to initial operating capability. He has been ably assisted



[PACAREA Change of Command](#)
Originally uploaded by [uscgpress](#)


by RADM Tim Sullivan who has been wearing two hats as PACAREA deputy and FORCECOM. I look forward to his advice and counsel as Vice Commandant.

VADM Breckenridge is uniquely qualified to assume the duties of PACAREA as we transition to FORCECOM having just completed a double hat tour as Chief of Human Resources and our Strategic Transition Team. She also previously served as the 11th District Commander and Commander, Maintenance and Logistics Command, Pacific.

Two fine officers, in the right places, at the right time.

ADM A

Thanks to PA3 Melissa Hauck for the photo!

Posted at [7/11/2009 09:52:00 AM](#) [0 comments](#) 



Friday, July 10, 2009

A Cadet's Perspective on Modernization -- Part Two

(From our Cadet Intern, 1/c Ryan Cassidy, [Click Here](#) to read Part One)

When I first heard the term modernization, my initial reaction was, "Oh cool, new ships, new aircraft, new toys." I thought it was going to be a more successful Deepwater program. Over the past few weeks, I have come to realize that what I had originally thought was not "[modernization](#)", but "[recapitalization](#)." Both programs are equally important to the Coast Guard's long-term strategic success, and while they do have some overlap, they are distinct and different.

So I guess the next logical question is "what is modernization?" I had heard of the term before, Admiral Allen had been to the Academy a couple of times to make remarks about modernization, but as a cadet somewhat sheltered from the operational Coast Guard I didn't really understand. We had heard of this new section of the Coast Guard called the Deployable Operations Group (DOG), which meant that's where all of the fun stuff was and for most of us, that was all we cared about. Little did we know that the DOG was only a small portion of modernization and there was much more. Once I started hearing more about modernization, I began to wonder where it came from and why we need it, so I figured I would start with reading a little background behind it.

As a naive cadet learning about the Coast Guard, I used to think that modernization came about after 9/11 and Hurricane Katrina. However, modernization started years before 9/11 and Katrina back in the 1980s when the Coast Guard realized that it needed to improve its business practices and operations. The [Gilbert Study](#), started in 1986, outlined the changes that needed to be made which included assigning cutters over 180 feet to the Area Commander, the creation of the Finance Center ([FINCEN](#)) placing nearly all financial components under one command (Personnel and Pay are not attached to FINCEN), as well as changes in district organization. If some of the changes seem familiar, they should be. Admiral Allen, then a LCDR, was one of the members of the Gilbert Study. When Admiral Allen assumed the duties and responsibilities of the Commandant in 2006, he essentially set out to finish what the Gilbert Study had started. He created what are called the [Commandant Intent Action Orders](#) (CIAO) which provided command intent and included the desired outcome at the end of each project. The 10 CIAOs eventually evolved into five "modernization efforts" because it was found that the CIAOs were all interrelated and could not be completed independently. The five modernization efforts are here (See [NAPA Report](#) for more information):

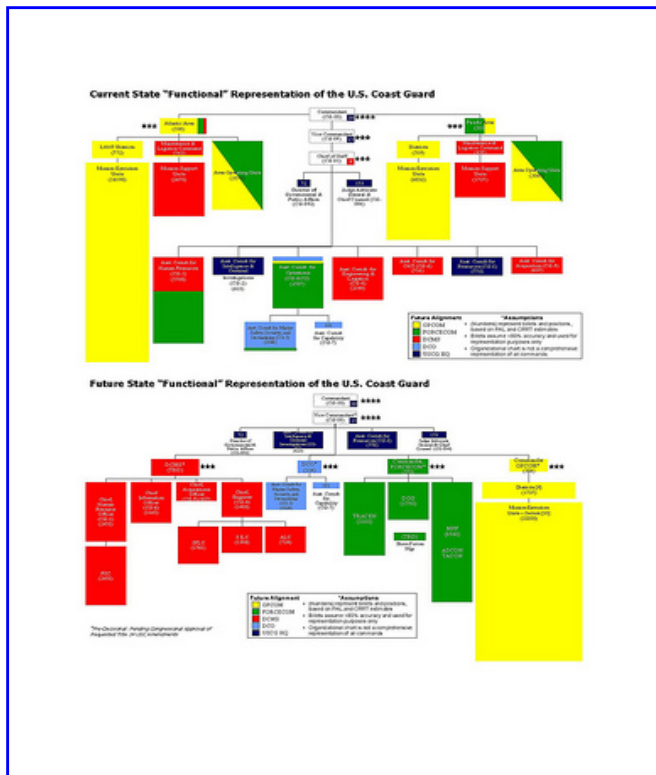
- Modernization of Coast Guard Headquarters and Financial Management Systems
- Creation of the Deputy Commandant for Operations (DCO)
- Creation of the Deputy Commandant for Mission Support (DCMS)
- Creation of the Operations Command (OPCOM)
- Creation of a Force Readiness Command (FORCECOM)

The [DCO](#) is responsible for Coast Guard operational policy, plans and programs; the [DCMS](#) will oversee and integrate support and logistics systems and processes. [OPCOM](#) is responsible for global mission execution and [FORCECOM](#) will manage the overall readiness of the Coast Guard.

