



DEPARTMENT OF HOMELAND SECURITY

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WebWatch

Division 8, 5NR

March 2010

A. Anniversary of The Coast Guard Reserve

ADM Thad W. Allen, USCG

Today, I helped celebrate the 69th anniversary of the Coast Guard Reserve with Congressman William Delahunt, a former Coast Reservist. He visited us to honor this extraordinary and critical component of our workforce. The Coast Guard Reserve was created February 19th, 1941 when Congress amended the Coast Guard Auxiliary and Reserve Act. Since that time, Coast Guard Reservists have steadfastly stood the watch, alongside their active duty counterparts, in service to our country.

This year has seen many significant events for the Coast Guard Reserve. Most recently, more than 260 reservists were mobilized to provide security and life sustaining support after Haiti was ravaged by a devastating earthquake. Additionally, Coast Guard Reservists continue to support overseas contingency operations as over 700 reservists served on active duty, both at home and abroad.

Our rapidly changing world presents constant challenges for our service and for the security of our country. The Reserve Force fills a critical role in our ability to meet these challenges by providing specialized skill sets and an enhanced surge capability. Through our active support of the Reserve Force Readiness System, we stand united in our commitment to provide the best organizational construct to support our reserve force.

I encourage all guardians to congratulate your reserve shipmates on the occasion of the Sixty-Ninth Anniversary of the Coast Guard Reserve. To each Reservist: I am proud of your service, your commitment and your contributions.

B. Public Affairs Standardization Update - Pier Site Standardization

RDML K. L. Schultz, Director of Governmental and Public Affairs.

1. As part of the Public Affairs programs efforts to standardize work processes throughout the program, this ALCOAST announces the standardization of Coast Guard PIER (Public Information for Emergency Response) web sites.
2. Background: For more than 13 years Coast Guard Public Affairs Offices have used PIER as the primary means of providing media with Coast Guard news.
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- PIER provides our service a unique operational communications tool that facilitates establishment of joint information centers supporting response operations, crisis communications and day to day operations. As the information environment has changed, PIER site administrators have adopted emerging technologies and tactics to help more effectively tell the Coast Guard story not only to the media, but to many other audiences, using Coast Guard PIER sites. The innovative uses of PIER have helped Districts reach communication goals. However, the lack of standards and doctrine, and inconsistent adherence to and/or interpretation of section 508 requirements and other requirements have resulted in a system of sites that do not present a common look and functionality for the media and the public. This situation prevents the Public Affairs program from maximizing opportunities to drive interested publics to our news, social media and other online content and degrades our capacity to present a consistent Coast Guard brand. Varying sites also creates redundant training and work processes among a small PA community.
3. **Situation:** Because of PIER's proven operational capabilities and the current absence of a similarly robust tool in the .gov or .mil domain, the Commandant (CG-092) continues to seek annual waivers to continue operation of the programs PIER sites. Key to retaining PIER as our services primary interface with the media, is ensuring our PIER sites comply with published standards. This requirement is one of the primary drivers behind this standardization initiative.
 4. **Implementation:** To facilitate necessary changes in PIER sites, the Commandant (CG-0922) has developed Cascading Style Sheets (.css) to standardize the look and function of all Coast Guard PIER sites. Within the landing page is an identifying section that allows for prominent display of the District/Unit logo and contact information. District/Unit specific content currently featured on PIER site landing pages will now be hosted on a child page of the site, accessible from a drop down menu. This retains the ability for Districts to continue to post District/Unit specific products such as photo features, news features and online magazines, while simultaneously standardizing our PIER sites. The .css also have been tested to ensure compliance with published standards. The .css provide templates for all news releases, photo/video releases and multi-media releases. The .css cannot be changed by PIER site administrators.
 5. **Action:** PIER site administrators are not required to take any action in preparation for transition to .css PIER sites. Commandant (CG-09222) has developed a schedule to switch current PIER sites over to the new standardized .css format. It is not possible to develop District/Unit sites on the private side of PIER and then swap the new site for the old site, so some interruption of service is likely to occur.

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Commandant (CG-09222) will make changes between 2230 and 0600 EST to minimize impact.

