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2009 USCG INNOVATION EXPO

Virginia Beach, VA

16 - 19 November 2009

Agenda

Monday, November 16, 2009

CGCIS Support to the Coast Guard Innovation Expo 2009

- LCDR Alan Tubb USCG Counterintelligence Service (CGCIS) MIFC LANT

Tuesday, November 17, 2009

Panel Session #1: ***The Myths of Innovation: Balancing the Benefits and the Costs of Risk Taking***
Moderator: Ms. Lisa Bodell, CEO futurethink
Panelists:

- Mr. Bill Wing, President and CEO of Wing Inflatables Inc
- Mr. Edwin Addison, Innovation faculty member Johns Hopkins University, founder Addison Biomedicine, Inc
- Mr. Gary Koelling, Director, Emerging Media Technology, Best Buy, Inc.
- Mr. Timothy R. Girton, Technical Director, U.S. Coast Guard Research & Development Center

Panel Session #2: ***CG Acquisition: Strengthening the Coast Guard of the Future***
Moderator: Mr. Tom D. Chalecki, Deputy, Office of Mission Support Integration (DCMS-5)
Panelists:

- RADM Ronald J. Rábago, USCG Assistant Commandant for Acquisition (CG-9) and Chief Acquisition Officer (CAO)
- RADM Paul Zukunft, USCG Assistant Commandant for Capability (CG-7)
- Ms. Clair Grady, Senior Procurement Executive & Head of Contracting Activity (CG-91)
- Mr. Dana Goward, Director of Assessment, Integration, and Risk Management (CG-51)
- CAPT Marshall B. Lytle, USCG Chief Information Officer /Acting Assistant Commandant for C4 and IT (CG-6)

Panel Session #3*: Industry Thought Leaders: How Industry Brings Experience, Engineering, and Expertise to the Table.*
Moderator: CAPT Joseph M. Re, USCG, Chief, Office of Performance Management and Decision Support (CG-0954)
Panelists:

- Mr. Pat Stillman, Senior Vice President, SAIC
- Mr. Jack Littley, DSc, President and COO, Truestone
- Mr. Lee Wright, General Dynamics, C4 Systems
- Mr. Paul F. Bill, Deputy Director - Business Development Armaments Systems, BAE Systems Land & Armaments
- Mr. Tom Crabtree, VP Booz Allen Hamilton

Wednesday, November 18, 2009

Panel Session #4: ***Coast Guard Modernization: Where We Are and Where We Are Heading***
Moderator: RDML (sel) Sandra L. Stosz, USCG, Director, Enterprise Strategy, Management and Doctrine Oversight (CG-095)
Panelists:

- RDML Kevin S. Cook, USCG, Director of Prevention Policy (CG-54)
- Mr. Jamie Zamora, Project Director and Management Consultant, NAPA
- Mr. Jeffery G. Orner, Deputy Assistant Commandant for Engineering & Logistics USCG (CG-4D)
- CAPT Richard M. Kaser, USCG, Chief of Staff, Atlantic Area / OPCO
- CAPT Charley L. Diaz, USCG, Chief of Staff, Pacific Area / FORCECOM

- Mr. Martin J. Rajk, Deputy Assistant Commandant for Resources USCG (CG-8D)

Panel Session #5: ***Innovation Management: Harvesting Ideas for Exponential Efficiency Improvement***
Moderator: Dr. Phil Samuel, Ph.D., Chief Innovation Officer, Breakthrough Management Group International
Panelists:

- Ms. Tina Cariola, IdeaFactory Program Manager, Transportation Security Administration
- Ms. Montressa L. Washington, Senior Managing Consultant, IBM Global Business Services
- Ms. Christa Semko, Digital Media Strategist, Employee Storm, Dell Computers

Panel Session #6: ***Born Ready: Coast Guard Missions and the Guardian of Tomorrow***
Moderator: Dr. Steve B. Wehrenberg, Ph.D., Director of Human Resources Strategy and Capability Development
Panelists:

- CDR Kurt Virkaitis, USCG, Office of Net Assessment, Office of the Secretary of Defense
- Mr. Dan Ingold, Principle, Powersmith Energy Consulting
- Dr. Mark C. Gentry, Supervisor of Arctic Technology and Metocean, ExxonMobil Upstream Company
- Dr. Pablo Clemente-Colon, Chief Scientist of the National Ice Center (NIC), NOAA

2009 USCG Innovation Expo Tentative Agenda*
November 16-19, 2009
Virginia Beach Convention Center
Virginia Beach, Virginia
*(*subject to change - 11/12/09)*

Monday, November 16, 2009

8:00 a.m. – 5:00 p.m.	Decorator set-up & Exhibitor set-up Exhibit Halls A, B & C Virginia Beach Convention Center

Tuesday, November 17, 2009

7:00 a.m. – 5:30 p.m.	USCG Innovation Expo Attendee Registration & Check-in Pre-function Area Virginia Beach Convention Center
7:00 a.m. – 8:00 a.m.	Continental Breakfast Ballroom Pre-function Area Virginia Beach Convention Center
8:00 a.m. – 8:45 a.m.	USCG Innovation Expo Opening Ceremony Ballroom 1 & 2 Virginia Beach Convention Center • USCG Welcome & Opening Comments CAPT Joseph M. Re, USCG Chairman, USCG Innovation Council • NDIA Welcome & Opening Comments Lt Gen Lawrence P. Farrell, Jr., USAF (Ret.) President & CEO, NDIA • USCG Opening Remarks VADM David P. Pekoske, USCG Vice Commandant United States Coast Guard • USCG Commandant Opening Remarks ADM Thad W. Allen, USCG 23rd Commandant of the United States Coast Guard
8:45 a.m. – 10:00 a.m.	USCG Innovation Expo Keynote Speaker Ballroom 1 & 2 Virginia Beach Convention Center • Mr. Kerry Patterson Author: *"Crucial Conversations, Crucial Confrontations, Influence"*
10:00 a.m. – 5:30 p.m.	Expo Floor opens immediately after Keynote Speaker Exhibit Halls A, B & C Virginia Beach Convention Center

2009 USCG EXPO CONFERENCE BADGES ARE TO BE WORN AT ALL TIMES DURING EVENT.

Tuesday, November 17, 2009 (cont.)

10:00 a.m. – 10:30 a.m.	Coffee Break Exhibit Halls A, B & C Virginia Beach Convention Center
10:30 a.m. – 12:00 noon	USCG Innovation Expo Panel Session #1: Ballroom 1 & 2 Virginia Beach Convention Center *The Myths of Innovation: Balancing the Benefits and the Costs of Risk Taking* Moderator: Ms. Lisa Bodell, CEO future**think** Panelists: • Mr. Bill Wing, President and CEO of Wing Inflatables Inc • Mr. Edwin Addison, Innovation faculty member Johns Hopkins University, founder Addison Biomedicine, Inc • Mr. Gary Koelling, Director, Emerging Media Technology, Best Buy, Inc. • Mr. Timothy R. Girton, Technical Director, U.S. Coast Guard Research & Development Center *This is a candid discussion about fostering an organizational culture that maintains a risk tolerant posture so it can reap the inherent benefits of innovation.*
12:00 a.m. – 1:00 p.m.	Buffet Lunch Exhibit Hall D Virginia Beach Convention Center

Tuesday, November 17, 2009 (cont.)

1:00 p.m. – 3:00 p.m.

USCG Innovation Expo Panel Session #2:
Ballroom 1 & 2
Virginia Beach Convention Center

CG Acquisition: Strengthening the Coast Guard of the Future

Moderator: Mr. Tom D. Chalecki,
Deputy, Office of Mission Support Integration
(DCMS-5)

Panelists:

- RADM Ronald J. Rábago, USCG
  Assistant Commandant for Acquisition (CG-9) and Chief Acquisition Officer (CAO)
- RADM Paul Zukunft, USCG
  Assistant Commandant for Capability (CG-7)
- Ms. Clair Grady, Senior Procurement Executive & Head of Contracting Activity (CG-91)
- Mr. Dana Goward,
  Director of Assessment, Integration, and Risk Management (CG-51)
- CAPT Marshall B. Lytle, USCG
  Chief Information Officer /Acting Assistant Commandant for C4 and IT (CG-6)

An informative brief by CG Acquisition experts followed by an open Q&A session. This event will address how today's initiatives are building an agile Coast Guard for tomorrow.

3:00 p.m. – 3:30 p.m.

Coffee Break
Exhibit Halls A, B & C
Virginia Beach Convention Center

Tuesday, November 17, 2009 (cont.)

3:30 p.m. – 5:00 p.m.

USCG Innovation Expo Panel Session #3:
Ballroom 1 & 2
Virginia Beach Convention Center

Industry Thought Leaders: How Industry Brings Experience, Engineering, and Expertise to the Table.

Moderator: CAPT Joseph M. Re, USCG
Chief, Office of Performance Management and Decision Support (CG-0954)

Panelists:

- RDML Kevin S. Cook, USCG
  Director of Prevention Policy (CG-54)
- Mr. Jeffery G. Orner,
  Deputy Assistant Commandant for Engineering & Logistics USCG (CG-4D)
- CAPT Richard M. Kaser, USCG
  Chief of Staff, Atlantic Area / OPCOM
- CAPT Charley L. Diaz, USCG
  Chief of Staff, Pacific Area / FORCECOM
- Mr. Martin J. Rajk,
  Deputy Assistant Commandant for Resources USCG (CG-8D)
- Dr. Steve Kelly,
  VP for Home Market Business Development, BAE

A panel of experts discussing Independent Research and Development (IRAD), experience, and knowledge disciplines that help the Coast Guard achieve mission excellence.

5:30 p.m. – 7:00 p.m.

Welcome Reception
Exhibit Halls A, B & C
Virginia Beach Convention Center

Wednesday, November 18, 2009

7:00 a.m. – 5:30 p.m.

USCG Innovation Expo Attendee Registration
Check-in (continues)
Pre-function Area
Virginia Beach Convention Center

7:00 a.m. – 8:00 a.m.

Continental Breakfast
Ballroom Pre-function Area
Virginia Beach Convention Center

Wednesday, November 18, 2009 (cont.)