These modernization efforts were created in order to improve the Coast Guard's effectiveness in executing the mission: to respond to new threats to maritime security, the growth in commercial and recreational maritime activity, renew our aging fleet, and improve our sub-optimal business and logistics practices.

I guess one of the biggest questions I had about modernization was "what is it? What does it mean?" Modernization, in its simplest form, is restructuring, where all of the changes we are making are intended to maximize effective mission execution. Purchasing new equipment will give us the resources we will need to be able to respond to the growing demands of our service and allow us to effectively execute the mission. This is where recapitalization and modernization overlap. We are updating our fleets of small boats, cutters and aircraft and the command and control systems that help effectively employ them, but recapitalization by itself falls short of the mark. Modernization optimizes the support and employment structure for these new assets, maximizing their effectiveness, longevity, and the Coast Guard's stewardship of taxpayer dollars.

The Coast Guard's current business practices used to require communication through different checkpoints within the Coast Guard and frequently caused inconsistencies across the organization. The major items of emphasis throughout the modernization process are mission execution and [mission support](#). Admiral Allen has made it clear that everyone in the Coast Guard should be either executing the mission or supporting those who do. (See the current and intended org chart below, or click on the following for a pdf version: [/Modernization%20Org%20Charts.pdf](#))



Next time, I will be discussing the Organizational piece of modernization and attempt to make it as painless as possible.

Thanks for reading!!
-1/c Ryan Cassidy

"Cadet Disclaimer: These posts are my attempt to try to make Modernization more relevant and understandable to the junior workforce. These are the thoughts of a simple cadet and should not be taken as those of the Commandant. I still have some time to go before I could do that."

Posted at 7/10/2009 04:07:00 PM 4 comments



National Security Cutter Program Success

Secretary Napolitano posted an [entry on the DHS Leadership Journal](#) today congratulating the crew of the Coast Guard Cutter Bertholf for the first interdiction by the new National Security Cutter.

The crew of Bertholf seized two suspected drug smuggling boats, detained four suspected smugglers and recovered a bale of cocaine as evidence after disrupting a major drug smuggling operation in international waters some 80 miles off the coast of Guatemala late Wednesday night. [Read the rest of the story...](#)

Go on a virtual tour of [USCGC Bertholf](#)

Related posts:

[Two Cutters at a Crossroads](#)
[HEC Sustainment Update](#)

Posted at 7/10/2009 01:18:00 PM 0 comments



BertEagle.jpg

Originally uploaded by [iCommandant](#)

Thursday, July 9, 2009

Military Times Coast Guardsman of the Year

Congratulations to EM2 Charles T. Newton on his selection as the Military Times Coast Guardsman of the Year. I was unable to attend this evening's award reception on Capitol Hill but was represented by the Chief of Staff, VADM Cliff Pearson and the Master Chief Petty Officer of the Coast Guard.

EM2 Newton was selected for his performance onboard USCGC NEAH BAY and his contributions to the local community. He has since been reassigned to Coast Guard Sector Boston.

You can read the entire story and citation of EM2 Newton's award [here](#), but the below quote is a great snapshot into the qualities that earned EM2 Newton this great recognition as a Guardian:

Some lead with force. Some lead by example. EM2 Newton leads with charisma, positive attitude and contagious enthusiasm. He is described as being dedicated to shipmates, devoted to the mission, committed to his wife and two small children, and active as a volunteer in his community. His ability to prepare his ship while reducing waste has gone beyond his training, experience and responsibility level.

Bravo Zulu!

ADM A

Posted at 7/09/2009 10:30:00 AM 0 comments 

 Share |    

Wednesday, July 8, 2009

Hamilton's Charge to the Revenue Cutter Officers

Shipmates,

There are times in your life when an opportunity is provided that is both personally extraordinary and professionally impactful.

This afternoon I had the distinct honor, along with a group of officers, enlisted, and civilian personnel to visit the National Archives. We were able to view (in a vault) original documents that form the DNA of our Service.