- A. Transitioning to .css PIER sites will not affect the functions of PIER used by Public Affairs Specialists and Public Affairs Officers - the inquiries, media tools, distribution lists and other functions will work as they always have.
 - B. PIER site administrators are prohibited from changing any code of the .css. Commandant (CG-0922) is the office responsible for making any necessary changes to .css templates. PIER site users experiencing difficulties shall contact Pa1 Cangemi at 202-372-4634 Or nyxolyno.a.cangemi@uscg.mil to report issues.
6. Elements of this step in the Public Affairs Standardization effort will also help reduce errors in formatting of releases.
 7. The Coast Guard Public Affairs Standardization Team continues to work on products in media relations, administration, community relations, social media, training and operations. As initiatives complete beta testing and review, they will be announced through future ALCOASTS.
 8. Guidance contained in this ALCOAST shall be incorporated in the next change to the public affairs manual.
 9. Commandant (CG-0922) has taken great measures to make the standardization process as collaborative as possible. We seek feedback on standardization initiatives and appreciate constructive ideas for improvement. My POC for standardization issues is CWO Adam Wine, (202) 372-4638 or adam.m.wine@uscg.mil.

C. Mission Support Handbook

VADM J. P. Currier, Chief of Staff

1. I am proud to announce publication of our Mission Support Handbook Version 1.0 designed for service wide use. As we progress toward a modernized support construct, basic organizational structures and business rules have changed and will continue to do so. In an effort to ensure clarity, this handbook was designed to guide operational partners in obtaining solutions for the full variety of support



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requirements and challenges faced in the field. The handbook includes a detailed description of our mission support organization, frequently asked questions, and an index to support services.

2. Although this initial document represents a strong start, our organizational construct will continue to evolve. Engagement and cooperation by all hands will be required to mature processes, identify gaps and further improve the system. Email suggestions and updates for future versions to:
askmissionsupport@uscg.mil.
3. An initial hard copy of the handbook will be mailed in the next two to three weeks to all units listed in sections a through h of ref a. Future updates will be made to the electronic version which can be downloaded at:
<http://tinyurl.com/missionsupporthandbook>.

D. Change 1 To Aids To Navigation Manual – Administration

RDML K.S. Cook, Director of Prevention Policy

1. The updated manual is available online at the following locations:
 - A. <http://www.uscg.mil/directives>
 - B. <http://cgportal.uscg.mil>
2. Major changes include:
 - a. Implementation of policy regarding aid availability categories, NOAA ATON positioning, and publication of the light list via IATONIS.
 - b. Clarification of policy regarding the marking of offshore renewable energy installations and inspection/verification requirements for private ATON.
 - c. Cancellation of policy regarding temporary ATON changes exceeding 6 months being considered discrepant.
 - d. Alignment of existing policies for battery tracking under the ATON Admin Manual and the cancellation of COMDTINST 17478.11, ATON Battery Tracking System.
3. POC is Mr. Bob Trainor, (COMDT-54131), at 202-372-1550 or
robert.m.trainor@uscg.mil.

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E. 2010 Flag Officer And Senior Executive Service Assignments

ADM T. W. Allen, Commandant

Subject to the senate confirmation of the 24th commandant and the vice admiral nominees announced in refs a and b, the 2010 flag officer and senior executive service assignments are as follows.

VICE ADMIRALS:

VCG Vice Commandant
CG-01 Chief Of Staff
LANTAREA Commander
PACAREA Commander

VADM (SEL) S. BRICE-O'HARA
VADM J. P. CURRIER
VADM (SEL) R. C. PARKER
VADM (SEL) M. K. BROWN

REAR ADMIRALS:

DCO Deputy Commandant for Operations

RADM B. M. SALERNO

DISTRICT COMMANDS

First District
Fifth District
Seventh District
Eighth District
Ninth District
Eleventh District
Thirteenth District
Fourteenth District
Seventeenth District

RDML D. A. NEPTUN
RDML W. D. LEE
RADM W. D. BAUMGARTNER
RADM M. E. LANDRY
RDML M. N. PARKS
RDML J. R. CASTILLO
RADM G. T. BLORE
RDML C. W. RAY
RADM C. C. COLVIN

AREA STAFF/UNITS

LANTAREA/OPCOM-09
OC-3 Operations Division Chief
PACAREA-09/FORCECOM CDR
PACAREA/Deployable Operations Group