8:00 a.m. – 09:30 a.m.

USCG Innovation Expo Keynote Speaker
Ballroom 1 & 2
Virginia Beach Convention Center

"Strategic Innovation and Risk Management in a Changing World"

- Dr. Douglas Stone,
  Chairman & CEO of
  Rail Networks International, USMC (Ret.)

8:00 a.m. – 5:30 p.m.

Expo Floor opens
Exhibit Halls A, B & C
Virginia Beach Convention Center

10:00 a.m. – 10:30 a.m.

Coffee Break
Exhibit Halls A, B & C
Virginia Beach Convention Center

10:30 a.m. – 12:00 p.m.

USCG Innovation Expo Panel Session #4:
Ballroom 1 & 2
Virginia Beach Convention Center

Coast Guard Modernization: Where We Are and Where We Are Heading

Moderator: RDML (sel) Sandra L. Stosz, USCG
Director, Enterprise Strategy, Management and Doctrine Oversight (CG-095)

Panelists:

- RDML Kevin S. Cook, USCG
  Director of Prevention Policy (CG-54)
- Mr. Jamie Zamora,
  Project Director and Management Consultant, NAPA
- Mr. Jeffery G. Orner,
  Deputy Assistant Commandant for Engineering & Logistics USCG (CG-4D)
- CAPT Richard M. Kaser, USCG
  Chief of Staff, Atlantic Area / OPCO
- CAPT Charley L. Diaz, USCG
  Chief of Staff, Pacific Area / FORCECOM
- Mr. Martin J. Rajk,
  Deputy Assistant Commandant for Resources USCG (CG-8D)

A discussion of the Coast Guard's current sweeping organizational changes and the tools, techniques, and best practice solutions that can help accomplish the vision.

Wednesday, November 18, 2009 (cont.)

12:00 p.m. – 1:30 p.m.

Box Lunch
Exhibit Hall D
Virginia Beach Convention Center

1:30 p.m. – 3:00 p.m.

USCG Innovation Panel Session #5:
Ballroom 1 & 2
Virginia Beach Convention Center

Innovation Management: Harvesting Ideas for Exponential Efficiency Improvement

Moderator: Dr. Phil Samuel, Ph.D.,
Chief Innovation Officer, Breakthrough Management Group International

Panelists:

- Ms. Tina Cariola,
  IdeaFactory Program Manager,
  Transportation Security Administration
- Ms. Montressa L. Washington,
  Senior Managing Consultant,
  IBM Global Business Services
- Ms. Christa Semko,
  Digital Media Strategist, EmployeeStorm,
  Dell Computers
- Mr. Gary Koelling,
  Director, Emerging Media Technology, Best Buy, Inc.

How idea management tools promote innovation by helping organizations capture, manage, and evaluate ideas to improve organizational efficiency and effectiveness.

3:00 p.m. – 3:30 p.m.

Coffee Break
Exhibit Halls A, B & C
Virginia Beach Convention Center

Wednesday, November 18, 2009 (cont.)

3:30 p.m. – 5:00 p.m.

USCG Innovation Panel Session #6:
Ballroom 1 & 2
Virginia Beach Convention Center

Born Ready: Coast Guard Missions and the Guardian of Tomorrow

Moderator: Dr. Steve B. Wehrenberg, Ph.D.,
Director of Human Resources Strategy and Capability Development

Panelists:

- Captain Bruce C. Jones, USCG
  Chief, Office of Strategic Analysis (CG-0951)
- CDR Kurt Virkaitis, USCG,
  Office of Net Assessment,
  Office of the Secretary of Defense
- Mr. Dan Ingold,
  Principle, Powersmith Energy Consulting
- Dr. Mark C. Gentry,
  Supervisor of Arctic Technology and Metocean,
  ExxonMobil Upstream Company
- Dr. Pablo Clemente-Colon,
  Chief Scientist of the National Ice Center (NIC),
  NOAA

This educated strategic discussion of forecasted Coast Guard mission change will focus on where our nation's Guardians might find themselves over the next 20 years. An interactive panel discussion of where the service is going and the policies and developmental technologies to get us there.

5:30 p.m. – 7:00 p.m.

Reception featuring a performance by the
U.S. Coast Guard Honor Guard Silent Drill Team.
Pre-function Area
Virginia Beach Convention Center

Thursday, November 19, 2009

7:00 a.m. – 12:00 p.m.

USCG Innovation Expo Attendee Registration
Check-in (continues)
Visit Exhibit Only Day
Pre-function Area
Virginia Beach Convention Center

7:00 a.m. – 8:00 a.m.

Continental Breakfast
Ballroom Pre-function Area
Virginia Beach Convention Center

8:00 a.m. – 12:30 p.m.

Expo Floor opens
Exhibit Halls A, B, & C
Virginia Beach Convention Center

Thursday, November 19, 2009 (cont.)

10:00 a.m. – 10:30 a.m.	Coffee Break Exhibit Halls A, B & C Virginia Beach Convention Center
10:30 a.m. – 11:30 p.m.	USCG Innovation Award Presentations Ballroom 1, 2 & 3 Virginia Beach Convention Center Introductions: • VADM David P. Pekoske, USCG Vice-Commandant United States Coast Guard Presenter: • ADM Thad M. Allen, USCG Commandant United States Coast Guard ↬ USCG "Captain Niels P. Thomsen Innovation Award" Presentation ↬ USCG "Alexander Hamilton Award" Presentation
11:30 a.m. – 12:00 p.m.	USCG Innovation Expo Closing Ceremony Ballroom 1, 2 & 3 Virginia Beach Convention Center • Closing Remarks by ADM Thad M. Allen, USCG • Colors (Revolutionary Honor Guard)
12:30 p.m.	2009 USCG Innovation Expo Adjourns
12:30 p.m. – 7:00 p.m.	Exhibit Floor Closes. Exhibitor Move-Out

National Defense Industrial Association



21st Annual International Integrated Program Management Conference

"Putting the PM Back into the Process"

November 2 - 4, 2009

Alexandria, VA

AFEI NTSA PSA WIDS

Mastering Business Development Workshop

"…acquire the knowledge, thinking, skills and discipline for proactive Business Development…"

November 3 - 4, 2009

Herndon, VA

National Defense Industrial Association

Aircraft Survivability Symposium (Secret / US Only)



"Next Generation Requirements"

November 3 - 6, 2009

Monterey, CA

National Defense Industrial Association

USCG Innovation EXPO



"Innovation Inside – Opportunities Amidst Change"

November 16 - 19, 2009
Virginia Beach, VA

National Defense Industrial Association

14th Annual Expeditionary Warfare Conference



"Expeditionary Warfare in a Complex Joint Operating Environment"

November 16 - 19, 2009

Panama City, FL

National Defense Industrial Association

9th Annual CMMI Technology Conference



November 16 - 19, 2009

Denver, CO

Australian Attaché Luncheon

Featuring Air Vice-Marshal Kym Osley AM, CSC,
Head Australian Defence Staff (Washington)

Discussing "The Australian Defence Force of 2030"

November 19, 2009

Washington, DC

Marine Corps System Command Small Business Opportunities Conference



November 19, 2009

Fredericksburg, VA

National Defense Industrial Association

Interservice/Industry Training, Simulation and Education Conference (I/ITSEC)



November 30 – December 3, 2009

Orlando, FL

National Defense Industrial Association

13th Annual Small Business Conference



"Partners for Success: Small Business & the Military"

December 2 - 3, 2009

McLean, VA

C4ISR Breakfast



December 3, 2009

Pentagon City, VA

Small Business Breakfast

"Current Trends in Mergers & Acquisitions"

December 9, 2009

Arlington, VA

National Defense Industrial Association

Systems Engineering Division Planning Meeting

December 9 - 10, 2009

Scottsdale, AZ

NDIA
National Defense Industrial Association

Defense Systems Acquisition Management Course (DSAM)

January 11 - 15, 2010

Long Beach, CA

National Defense Industrial Association

2010 Biometric Conference



"Matches to Missions"

January 20 - 21, 2010

Arlington, VA

National Defense Industrial Association

Combating Terrorism Technical Support Office Advanced Planning Briefing for Industry



January 26, 2010

Washington, DC

Mastering Business Development Workshop

"…acquire the knowledge, thinking, skills and discipline for proactive Business Development…"

February 2 – 3, 2010

Tampa, FL

NDIA
National Defense Industrial Association

C4ISR Breakfast



February 4, 2010

Pentagon City, VA

AFEI nsa PSA WIDS

Tactical Wheeled Vehicles Conference



"TWV Strategy During Challenging Times"

February 7 - 9, 2010

Monterey, CA

Munitions Executive Summit (MES)



"The Challenge: Aligning Industrial Capabilities with Munitions Requirements and Resources"

February 8 - 10, 2010

Coronado, CA

NDIA
National Defense Industrial Association

21st Annual SO/LIC Symposium & Exhibition



"The Evolving National Strategy: The Impact on Special Operations and Its Partners"

February 9 - 11, 2010

Washington, DC

National Defense Industrial Association

An NDIA Affiliate Event

Precision Strike Winter Roundtable

PRECISION STRIKE ASSOCIATION

February 10, 2010

Crystal City, VA

National Defense Industrial Association

26th Annual National Test & Evaluation Conference



"Defense Test & Evaluation in a Net-Centric World"

March 1 - 4, 2010

San Diego, CA

National Defense Industrial Association

2010 Joint Undersea Warfare Technology Spring Conference (Secret US Only)



March 8 - 11, 2009

San Diego, CA

National Defense Industrial Association

2010 Ground Robotics Capabilities Conference & Exhibition

March 16 - 18, 2010

Miami, FL

National Defense Industrial Association

Defense Systems Acquisition Management Course (DSAM)

March 22 - 26, 2010

Williamsburg, VA

2010 Worldwide Personnel Recovery Conference



"Diverse Threat, Unified Response"

March 29 – April 1, 2010

Arlington, VA

NDIA
National Defense Industrial Association

C4ISR Breakfast



April 1, 2010

Pentagon City, VA

AFEI nsa PSA WIDS

Marine Corps Systems Command Advanced Planning Briefing to Industry (APBI)