Included were Alexander Hamilton's Charge to the Revenue Officers that forms the basis for our Service Doctrine (Pub 1) and operational procedures that guide our boardings today (that's us looking at the hand written document in the picture).



[Hamilton Circular](#)
Originally uploaded by [uscgpress](#)

We also viewed the original copy of the legislation enacted on 4 August 1790, which authorized the construction of our first cutters and laid out the basic authorities that can be found today in 14 USC 89. The Act was signed by George Washington.

We also viewed the log of the BEAR that recorded the discharge of cargo in support of the Overland Expedition directed by President McKinley in 1897. In that operation our heroes LT David Jarvis and E.P. "Bully" Bertholf drove reindeer over a thousand miles to rescue trapped whalers off the North Slope of Alaska.

Finally, I was allowed to view the emergency orders my Dad was given to come home when I became ill following by birth. My Dad, DCC (ret) Clyde Allen, was underway on the USCGC MINNETONKA when I was born. I later developed severe medical problems that prompted him to be sent home. As you can see, I survived.

We will be posting images of the documents in future posts. This was an extraordinary day.

ADM A

Posted at 7/08/2009 08:02:00 PM 3 comments 

 Share |    

Welcome Home Boutwell!

Shipmates,

Back in January I had the opportunity to [send-off BOUTWELL](#) on an [out-of-hemisphere \(OOH\) deployment](#) and circumnavigation.

Then, in April, while visiting the AFRICOM and CENTCOM AORs I got to [catch up with BOUTWELL](#) in Djibouti and provided an [update on their patrol](#) to that point. Now, I am proud to be able to welcome BOUTWELL home from a great patrol and share with you this summary of their adventure.

Note: Video and news coverage of their return available [here](#) and [here](#).



USCGC BOUTWELL OOH 2009 Deployment Summary by ENS Marc A. Pineda

[Boutwell Completes Circumnavigation](#)

[Originally uploaded by uscgpress](#)

After months of maintenance, training and planning the crew of Coast Guard Cutter BOUTWELL anxiously maneuvered away from the pier at Coast Guard Island in Alameda, CA on January 12th, 2009 with all eyes trained on the horizon ahead. The first stop in BOUTWELL's epic journey around the globe: Pier 27 in San Francisco. The brief stop was necessary in order to procure lube oil required for the transit. The next morning BOUTWELL left San Francisco Bay prepared to take on the world; literally.

The initial transit west was described by some crewmembers as "uncomfortable," "rough," and at times "miserable." This was the first underway experience for many, and they had not yet acclimated to the confused equilibrium caused by fifteen foot seas. BOUTWELL escaped the unpleasant weather before long and pulled into Pearl Harbor, HI. Pearl Harbor was a logistics hub for receipt of personnel, fuel, supplies, and the last time BOUTWELL would be in U.S. territorial waters for over five months. BOUTWELL left Pearl Harbor on the 21st and continued west in company with other ships of the USS BOXER Expeditionary Strike Group. January 24th was an especially significant day for BOUTWELL; the day that never was. BOUTWELL crossed the International Dateline, as January 23rd became January 25th.

BOUTWELL pulled into Kota Kinabalu, Malaysia February 4th, in the first of many port visits in support of the Theatre Security Cooperation (TSC) mission. During the three-day visit, crewmembers participated in law enforcement and small boat training with the Malaysian Maritime Enforcement Agency (MMEA), soccer matches, and rebuilding a local park bridge. BOUTWELL left Malaysia on February 7th and arrived in Singapore on the 9th. The visit was a brief quality of life stop, allowing the crew to momentarily recharge after the over 7,000 nautical mile transit across the Pacific.

February 17th marked the day BOUTWELL arrived in Kochi (Cochin), India. The visit included several professional and social interactions with the Indian Coast Guard (ICG), including receptions, a USCG missions colloquium, capping off with a PASSEX on the 20th involving several ICG aircraft, two ICG cutters, BOUTWELL and embarked Dolphin helicopter. The crew discovered many things about Indian culture, notably that yes, sacred cows do indeed freely roam the streets in India. At the conclusion of this exercise, BOUTWELL bid farewell to the Subcontinent and steamed southwest for the Maldives. The purpose for the stop was for a successful TSC engagement with the Maldivian National Defense Force, but many crewmembers managed to get some much needed R&R while anchored in paradise.