RDML J. A. WATSON
RDML S. E. MEHLING
RADM T. S. SULLIVAN
TBD

AREA SENIOR RESERVE OFFICERS

SR. Reserve Officer LANTAREA
SR. Reserve Officer PACAREA

RDML S. E. DAY
RDML (SEL) J. S. WELCH



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COMBATANT COMMANDS

Deputy J3 U.S. Northern Command Director Security and Intelligence, U.S. Southern Command USCYBERCOM J-6	RDML (SEL) D. B.ABEL RDML S. H. RATTI RADM D. T. GLENN
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JOINT INTERAGENCY TASK FORCES

Director, JIATF South Director, JIATF West	RADM D. B. LLOYD RDML C. J. TOMNEY
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HEADQUARTERS UNITS

Academy Superintendent PSC Commander, Personnel Service Center C4ITSC Director, C4IT Service Center NPFCD Director Nat'l Pollution Fund Center CGCYBERCOM	RADM J. S. BURHOE RDML D. R. MAY MR. M. T. POWELL MR. C. A. BENNETT TBD
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HEADQUARTERS STAFF

CG-00H Director, Civil Rights Staff CG-00J Chief Administrative Law Judge CG-092 Assistant Commandant For Governmental And Public Affairs CG-094 The Judge Advocate General CG-094D Deputy Judge Advocate General CG-095 Director, Enterprise Strategy, Mgmt and Doctrine CG-1 Assistant Commandant For Human Resources CG-11 Director of Health And Safety CG-12 Director of Personnel Management CG-13 Director of Reserve and Leadership CG-2 Assistant Commandant for Intelligence and Criminal Investigations CG-2D Deputy Assistant Commandant for Intelligence and Criminal Investigations CG-2SA Strategic Advisor to the Assistant Commandant for Intelligence and Criminal Investigations CG-4 Assistant Commandant For Engineering and Logistics	MS. T. A. DICKERSON HON J. N. INGOLIA RDML K. L. SCHULTZ TBD MR. C. M. LEDERER RDML P. V. NEFFENGER RADM R. T. HEWITT RADM M. J. TEDESCO MR. C. B. ODOM RDML S. L. STOSZ RADM C. A. COOGAN TBD MR. F. R. CALL, III RDML T. P. OSTEBE
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CG-4D Deputy Assistant Commandant For Engineering and Logistics	MR. J. G. ORNER
DCO-I International Affairs and Foreign Policy Advisor	MS. K. D. MADISON
CG-5 Assistant Commandant for Marine Safety, Security, and Stewardship	RADM P. F. ZUKUNFT
GMCC Director, Global Motor Coordination Cell	MR. G. C. RASICOT
CG-51 Director of Assessment, Integration And Risk Management	MR. D. A. GOWARD
CG-52 Director of Commercial Regulations And Standards	MR. J. G. LANTZ
CG-53 Director of Response Policy	RDML C. B. THOMAS
CG-54 Director of Prevention Policy	RDML K. S. COOK
CG-6 Assistant Commandant for C4 And Information Technology	RDML R. E. DAY
CG-7 Assistant Commandant for Capability	RDML V. B. ATKINS
CG-8 Assistant Commandant for Resources And CFO	RDML K. A. TAYLOR
CG-8D Deputy Assistant Commandant for Resources and Deputy CFO	MR. M. J. RAJK
CG-9 Assistant Commandant For Acquisition	RADM R. J. RABAGO
CG-91 Senior Procurement Executive and Head of Contracting Activity	MS. C. M. GRADY
CG-92 Deputy Chief Acquisitions Officer and Director of Acquisition Services	MR. M. F. TANGORA
CG-93 Director of Acquisition Programs and Program Executive Officer	RDML J. H. KORN
CG-93D Deputy Director Of Acquisition Programs	MS. G. L. PHAN
LIAISON/FIELD ASSIGNMENTS	
DHS DHS Military Advisor to S-1	RDML C. D. MICHEL
NMIC Deputy Director, Nat'l Maritime Intel Center	RDML R. A. NASH
NSC Senior Director, Transborder Security	RADM T. F. ATKIN

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F. Change Management Tools

RADM Ronald T. Hewitt, Assistant Commandant for Human Resources

CAPT Bruce C. Jones, Acting Director of Enterprise Strategic Management and Doctrine.