April 5 - 7, 2010

Baltimore, MD

National Defense Industrial Association

26th Annual National Logistics Conference & Exhibition

"Defense Logistics in an Era of Change: Strategically Focused, Operationally Engaged, and Committed to Professional Development"

April 12 - 15, 2010

Miami, FL

National Defense Industrial Association

11th Annual Science & Engineering Technology Conference & DoD Tech Exhibition



"Enabling Technologies to Fight Current & Future Conflicts"

April 13 – 15, 2010

Charleston, SC

National Defense Industrial Association

Global Explosive Ordnance Disposal Conference & Exhibition

The EOD Memorial FOUNDATION

"Combating Terrorists Use of Explosives"

April 27 – 30, 2010

Fort Walton Beach, FL

U.S. Coast Guard Innovation EXPO

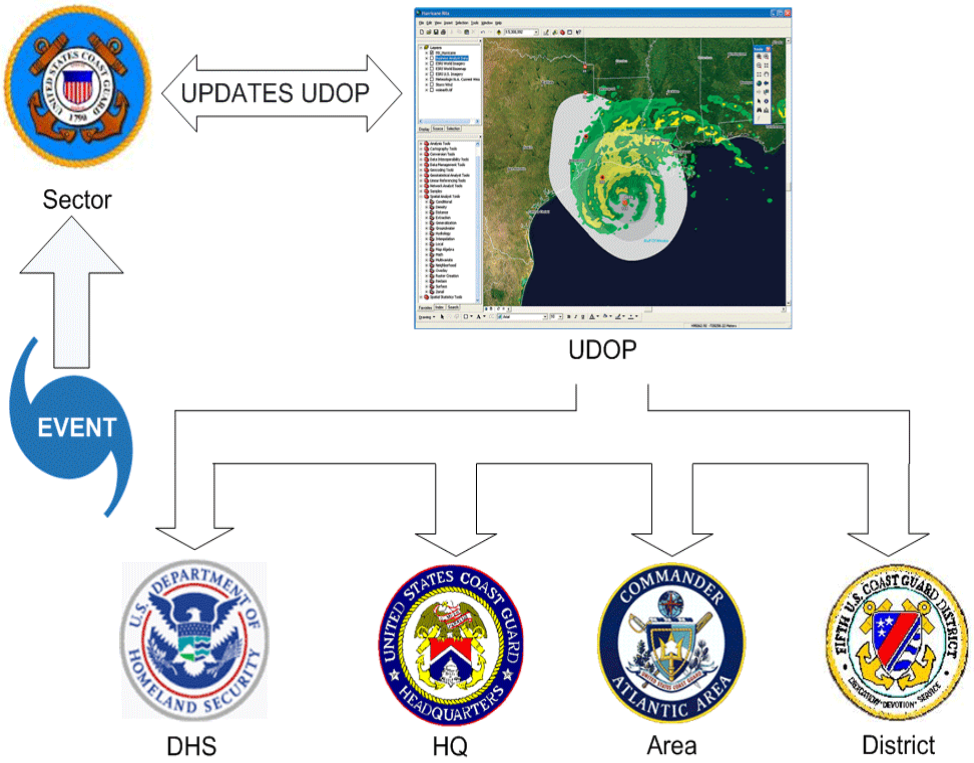
Industry Thought Leaders: How Industry Brings Experience, Engineering and Expertise to the Table

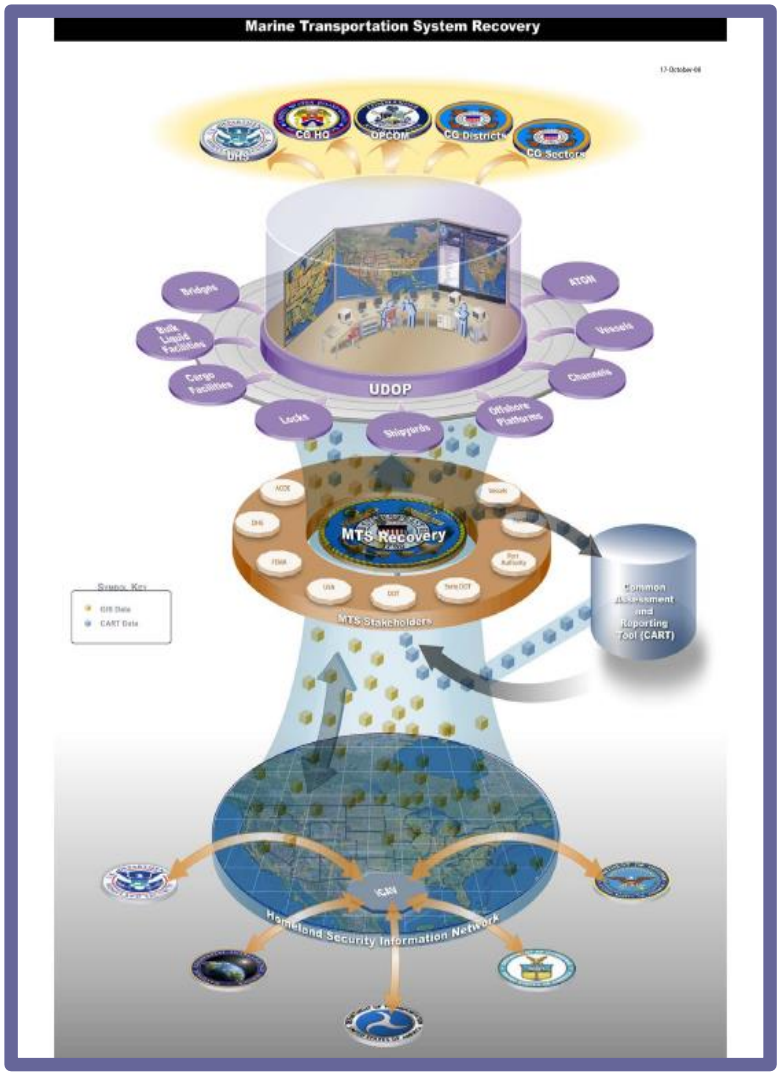
November, 17, 2009

Coast Guard Challenges/Opportunities

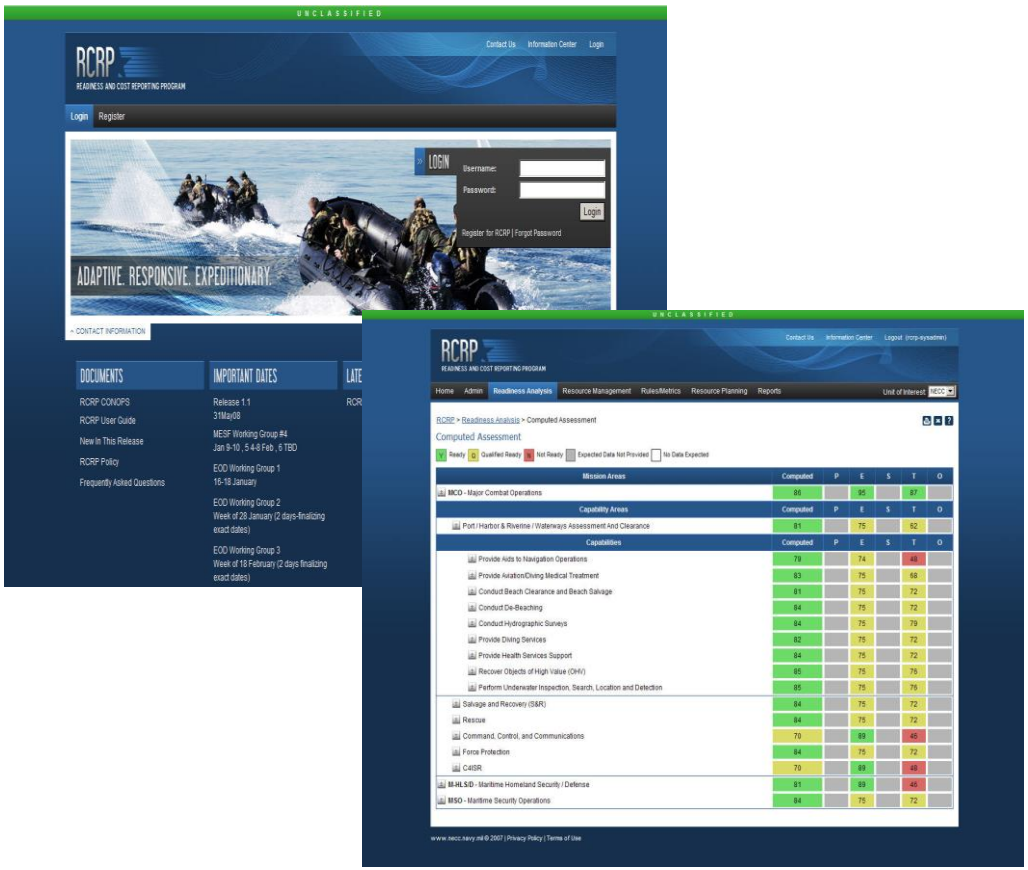
- **Achieve Awareness in the Maritime Domain - CART**
- **Meeting growing demand in a Resource Constrained Environment – RCRP**
- **Information Dominance – CYBER Capability**
- **Integrated Coast Guard Capabilities – Mission Engineering**

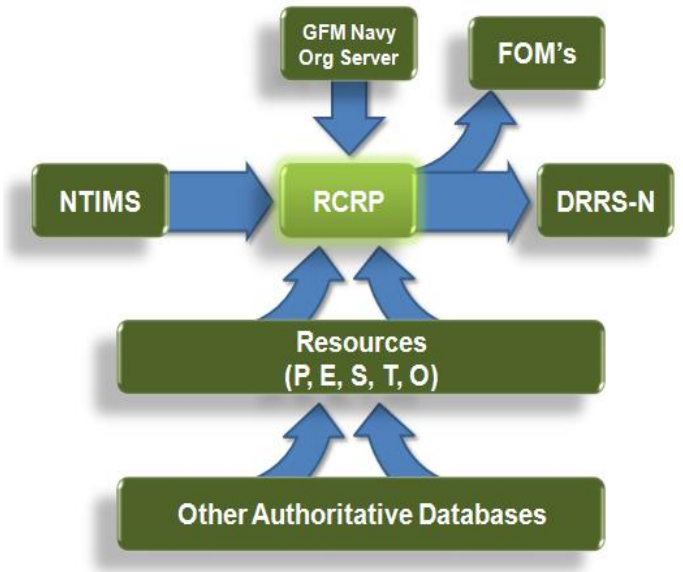
Marine Transportation System (MTS) Common Assessment Recovery Tool (CART)