After leaving the crystal clear blue waters and gleaming white atolls of the Maldives on February 24th, BOUTWELL headed northwest and arrived at Karachi, Pakistan on March 5th. BOUTWELL participated in the international naval exercise AMAN 09, which included ships from eleven different nations and representatives from 38 different countries. While moored in Karachi, crewmembers attended receptions, luncheons and tours on board other ships, played friendly games of rugby, soccer and a uniquely British game called "rounders," and exchanged service specific gear, like T-shirts, flags and ball caps. While underway in the vicinity of Karachi, BOUTWELL participated with the other ships in various naval warfare exercises and precision formation steaming. BOUTWELL's time in Pakistan was well spent and unique, since rarely do naval ships from so many different nations interact and cooperate with each other.

The next stop on BOUTWELL's schedule was Bahrain. The transit from Pakistan to Bahrain was fairly uneventful, with the exception of the Strait of Hormuz. BOUTWELL transited the Straits in formation with USS LAKE CHAMPLAIN, and the Australian frigate HMAS WARRAMUNGA. During the transit several small, fast Iranian-flagged patrol craft approached the formation, which frazzled some nerves but was otherwise concluded without incident.

Bahrain was an integral logistics hub for BOUTWELL during the Fifth Fleet phase of the deployment. While in Bahrain, BOUTWELL received supplies, personnel, and fuel. BOUTWELL pulled in on the 19th of March, and departed on the 23rd, ready to complete the missions the ship was sent to the Middle East to do. BOUTWELL was tasked with patrolling the "hash highway" off the coast of Iran and Pakistan in the Arabian Sea in search of narcotics smugglers whose profits have known ties to terrorist funding. On March 27th, BOUTWELL intercepted a skiff in the Gulf of Oman with 22 Iranian men on board who had run out of fuel and been adrift without food or water for three days. BOUTWELL provided medical attention to four severely dehydrated personnel, in addition to medical supplies, food, water, gasoline, and oil. The skiff was able to continue their voyage on their own, and BOUTWELL later received word of an official message of gratitude from the Government of Iran to the Omani Coast Guard citing "Coalition Warship 719" for her humanitarian efforts to render aid to the Iranian mariners in need. BOUTWELL's time on the "hash highway" was cut short as casualties to her turbines forced her to return to Bahrain. BOUTWELL spent the 7th through the 18th of April in Bahrain replacing a Main Gas Turbine, and left on the 19th for a one-day transit to Muscat, Oman. The stop in Oman was only for a few hours for fuel, but crew members still managed to spend some time touring the beautiful desert capital of Muscat.

From Oman, BOUTWELL continued southwest into the Gulf of Aden and pulled into Djibouti, Djibouti on the 24th. This marked arrival on the third continent of the deployment. Even though this was another visit of less than 24 hours in port before leaving, liberty was granted and the crew had the opportunity to relax for a few hours and place phone calls to loved ones. Prior to getting underway on the 25th, BOUTWELL was honored to receive the Commandant and Master Chief Petty Officer of the Coast Guard during a short stop on their own whirlwind tour of the Middle East. BOUTWELL left Djibouti tasked with patrolling for both drug smugglers and pirates. On April 28th, BOUTWELL received a call from a merchant vessel in distress, stating they were under pirate attack. BOUTWELL's HH-65C was already airborne, and quickly diverted to respond. When the Dolphin arrived on scene with the merchant vessel, the

attackers broke off and fled toward Somali territorial waters. The helo and a French Maritime Patrol Aircraft assisted in vectoring BOUTWELL on scene to intercept the fleeing skiff. BOUTWELL dispatched two pursuit boats and boarding teams over to the skiff to apprehend and question seven suspected pirates.

At the conclusion of BOUTWELL's scheduled time in the Gulf of Aden, the ship continued west and entered the Red Sea for the final phase of Fifth Fleet operations. Jeddah, Saudi Arabia was the next stop. BOUTWELL spent just over 24 hours in Jeddah, arriving on the 13th of May. During the stay, BOUTWELL participated in TSC with the Saudi Royal Naval Forces, sharing maritime law enforcement and shipboard damage control tactics. Once underway from Saudi Arabia, BOUTWELL traveled north, arriving in Aqaba, Jordan on May 16th. While in Jordan, BOUTWELL interacted with Royal Jordanian Navy personnel on law enforcement tactics, and the Jordanians proved to be exceptionally gracious social hosts. Many crewmembers were afforded the opportunity to travel to Petra and take a guided tour of the Lost City; the liberty highlight of the deployment for many.