1. Coast Guard leaders at every level need to be competent at leading change. The most efficient way to gain competence is by using a common, structured approach, complete with common tools and specific practices. As with project management, there is a logical series of steps that must be taken to effectively and efficiently manage change. Best practice research describes a strong connection between a structured approach and the success of the change initiative. Invoking a formal method at the earliest stages of a project dramatically increases the likelihood of success.
2. After considerable review of the many approaches available, the Coast Guard has contracted for the use of a web-based change management learning center and the practices and tools developed by PROSCI, Inc. These resources include checklists, assessments, planning templates, white papers, textbooks, presentation and report templates, etc. The tools are available to everyone in the Coast Guard - Military, Civilian, Active Duty, Reserve, and Contractors while supporting Coast Guard contracts - for the purpose of leading change systematically.
3. Our modernization team and key project leaders have made use of these tools already. Training has been and will be provided for key change management teams. We encourage all leaders, at all levels, to visit the PROSCI web site, explore the tools, and if time permits to complete a short tutorial to become familiar with the methods. The assistant commandant for human resources (CG-1) has launched a CGPORTAL change management community of practice at: <https://cgportal.uscg.mil/lotus/myquickr/change-management>, where details on how to access the PROSCI web site are available.
4. Managing change is a fundamental leadership competency, and leaders should support and encourage the development of this competency in those who report to them, and to use these tools when appropriate.
5. Questions related to access or use may be directed to COMDT (CG-1) POCS: Mr. Bob Hinds at 202.475.5345, robert.c.hinds@uscg.mil or Ms. Claudia Isaacoff at 202.475.5034, claudia.s.isaacoff@uscg.mil.



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G. Leadership for Safe And Effective Boat Operations

ADM Thad W. Allen, Commandant

1. Over the past several months we have experienced two tragic mishaps within the boat forces community. These incidents involved one death, serious injuries and put our crews and the public at unnecessary risk. Furthermore, they threaten to undermine public confidence and damage our reputation as competent and professional boat operators. Proactive leadership is required to guide professional development, hone judgment and gauge the ability of each crewmember to execute our missions successfully. Clearly, each member of the chain of command plays a vital role. Those in command are ultimately responsible and accountable for professional certifications and compliance with established coast guard procedures.
2. PUB 1 outlines the fundamental principles that guide our operations. I emphasize, in particular, the principles of managed risk and on-scene initiative. The leadership challenge is to train and develop highly proficient boat operators who demonstrate sound judgment during the most trying of circumstances. We must have crews who can execute our missions, without waiting for direction from higher levels within the chain of command, within the scope of their authority. We must instill in our crews the ability to balance mission execution and sound operational risk assessment. They must remain vigilant in identifying and mitigating risk in every mission and in all operational environments. That critical balance between on-scene initiative and risk management is achieved only through rigorous training and direct command involvement.
3. Area, District and Sector Commanders, Station Commanding Officers/Officers in Charge, and our Senior Enlisted Boat Forces Leaders must be actively engaged in developing these essential skills in all our Guardians. There is no substitute for strong leadership. I require each leader within the Boat Forces Chain Of Command to make a significant commitment to achieve this objective. Every level of leadership must ensure our over 4,000 boat operators have the time and focus to develop and maintain the skills needed to safely accomplish their very demanding missions.
4. Our shared objective is operational excellence. The time we invest in our people will pay dividends not only in safe, effective operations but will serve to strengthen the professionalism and ethos that guide us as America's Maritime Guardians.

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5. We will be aggressive in efforts to identify root causes and address underlying issues in boat forces mishaps. Accordingly, the Vice Commandant has directed the Force Readiness Command (FORCECOM) to conduct a systemic review of small boat operational doctrine, tactics, techniques and procedures, and training. This comprehensive review will be completed on 1 August with key updates on 1 March, 1 April and 1 July. FORCECOM will publish these updates on the Coast Guard Portal. The Vice Commandant has also directed the Deputy Commandant For Operations to establish a Boat Forces Advisory Council (BFAC), chaired by the Joshua James Ancient Keeper*, to provide a communications conduit between the field and HQ that will ensure service leadership is continually linked to field realities. This Council will make recommendations on policy, doctrine, training, support and acquisition issues affecting the boat forces community.