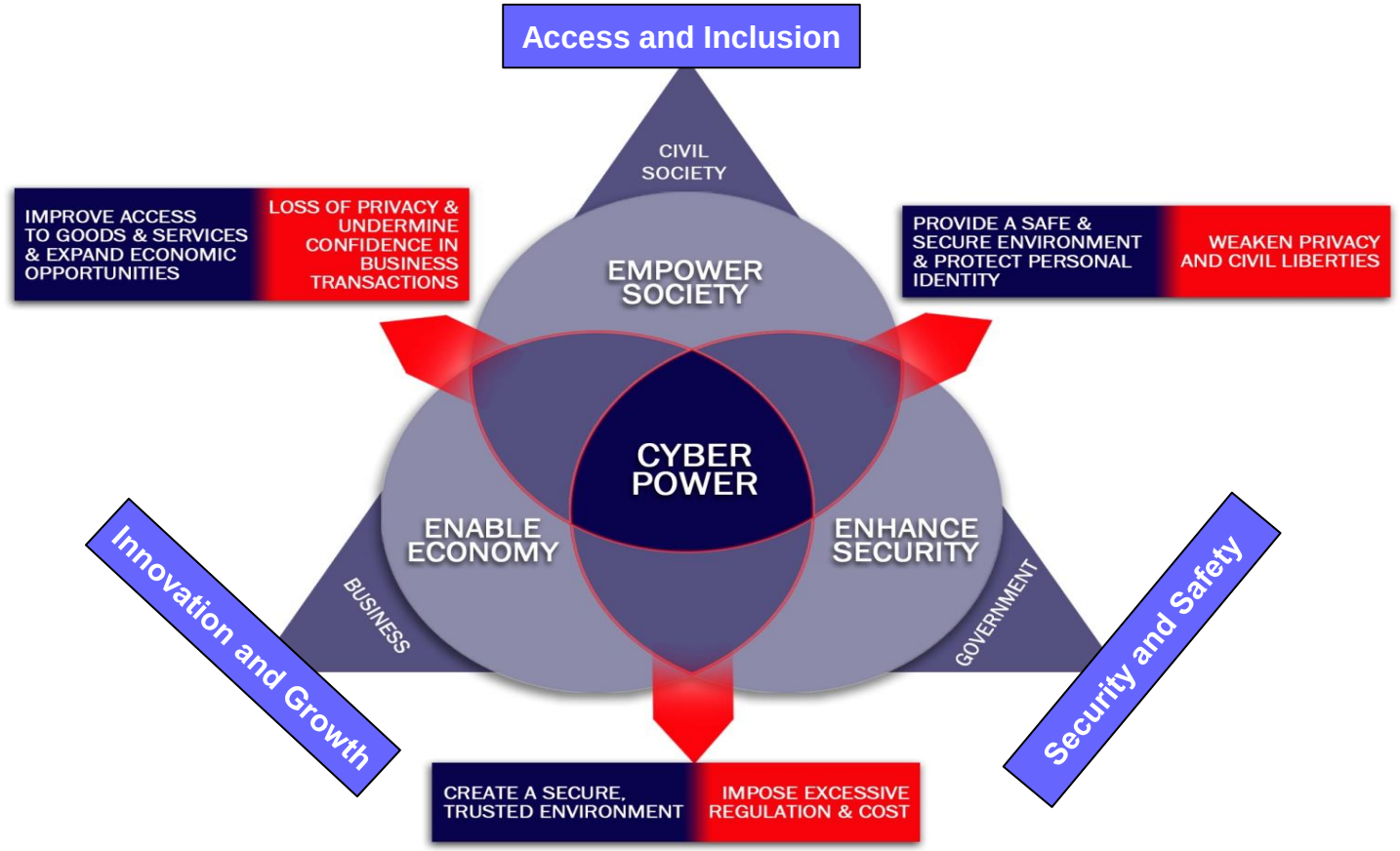


Readiness Cost/Capability Report Process



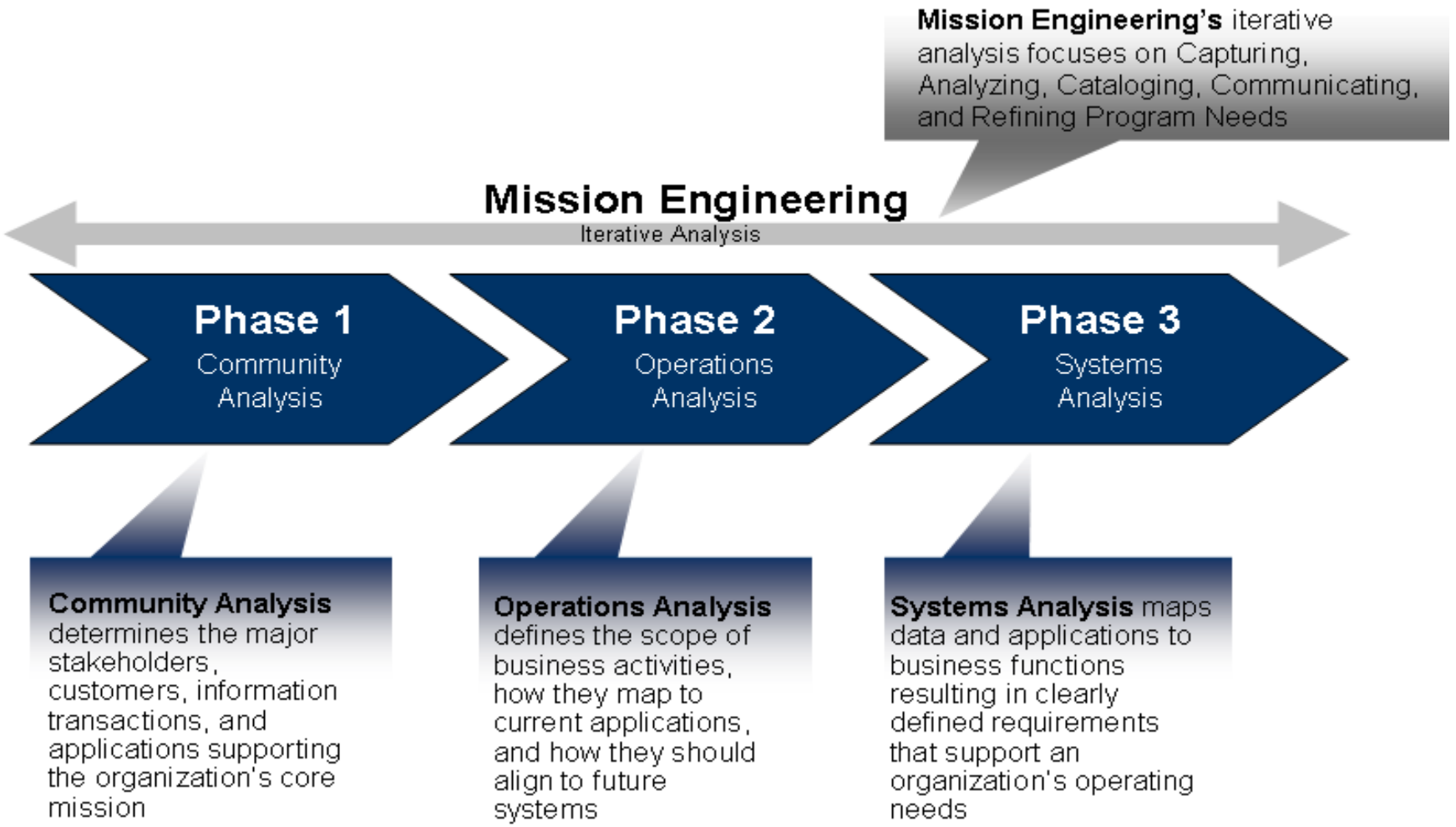


Integrated Approach for Securing Cyberspace



Understanding and addressing these key tension is key to realizing the full benefits of cyber while managing the risks

Mission Engineering




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UNITED STATES COAST GUARD 1790
2009 INNOVATION EXPO
VIRGINIA BEACH


COAST GUARD
INNOVATION
UNLOCKING THE POWER OF IDEAS


COAST GUARD
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2009 INNOVATION EXPO
VIRGINIA BEACH


U.S. COAST GUARD
COAST GUARD
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UNLOCKING THE POWER OF IDEAS


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VIRGINIA BEACH


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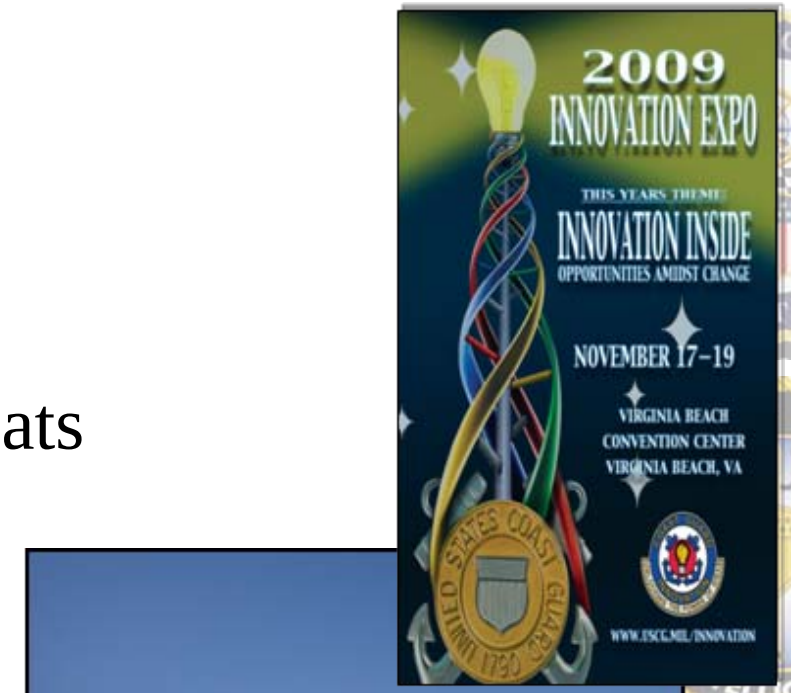