After departing Jordan on the 18th, BOUTWELL transited the 100-mile Suez Canal and entered the Mediterranean Sea, where sand quickly gave way to beautiful tree-covered islands and noticeably cooler water. The first stop in the Mediterranean was Greece. BOUTWELL moored in Souda Bay, where she topped off on fuel before anchoring in Santorini, Greece for five days. Santorini was the first dedicated quality of life port call for BOUTWELL since the first stop in Bahrain in mid-March, and the crew enjoyed Santorini to the fullest - decompressing after a long, arduous, yet rewarding two months in the U.S. CENTCOM theatre.

From Santorini, BOUTWELL traveled to Tobruk, Libya, arriving May 31st. BOUTWELL was the first U.S. military vessel to visit Libya in over forty years, and was well received during her stay. BOUTWELL participated in Search & Rescue and shipboard damage control TSC exchanges with members of the Libyan Navy, attended tours of historical monuments, and held a reception on board the cutter for several Libyan dignitaries, military officers, and the recently-instated U.S. ambassador to Libya. Crewmembers also competed in friendly games of soccer and basketball. BOUTWELL lost the soccer game 10-1, but achieved redemption by dominating in the basketball game 49-27.


After departing Africa for the second and final time, BOUTWELL transited under the shadow of a smoking Mount Etna and through the stiff currents of the Strait of Messina to the port city of Rome: Civitavecchia, Italy. Italy was a unanimous liberty success among the crew, who soaked up culture and historical sights in Florence, Rome, and Naples. After departing Civitavecchia, Gibraltar was the last opportunity for BOUTWELL to refuel and restock supplies before bidding Europe "ciao" and crossing the Atlantic Ocean. On the last morning before sailing out of Gibraltar, a group of crewmembers got up in the early dark to run [or walk!] the 2.7 miles up the Rock of Gibraltar, to watch the sun rise over the Mediterranean. The view from atop was breath-taking; if only anyone had a breath left to give after running 2.7 miles straight up. BOUTWELL departed Gibraltar June 14th, with 3,800 miles of ocean and nine days between them and their next port visit.

The transit across the Atlantic Ocean was fairly calm, and most of the time was spent conducting drills and training that could not fit into the schedule during time in theatre due to the high operational tempo. BOUTWELL arrived in Curacao, Netherlands Antilles for a few days of logistics and Caribbean relaxation. After leaving Curacao, the crew prepared for the Panama Canal and returning to the Pacific Ocean for the first time in nearly five months. The crew performed superbly during the Panama Canal transit, and at the Miraflores locks crossed paths with CGC NORTHLAND which was making their way back to the Atlantic Ocean from an Eastern Pacific Counter Drug patrol. BOUTWELL returned to the waters of the Pacific Ocean on the evening of June 27th, and steamed south for a quick dip below the Equator before heading north toward home.

The last port call of the patrol occurred in San Pedro, California, where BOUTWELL stopped for around eight hours to receive fuel, mail, media and family members for a "Tiger Cruise." The family members stayed onboard overnight as BOUTWELL made one last push north. RADM Sullivan was received onboard via Coast Guard helicopter on the evening of July 7th to join BOUTWELL for the homecoming transit into San Francisco Bay. BOUTWELL arrived at ISC Alameda on the morning of July 8th, reuniting with a massive crowd of family and friends, 178 days after setting off on their historic journey.

You can voice your congratulations to the crew and family of USCGC BOUTWELL here or on their [fanpage](#). We will also update this post with coverage and photos of their homecoming. Photos of their deployment are available [here](#), search "Boutwell".

ADMA

Posted at [7/08/2009 12:22:00 PM](#) [0 comments](#) 



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Web Journal of Admiral Thad Allen

Tuesday, July 7, 2009

Meeting with His Highness Sheikh Ahmed Bin Tahoon Bin Mohammed Al Nahayan

Shipmates.

This afternoon I met with His Highness Brigadier Sheikh Ahmed Bin Tahoon Mohamed Al Nahayan, of the Critical National Infrastructure Authority (CNIA) of the United Arab Emirates (UAE) and His Excellency Yousif Mana Saed Al Otaiba, UAE Ambassador to the United States. The meeting was part of a larger trip to learn about Coast Guard missions and capabilities. The Coast Guard, with our DHS partners, are creating a working relationship in which we can exchange best practices, discuss issues of mutual interest, and better execute our respective missions.

As we have done with our many friends around the globe we continue to reach out, partner, and collaborate.