*(Editor's Note: The Joshua James Ancient Keeper Award is presented to a Coast Guard member on active duty in recognition of their longevity and outstanding performance in boat operations. The awards namesake, Capt Joshua James, is the most celebrated lifesaver in Coast Guard history with 626 lives saved. Only those who exemplified the finest traits of maritime professionalism and leadership were appointed Keepers. The Ancient Keeper represents all Keepers who continue to live by the creed of those that served before them. They continue to go to the seas rocky realm at the extreme peril of their own lives, in pursuit of the safety and security of others, in performance of our Coast Guard missions. Today, the Ancient Keeper is charged with keeping the oversight of Coast Guard Boat Operations to ensure the services traditional professionalism remains intact. Chief Warrant Officer Thomas J. Guthlein of Coast Guard Station Point Allerton currently serves as the Joshua James Ancient Keeper.)

H. Release of Important Preparedness And Incident Management Guidance.

RADM P. F. Zukunft, Director of Response Policy

1. On November 9, 2009 COMMANDANT (CG-53) signed COMDTINST 16000.22, Coast Guard Connectivity to The National Response Framework. This policy ensures the Coast Guard is fully prepared to support the nation's engagement in all hazard/all incident operations. It replaces Ref (a) and is posted on CGPORTAL at: <https://cgportal.uscg.mil/lotus/myquickr/coast-guard-preparedness/plans-and-policy>.
2. On November 2, 2009, OSC Martinsburg posted the Incident Command System (ICS) Type 3 and 4 Competencies on the Training Management Tool (TMT) website. Commandant (CG-533) posted associated PQS (Performance Qualification Standard) for each competency on Homeport at <http://homeport.uscg.mil/ics/>. The Coast Guard ICS program will develop Type 2 PQS over the next 18 months, followed by Type 1 PQS.

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3. The Type 3 PQS and TMT competencies:
 - a. Help Coast Guard personnel and unit training officers track completion of the certification requirements mandated by COMDTINST 16000.22, Coast Guard Connectivity to The National Response Framework.
 - b. Represent a major step towards full ICS implementation for all incident/all hazard response management in the Coast Guard.
 - c. Ensure our people obtain and maintain qualifications that are recognized externally to the Coast Guard and are consistent with NIMS ICS guidance.
4. Pending promulgation of Type 1 and 2 PQS, Districts and FORCECOM shall complete Type 3 Certification, and utilize historical recognition (grandfathering) and interim certification processes for certification at the Type 1 or 2 level.
5. Future plans: Commandant (CG-533) continues to work closely with DHS/FEMA in the development of national NIMS ICS standards and guidance. These standards and guidance set the timeline for promulgation of the Type 1 and 2 level PQS completion.
6. Point of contact for this message: LCDR Aaron Meadows-Hills (202) 372-2259 or aaron.r.meadowshills@uscg.mi.
7. The Coast Guards mandate is to be always ready for all risks and all hazards. In a changing world, our continued success depends heavily upon our ability to be prepared for action. Continuous improvement and a commitment to excellence must remain part of the Coast Guard's legacy. *SEMPER PARATUS*.

I. **New Anti-Harassment And Hate Incident Procedures COMDTINST**

Terri A. Dickerson, Director, Civil Rights Directorate.

1. This ALCOAST announces the release of Harassment And Hate Incident Procedures, COMDTINST 5350.7 (series) dated 5 January 2010.
2. This new COMDTINST establishes the Coast Guard's policy to ensure a workplace where no member of the workforce will be subject to physical or verbal harassment, abuse or violence based on an individual's race, color, religion, sex, sexual orientation, national origin, age, disability, marital status, parental status, political affiliation or any other basis protected by law. The instruction reflects the ongoing commitment of the Coast Guard to provide a workplace environment free of harassing behavior.

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3. All Coast Guard Unit Commanders, Commanding Officers, Officers-In-Charge, Deputy/Assistant Commandants, and Chiefs of Headquarters Staff Elements shall comply with the provisions of this instruction.

4. Official distribution is electronically available at the following website:
http://cgweb.comdt.uscg.mil/cgdirectives/ci/ci_5350_7.pdf or click on the following link to the directives site and search for COMDTINST 5350.7,
<http://cgweb2.comdt.uscg.mil/cgdirectives/>. Questions regarding the instruction should be directed to Ms. Francine Blyther, Chief, Office of Civil Rights Operations (CG-00H-2) at (202) 372-4520.