INNOVATION INSIDE
UNITED STATES COAST GUARD
1790
2009 INNOVATION EXPO
VIRGINIA BEACH

CGCIS Support to the Coast Guard Innovation Expo 2009

Presented By:
LCDR Alan Tubb
USCG Counterintelligence Service (CGCIS)
MIFC LANT

Agenda

- Security
- CI Service
- Intelligence Collection Threats
- SELC/Expo Targeting
- Elicitation
- Recent Incidents





Pertinent Security Information

- Crime rate in the vicinity of the Virginia Beach Convention Center
- Criminal activity lower in the off season
- 1900-2100 section of Atlantic Ave, also known as:
  "The Block"
- The Southeast Virginia (Hampton Roads) area is densely populated with activities of high interest to a range of Foreign Intelligence services to include:
  - -DoD Commands & Capabilities (USJFCOM, Langley AFB)
  - - Strategic Government Agencies (NSA, DOE)
  - - Atlantic Area Command
  - - Maritime Fusion Center



USCG Counterintelligence Overview

Coast Guard Counterintelligence Service

- **Mission**

Preserve the operational integrity of the Coast Guard by shielding its operations, personnel, systems, facilities, and information from:

-Foreign Intelligence and Security Services (FISS)

-Intelligence efforts of terrorist organizations, drug trafficking elements and other organized crime groups, or adversaries

Support the identification, understanding, neutralization, and exploitation of the operations of FISS and of non-state actors that employ intelligence tradecraft

Why Target Exhibitions?

- Exhibitions and symposiums provide non-intrusive venues for foreign state agents to identify and develop information on areas of potential national interest

- These areas of interest may be subsequently targeted by foreign intelligence services for in-depth intelligence collection



Keep In Mind…

"An exhibition is a battlefield for the GRU. It is also a field from which the GRU can gather a rich harvest. In the last half century, there has not been a single exhibition on our little planet which the GRU has not attended"

Former GRU Officer

Intelligence Collection Threats

- ***Foreign nationals with suspicious ties will be present***
- **+ 108 countries known to spy on US, targeting technology**
- **Agents include: businessmen, scientists, students, academics, and engineers**
- **SELC/EXPO Two Types of Information Specifically Targeted:**
  - **USCG Personnel: Spotting & assessiong**
  - **Technology: emerging, military, or commercial**



High interest technologies: <u>IT Systems</u>, <u>Aeronautics</u>, <u>Optics & Lasers</u>, & <u>Positioning/Navigation Systems</u>

-"Annual Report to Congress on Foreign Economic Collection and Industrial Espionage, FY2008", ONCIX

Why Target the CG SELC/Expo?

- USCG members with access to sensitive information
- USCG equipment and capabilities
- Access to other USG Departments and Agencies





Because of our missions, access to national defense information, and level of foreign engagement/global presence, the CG is a target for foreign intelligence activities.

Elicitation Techniques

- Purposes of Elicitation:
  - Gain Information
  - Determine USCG Member's:
    - Knowledge regarding information of interest
    - Inclination to discuss topics of interest
    - Willingness to continue dialogue AFTER the Expo

- Types of Elicitation Techniques:
  - Direct questioning
  - Word repetition
  - Language barrier
  - Leading questions
  - False statements
  - Naiveté



Elicitation Countermeasures

- Do not engage in conversation alone
- Redirect the conversation
- Excuse yourself from the conversation
- Provide vague or hypothetical responses
- Ask “Why?”

Best Practices

- Avoid potentially compromising situations
- Practice good security measures
- Think about your responses before you provide them
- Don’t unnecessarily share information
- Minimize personal vulnerabilities
- Report all suspicious incidents and foreign contacts **immediately**

Recent Incidents

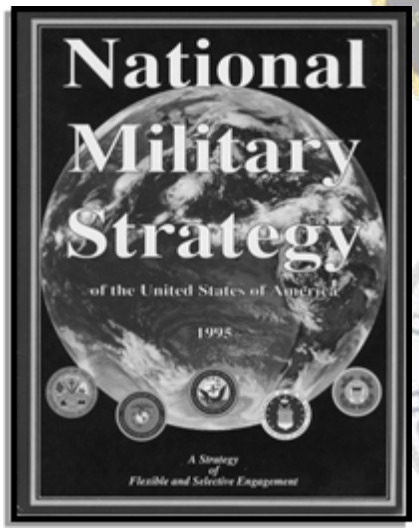


Stewart Nozette:

- Attempted spying for Israel 03 September 2009-19 October 2009
- Charges: attempted espionage for efforts to communicate, deliver, and transmit information related to military spacecraft, satellites and other major weapons systems

James Wilbur Fondren

- March 1999-February 2008: convicted of unlawfully communicating classified information to an agent of a foreign government
- Additionally sold sensitive, but UNCLASS publications relating to military strategy to a naturalized U.S. citizen with known ties to PRC officials



Adversaries' Ultimate Objective

- **Identify a USCG member with access to information of interest**

- **Establish a relationship with the USCG member based on <u>mutual professional interest</u> or some incentive offered**

Gain an agreement during and/or after the Expo to continue contact

or

Contact the member in the future in an unsolicited manner using the bona fides of having met at the EXPO

Situational Awareness

- Take note of any individual who:
  - Appears to be probing to determine your knowledge regarding a given issue
  - Attempts to acquire personal information
  - Attempts to establish a relationship without sound pretext
  - Offers to provide a flash drive as a gift or a means to provide data
  - Exhibits suspicious behaviors
- REPORT

Just because information is UNCLASSIFIED does not mean that it is not <u>SENSITIVE</u>

Questions?

We are interested in…
…who is interested

We are interested in…
…what they are interested in





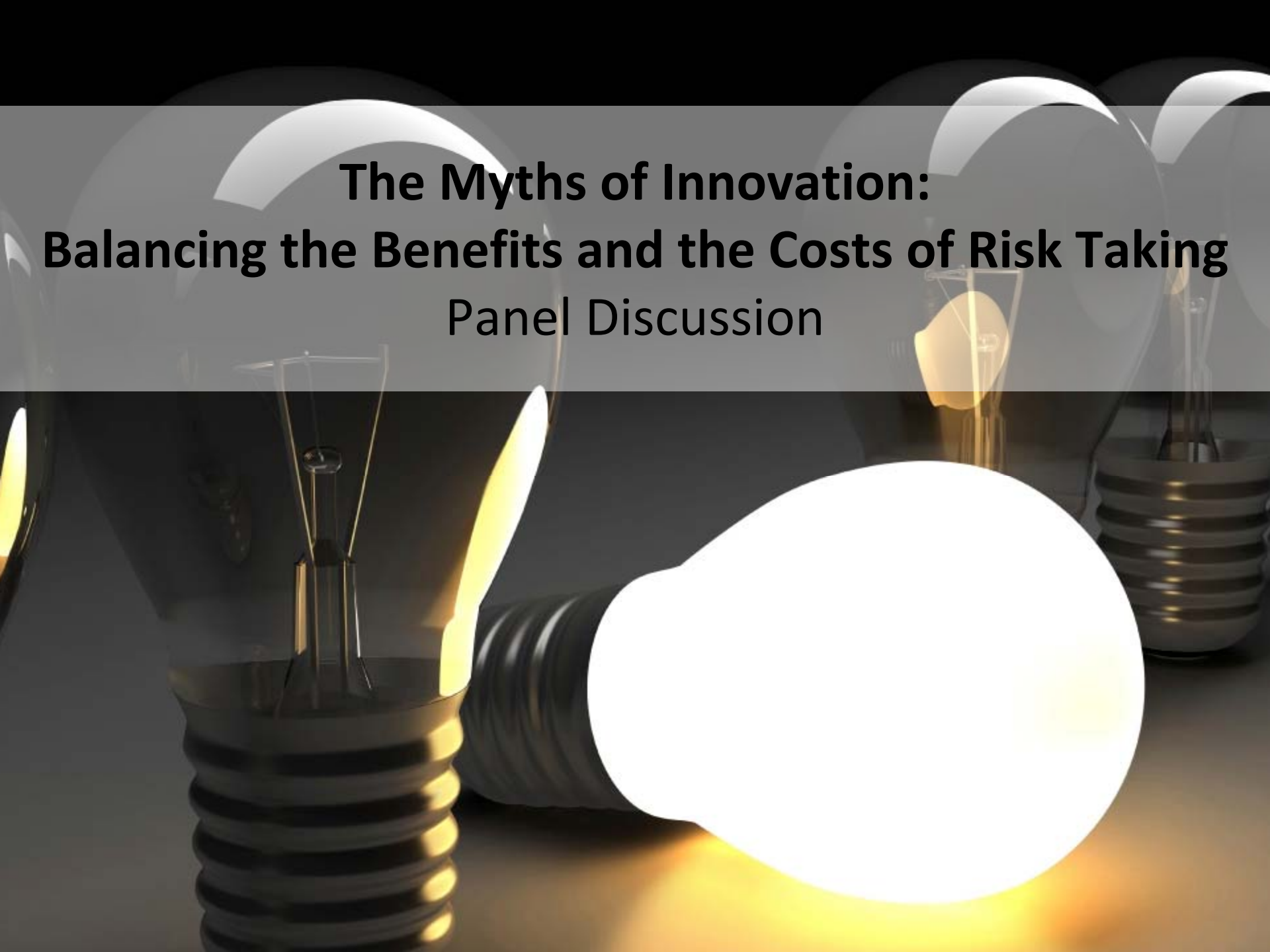
Onsight Contact: Mr. Tom Wagner: (617) 306-8765
Alternative Onsight Contact: LCDR Al Tubb (757) 373-2001