ADM A

Posted at 7/07/2009 04:39:00 PM 0 comments 



Updated -- Senate Oversight Hearing

Updated with some perspective from our Cadet Intern, 1/c Ryan Cassidy:

Yesterday I had the opportunity to attend a Congressional hearing concerning a variety of topics about the Coast Guard. Admiral Allen testified before the subcommittee which was led by Senator Cantwell from Washington and was joined by Senator Wicker from Mississippi, Senator Snowe from Maine, and Senator Begich from Alaska. The hearing was a great way for me to see the oversight process in action. Below are some of my personal notes:

The hearing started with Senator Cantwell outlining three points of focus: mission balance, acquisition reform, and Modernization. She then specifically touched on [Modernization metrics](#), the Arctic region, Coast Guard personnel numbers as well as Deepwater. Admiral Allen then presented his opening statement about the Commandant Intent Action Orders stating that there has been significant progress since they were issued three years ago. He discussed the request for \$1.5 billion for new acquisitions and the Coast Guard's goal to recapitalize and revamp its acquisitions program. Also testifying was [Mr. Caldwell from the Government Accountability Office](#) who touched on the Coast Guard's FY 2010 budget and spent some time addressing the issue of using metrics to gauge the progress of Modernization. He stated that the Coast Guard had hundreds of metrics to use to measure effectiveness, but it was hard to tell which ones would be the best for gauging Modernization.

Senator Cantwell continued the hearing by asking Admiral Allen if the \$2.1 billion increase to the funding forecast for Deepwater, bringing the total to \$26.3 billion, would be an accurate estimate for finishing the project. Admiral Allen said the cost estimates were the result of improved asset-based analysis by the new acquisition directorate and that the revision of the acquisition process will keep us on the right track. *(On a side note, an article was published in [Congress Daily](#) discussing this portion of the hearing. Just for clarification, the article is discussing the issue of [recapitalization](#), not [Modernization](#), as the title suggests. You should read the full GAO report to understand the broader context of the abridged focus this article provided.)*

Senator Snowe then asked about tracking vessels and possibly redefining the regulations to include a greater number of vessels with regards to the [small vessel security threat](#). When asked about our vulnerability, Admiral Allen stated that this was our greatest vulnerability. Admiral Allen suggested that one of the ways to solve the problem would be to make vessels over 65 feet to have Automated Identification Systems installed.

Senator Wicker then asked about the status of the first National Security Cutter the USCGC Bertholf which has just

recently been placed in service. Admiral Allen stated that the [Bertholf had passed](#) all of its sea trials and machinery trials and is now deployed. The USCGC Waesche is currently 85-90% complete and will be commissioned later this year. Admiral Allen stated that a key step to controlling cost on the NSC is to avoid any break in production. Senator Cantwell had several questions related to the requirement and installation of a [SCIF onboard the NSC](#). Admiral Allen offered to provide a classified briefing to address that topic in greater detail.

Senator Cantwell expressed some concern about the Coast Guard deviating from the [new Coast Guard Major Systems Acquisition Manual](#). Both Mr. Caldwell and Admiral Allen acknowledged some deviation from the MSAM for the [FRC](#), but that the decision to do so was a business case decision based on the need to get a patrol boat replacement in the fleet.

Another hot topic for the day was the status of the polar ice breakers stationed in the northwest. The Commandant stated that the minimum number of ice breakers we would need to maintain a strong presence in the Arctic region is three, and that the Coast Guard needs to complete the much needed repairs on the Polar Star. Admiral Allen discussed the need to maintain that current minimum required capability until a national discussion could be had on the future requirement and various options, i.e. new icebreakers or major overhaul of existing platforms.

Overall, the hearing was a great experience. Admiral Allen and Mr. Caldwell both talked about the business metrics that I had discussed last week and throughout the hearing I kept finding myself hearing things that I had been writing in my previous blogs. I was excited to hear them talk about the same things that I had talked about and hopefully I can keep coming out with relevant information. It was also one of the first times issues like these at such a high level, made sense to someone like me—an average college student. I think it just shows that even though topics like Modernization and acquisitions can seem over our heads, if we learn a little about them on our own, we can begin to understand how they really work. Thanks for reading!!

1/c Ryan Cassidy

"Cadet Disclaimer: These posts are my attempt to try to make Modernization more relevant and understandable to the junior workforce. These are the thoughts of a simple cadet and should not be taken as those of the Commandant. I still have some time to go before I could do that."

Original Post:

The Oceans, Atmosphere, Fisheries and Coast Guard Subcommittee of the U.S. Senate Committee on Commerce, Science, and Transportation held a hearing on U.S. Coast Guard Oversight today.

A video of the hearing is available [here](#), along with my [written statement](#) and the [written statement](#) of Mr. Stephen Caldwell, Director of Maritime Security and Coast Guard Issues U.S. Government Accountability Office.