LANTAREA CISO: Mr. John Gibbons: (C) (757)739-8916
(W) (757) 398- 6318


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The Myths of Innovation:
Balancing the Benefits and the Costs of Risk Taking

Panel Discussion





Lisa Bodell

CEO, FutureThink

getfuturethink.com

futurethinkinstitute.com

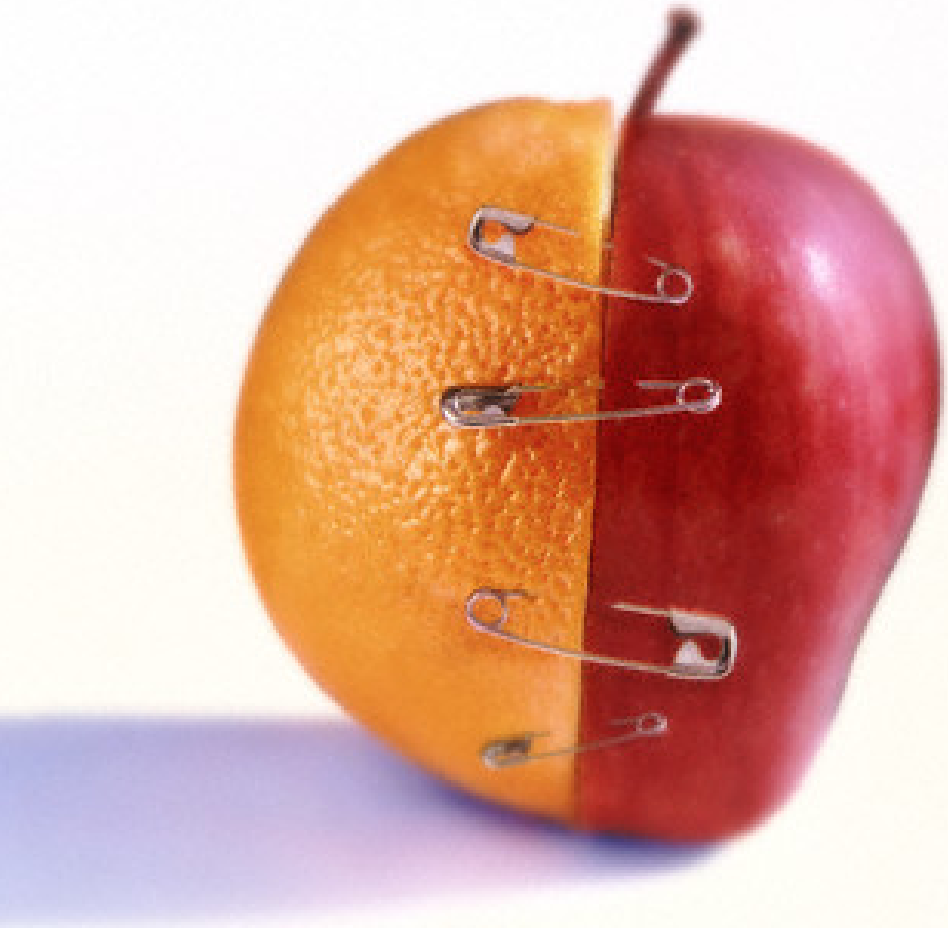

WHO We Are

What We Do



How We're Innovative





How We're Innovative



Timothy R. Girton

Technical Director

USCG Research & Development Center

Who We Are



What We Do



Why We Are Innovative





Bill Wing

President, WING Inflatables

www.wing.com

Who We Are

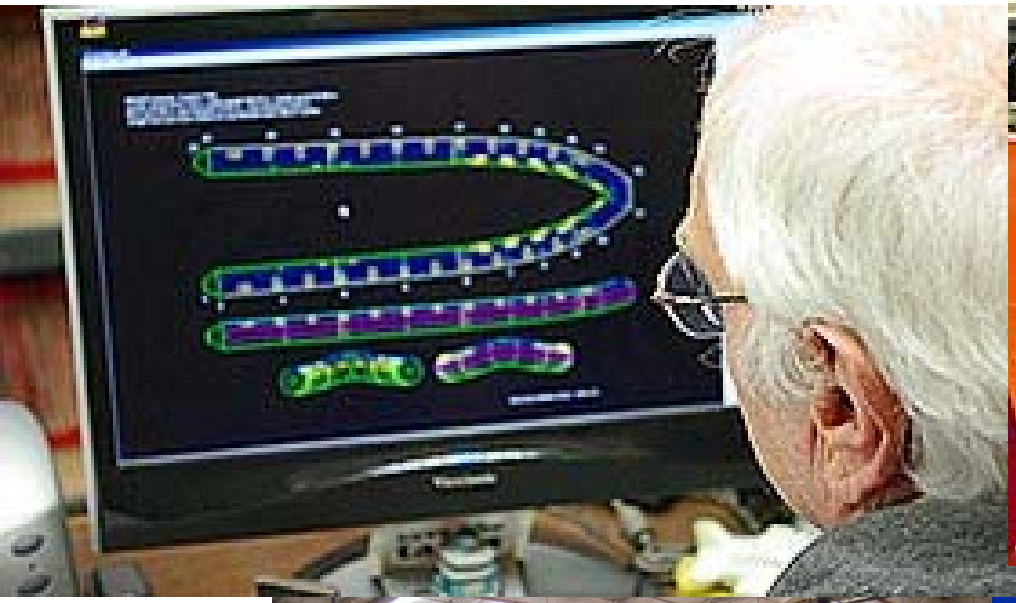






WING INFLATABLES

What We Do









WING
INFLATABLES

Why We are Innovative



WING INFLATABLES

Edistein Institute

Edwin R. Addison, PhD, MBA

Edistein Institute

ed@addison.us.com

Who we are



Edistein Institute

What we do



"I'll be happy to give you innovative thinking. What are the guidelines?"

Edistein Institute

Why we are innovative



Edistein Institute

Shelly.M.Campbell@uscg.mil

Acquisition Directorate

Research & Development Center

Coast Guard R&D Center
Project Benefit vs Risk

Knowledge for Mission Enhancement and Sustainment

CG Innovation Exposition | 17 November 2009

RDC Mission/Vision



Mission

A Coast Guard resource for scientific knowledge and capabilities providing innovative and adaptive research, development, testing, evaluation, analysis, and technology solutions for the maritime environment to enhance current and future asset acquisition and mission execution.

Vision

- **Leverage experience** in CG programs & operations
- **Certified partners** in the acquisition process
- Provide **decision-making tools** for CG decision makers
- Go-to organization for CG **operational analysis** & **requirements** generation
- Developer of new CG **operational capabilities**
- Active partners **leveraging OGA investments**
- **R&D contracting** center of excellence
- Organic resource to conduct **independent, 3rd party** analysis

Project Risk vs Mitigations

- **Project Execution Risks**
  - Finding the Real Problem
  - Technology
- **Technology Maturity**
- **CG Implementation**

Mitigation

- **Work with Customers**
- **Understand Technology**
- **Work with Customers**

RDC is link between technology and CG Operations

Mounted Automatic Weapon (MAW) Alternatives Analysis

Risks

- Safety
- Image
- Operational Effectiveness







Mitigations

- Leverage Others
- Understand Mission
- Work with Customers





Unmanned Aerial Systems

Risks

- Untried Technology
- CG Implementation
- Non-Technology Issues

Mitigations

- Project Planning
- Technology Demonstrations
- Work with Customers




RESCUE








05/20/2007


YAKIMA







Edistein Institute

Ed Addison

Ed Addison

- Adjunct Professor, Johns Hopkins
- Serial Entrepreneur
- Partner, Edistein Institute
- PhD Computer Science, MBA

Edistein Affiliations

- Johns Hopkins University
- University of Pennsylvania
- Foreign Policy Research Institute

What We Offer

- Coaching, Training, Consulting
- How to Implement a Management Structure that Fosters Innovation
- Clients are Government contractors, private organizations, universities

Contact Information

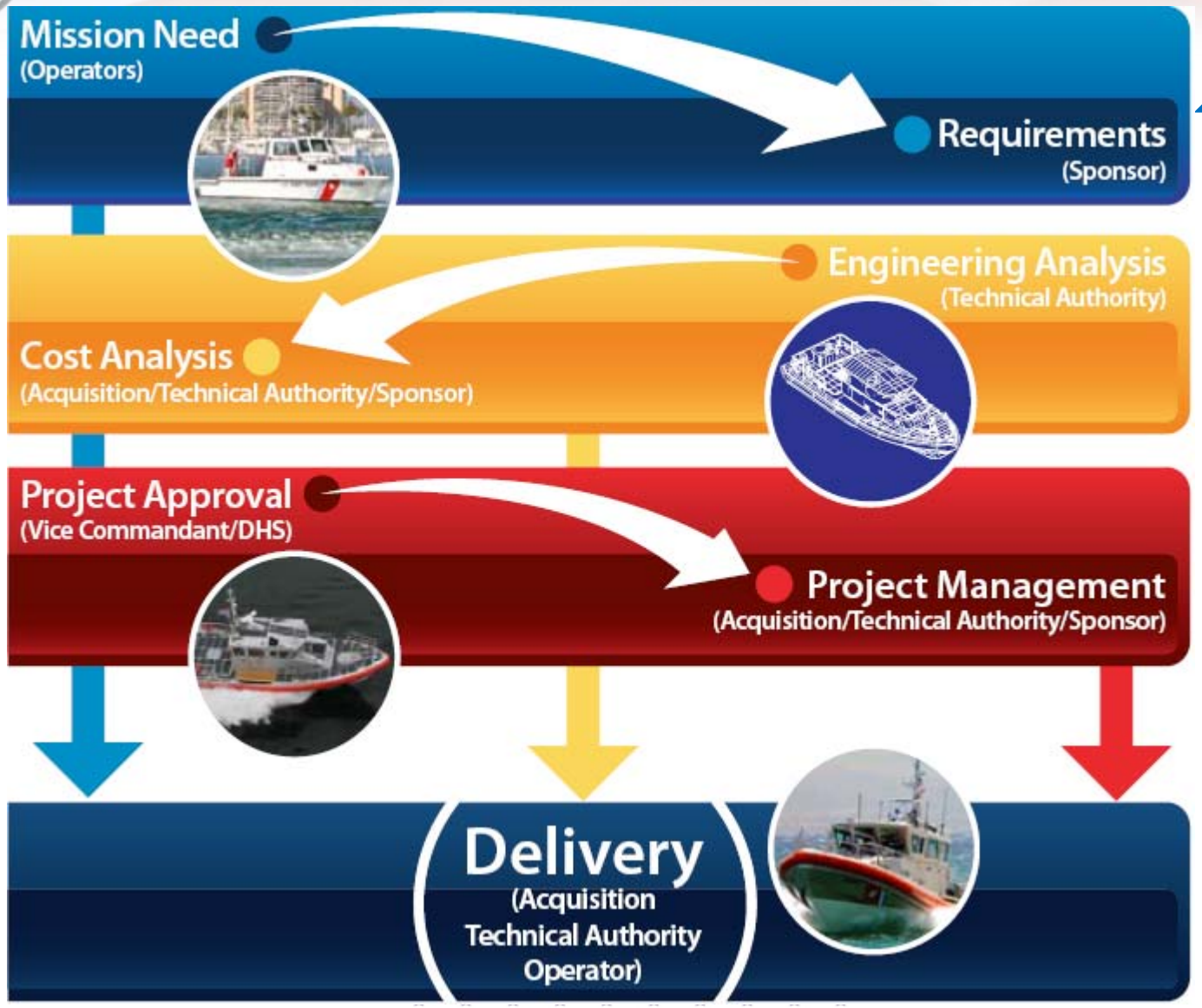
- Edwin R. Addison, PhD, MBA
- ed@addison.us.com
- 910-398-1200