Below is a copy of the highlights tweeted from the hearing:

Cong. hearing at 1000 <http://ow.ly/gFpO> Will tweet from it. Good read aheads <http://ow.ly/gFq5> & <http://ow.ly/gFqc>

Hearing opening: Senator Cantwell's 3 points of focus: Mission balance, acquis reform, modernization

Sen. Snowe: Coast Guard is tasked with sweeping mandates...value of contribution to this nation is immeasurable.

Sen. Snowe: Year after year we ask more with less. Something has to change.

We are saving lives every day with Rescue 21 <http://ow.ly/gCpZ>

President recently established Oceans Task Force and I am working closely with CEQ on that.

Modernization has come a long way in 3 years and is delivering tangible results <http://ow.ly/gCnS>

GAO: CG has many measures, just has not decided which are best for modernization.

There is no national consensus for maritime sec. regime to address small vsl security threat

Sen. Snowe: is this (small vsl security threat) a serious vulnerability?

It (small vsl security threat) is the greatest maritime vulnerability

Sen. Wicker: Does advance purchase of Long Lead Materials for NSC result in lower costs?

Sen. Begich: Is CG working on long-term strategy for increasing accessibility/activity in the Arctic

We are actively looking at Arctic operating requirements <http://ow.ly/gCsh>

Sen. Begich: CG is critical in Arctic for life safety

Sen. Cantwell concerned with some acquisition not in full compliance with CG Acquis. manual

GAO: There has to be trade-off btwn stopping progress on major acquis. and stopping all activity to comply with new manual.

Visited Gallatin and Dallas last week <http://ow.ly/gFAL> & <http://ow.ly/gFB7>

HEC/NSC Mission Req: <http://ow.ly/gCsO>

re: Deviation from MSAM (Major Systems Acquisition Manual)-There was still critical acquis. work in prog. during

transition to MSAM

Sen. Begich: What is adequate # of Polar Icebreakers

Minimum requirement is 3 operable Polar Icebreakers.

Sen. Cantwell: What steps are being taken to develop metrics for modernization

GAO: CG has many measures for effectiveness, but not efficiency. Difficult to measure "efficiency" from multi-mission platforms

Sen. Cantwell: what are the CGs non-Deepwater resources that we need to be concerned about?

GAO: non-Deepwater resources to be concerned about are ATON vsls and both polar and domestic icebreakers

My non-Deepwater resource concerns include ATON vsls (Inland tenders), domestic icebreakers and shore infrastructure.

Shore AC&I funding got to \$100 million this year when you include stimulus. needs to stay at that lvl

Posted at [7/07/2009 03:12:00 PM](#) [0 comments](#) 



Monday, July 6, 2009

Modernization Update -- NAPA Study

I sent the Following All Hands E-mail to the Coast Guard workforce today:

I am pleased to announce that we have earned a significant positive endorsement of our Coast Guard Modernization Efforts. In the spring of 2008 we engaged the [National Academy of Public Administration \(NAPA\)](#) to conduct a third-party, independent review of our planned Modernization. Following their comprehensive analysis, NAPA issued a final report that documents their full, unqualified support for Coast Guard Modernization.

NAPA is a non-profit, independent coalition of top public management and organizational leaders who tackle the Nation's most critical and complex challenges. Their year long, in-depth study included an extensive evaluation of our Modernization planning approach, an assessment of its alignment with the Coast Guard's stated goals, critical identification of potential risks and weaknesses, as well as key recommendations to help improve our efforts. Coast Guard Senior Leadership places a high value on their external review and objective assessment.

We remain committed to transparency. Since we all own Modernization, I encourage you to read NAPA's "[Coast Guard Modernization Study](#)" and "[Financial Transformation Study](#)". Both are being shared with our Congressional and external stakeholders. They are also available under the "Modernization Section" of [CG Central](#). In a separate assessment, the [GAO also validated our Modernization](#) efforts by referencing the NAPA report and concurring with their conclusions.

We recently received a thorough out-brief from the NAPA Panel. Echoing the report, the Panel provided a complete endorsement of the objectives of our Modernization plans. They also identified several areas where we must sharpen our focus as we move forward with the organizational changes that will prepare our Service to meet the maritime challenges of the 21st century.

I am fully dedicated to incorporating NAPA's conclusions and the work has already begun. One of NAPA's recommendations is to establish a "Modernization Implementation Guidance Team" to advance our goals, and capitalize on the hard work completed so far.