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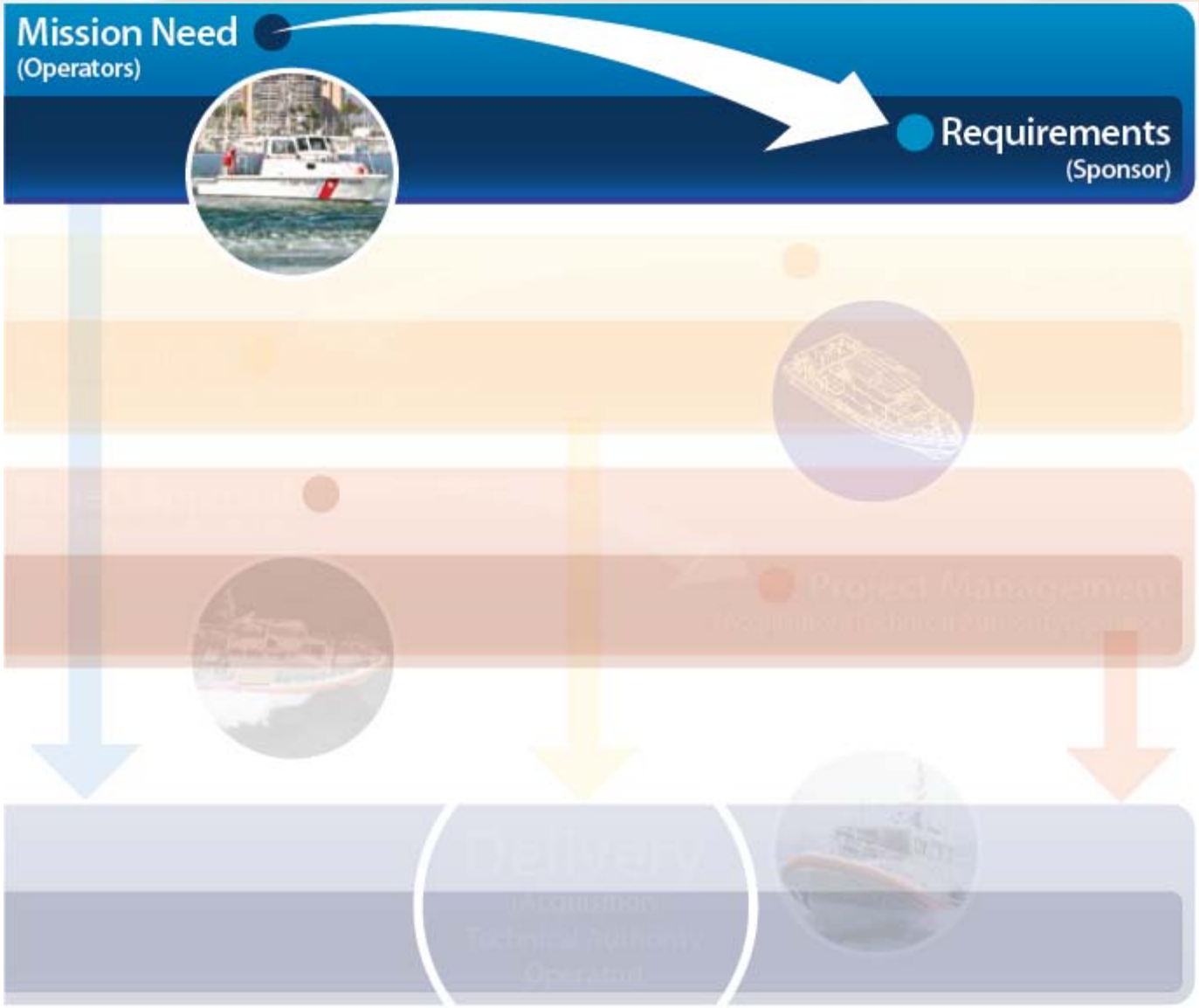
Delivering a New Asset to the Coast Guard

Innovation Expo, November 2009

The Steps to Acquire an Asset



The Steps to Acquire an Asset



The Mission Need

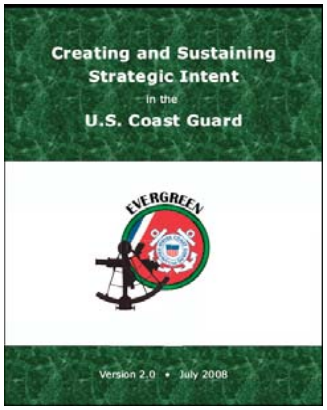


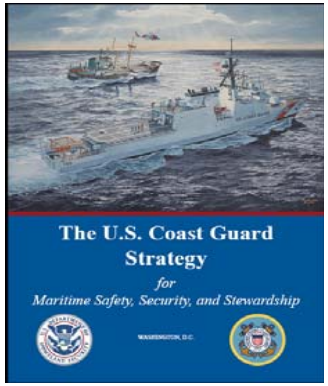
Response Boat – Medium (RB-M) Project Example

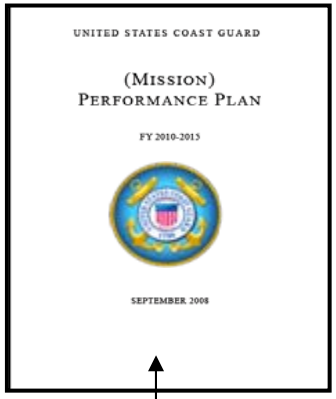
Rather than replacing boats, or even fleets, on a one for one basis, the capabilities, structure and citing of the required shore-based response boat force has been identified through data analysis and coordinated with operational commanders.