Over the past two years the Coast Guard Strategic Transformation Team (STT), under the leadership of recently promoted Vice Admiral Jody Breckenridge, has managed the planning of our Modernization Efforts. As we transition to the more detailed implementation phase of Modernization, we have firmly embedded the STT's change management capability into the organization. The result is the Enterprise Strategy, Management, and Doctrine Oversight Directorate (CG-095) which was recently established as a direct report to the Vice Commandant. CG-095 is responsible for synchronizing the various Modernization implementation efforts as we move forward. They will be able to tap the expertise of the Coast Guard's Organizational Performance Consultants (OPC's), who will add great value in developing the performance metrics that the NAPA panel recommended.

I have also directed the Vice Commandant to serve as the single point of accountability to ensure our Modernization objectives are achieved. The goal is to create a change-centric culture that is highly adaptive to changing requirements, new opportunities, and demand signals from the public we serve.

The time is right to finalize a comprehensive business case for our Modernization Efforts. While not published in a single document, the tenets of the business case have been widely reflected in various official documents, including the FORCECOM and DCMS Business Plans, the Modernization Congressional Report, and past GAO & OIG reports on readiness and mishaps. Following one of NAPA's recommendations, I have directed the development of a more clear and quantifiable business case to include the metrics necessary to track Coast Guard Modernization's progress and its effects on mission execution.

NAPA's endorsement of Coast Guard Modernization is an important milestone, but plenty of hard work remains. We will continue to enhance our strong professional relationships with the unions that represent our civilian workforce. We will ensure our organizational changes reflect our commitment to the entire workforce and meet our labor

management obligations. In addition, we will remain within the bounds of our current legal authority while we work with the 111th Congress to obtain the critical legislative authority necessary to achieve a fully modernized Coast Guard.

We are creating a better Coast Guard through Modernization. By positioning ourselves to be more flexible, agile, and change-centric, we will improve our service to the Nation and enhance every Guardian's ability to protect, defend, and save. You can stay informed of our Modernization Efforts by visiting these websites:

[FORCECOM](#)
[OPCOM](#)
[DCMS](#)
[DCO](#)

Thanks for your continued hard-work, and dedication to our Coast Guard. Semper Paratus!

Posted at [7/06/2009 09:27:00 AM](#) [0 comments](#) 

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Sunday, July 5, 2009

Honoring our Wounded Warriors

Shipmates,

Last week I visited Walter Reed Army Medical Center with our Chaplain, Monsignor Bill Cuddy, and YN2 Jessie Fuller, our front office support and superb USO volunteer.

We had a chance to talk to courageous warriors who are overcoming significant injuries with a fierce desire and positive attitude that is humbling. It is hard to walk away from these visit and not believe the future of our country is in good hands.

We also had a chance to talk to the spouses and parents of these remarkable individuals. We snapped the picture for this post in the hallway talking to a spouse and mother of one of our warriors.



[DSC00362.JPG](#)

Originally uploaded by [uscgpress](#)

I chose this picture for another reason. If you look to the right and rear of our group you will see another individual. That is Bruce Perry who was our host, guide, and liaison for the visit. Bruce performs a special duty coordinating visits of high ranking officers, dignitaries, and a wide range of entertainers and athletes who take time to visit our recovering heroes.

Bruce is a former running back from the University of Maryland and an ACC Offensive Player of the Year. Bruce spent three years with the Philadelphia Eagles.

We thank Bruce for his support of our visits and his dedication to our Wounded Warriors.

We also thank YN2 Jessie Fuller who is a tireless volunteer for the USO in the Washington DC area.

ADM A

Posted at [7/05/2009 09:16:00 PM](#) [1 comment](#) 

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Friday, July 3, 2009

Station Castle Hill/ Ancient Keeper Change of Watch

Shipmates,

The Vice Commandant and I were at Station Castle Hill, RI last Wednesday for the Change of Command. CWO Kevin Galvin was relieved by CWO Tom Guthlein. The change of command was meaningful to both VADM Crea and me because both Kevin and Tom had worked for us before. It was also special because this was the first time an Ancient Keeper was relieved by the incoming commanding officer. Following the change of command, I presided over the Ancient Keeper Change of Watch. The Ancient Gold Mariner (VADM Papp) was on travel out of the country and could not attend, but the remaining "ancients" were there: VADM Crea (Gold Ancient Albatross), AMTCS McDougal (Silver Ancient Albatross), GMCS Kukla (Silver Ancient Mariner), and the newest, CWO Kuthlein (Ancient Keeper). We captured the four on camera at the reception!




[Station Castle Hill Ancient Keeper Change of Watch](#)

Originally uploaded by [uscgpress](#)

Good luck Kevin Galvin; thanks for your service. Welcome aboard Tom Guthlein.

All Hail the Ancient Ones.

ADM A

Posted at [7/03/2009 10:58:00 AM](#) [1 comments](#) 



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