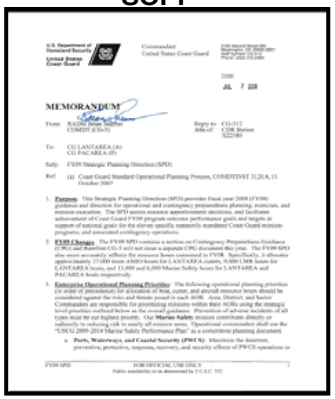
Strategy → Budget → Mission Execution

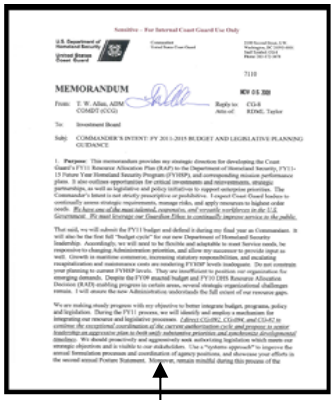


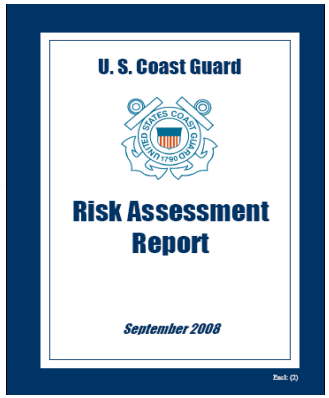


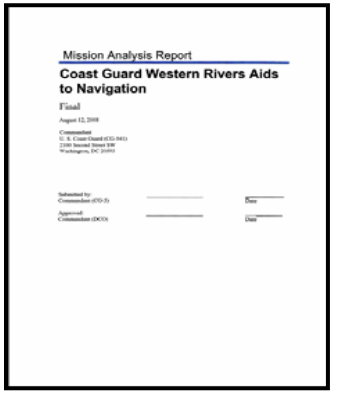


SOPP



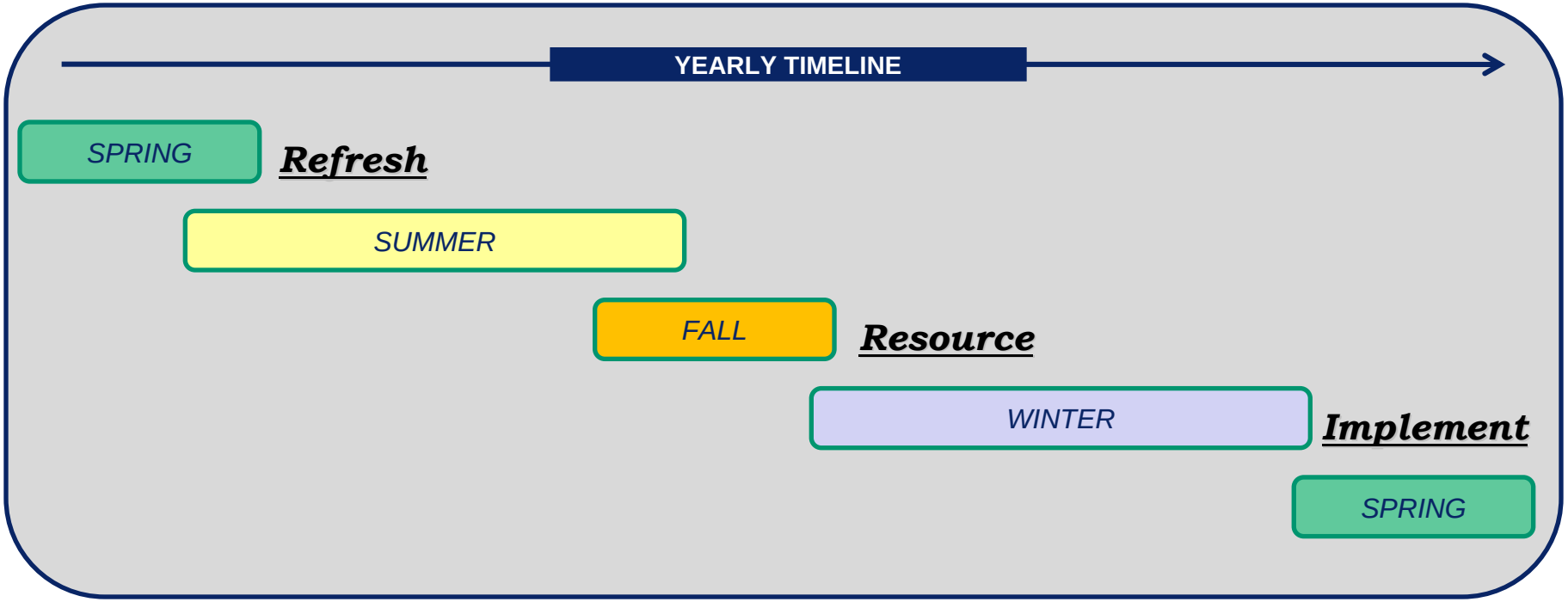






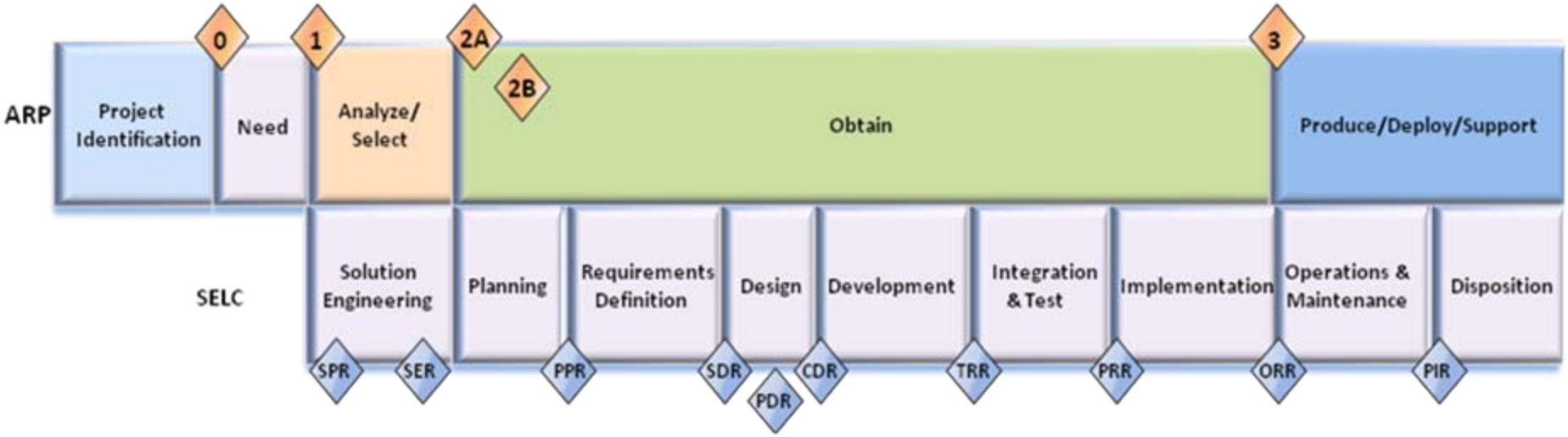
11 MISSIONS, 1 PLAN, 1 BUDGET

DCO MANAGEMENT & BUDGET PROCESS



MSAM Phases

MAJOR SYSTEMS ACQUISITION MANUAL (MSAM) PHASES



ARP- Acquisition Review Process
SELC- Systems Engineering Life Cycle
CDR- Critical Design Review

Sponsor Representative's Function

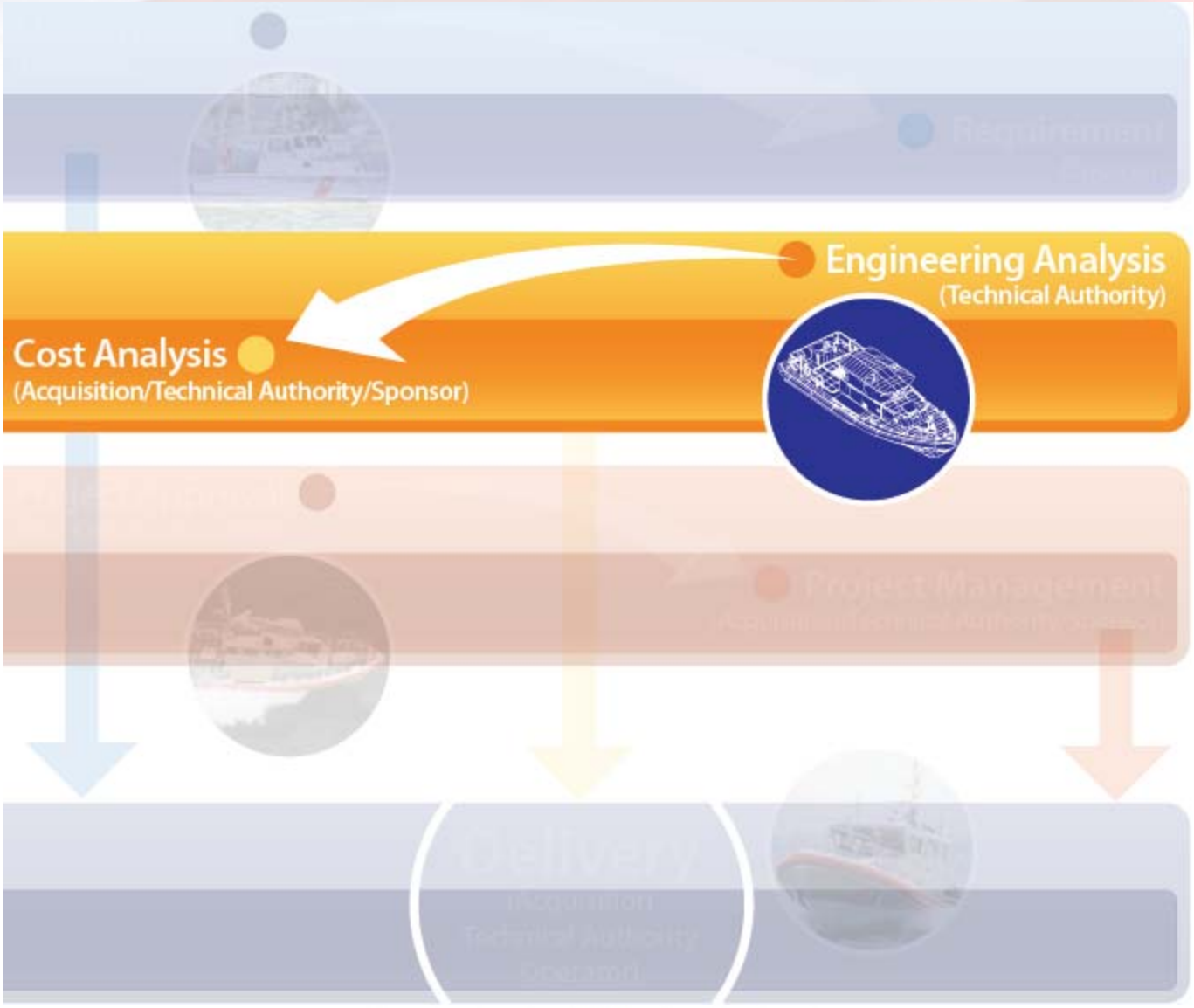
- Responsible for requirements generation and management
- Prepares and/or supports the following products:
  - Mission Analysis Reports
  - Mission Needs Statement
  - Concept of Operations
  - Operational Requirements Document
- Operational Test and Evaluation (OT&E)
- Develop Tactics Policy

Response Boat – Medium (RB-M) Project Example

The RB-M project has focused on incorporating the input from the operational commanders into developing a more capable platform. The requirements developed from this input has greatly influenced the design.



The Steps to Acquire an Asset



Technical Authority Functions

- Examine new technology
- Asset Project Office (APO)
- CG-LIMS – Logistics Management Systems
- Collect maintainer input
- Life-cycle Planning (Integrated Logistics Support Plan
- Market Research
- Engineering Analysis (Feasibility)
- Engineering Change Proposals (ECP)

Response Boat – Medium (RB-M) Project Example

Technological and design features will improve search object tracking, water recovery efforts, crew comfort, and maneuvering/ intercept capabilities for defense operations. With the latest developments in integrated navigation and radiotelephony, command and control will be greatly enhanced, as will crew safety.



Market Research

Who is responsible for Market Research and why?

- Conducted by everyone involved in acquisition
- Identify opportunities for use of commercial products or services to meet defense needs
- Access to latest technology -- state-of-the-market technology integrated into systems and assets
- Reduce costs
- Reduce acquisition time
- Write specifications and SOWs to allow companies to offer commercial items and services

The Steps to Acquire an Asset

Project Approval
(Vice Commandant/DHS)



Project Management
(Acquisition/Technical Authority/Sponsor)

Develop an Acquisition Strategy

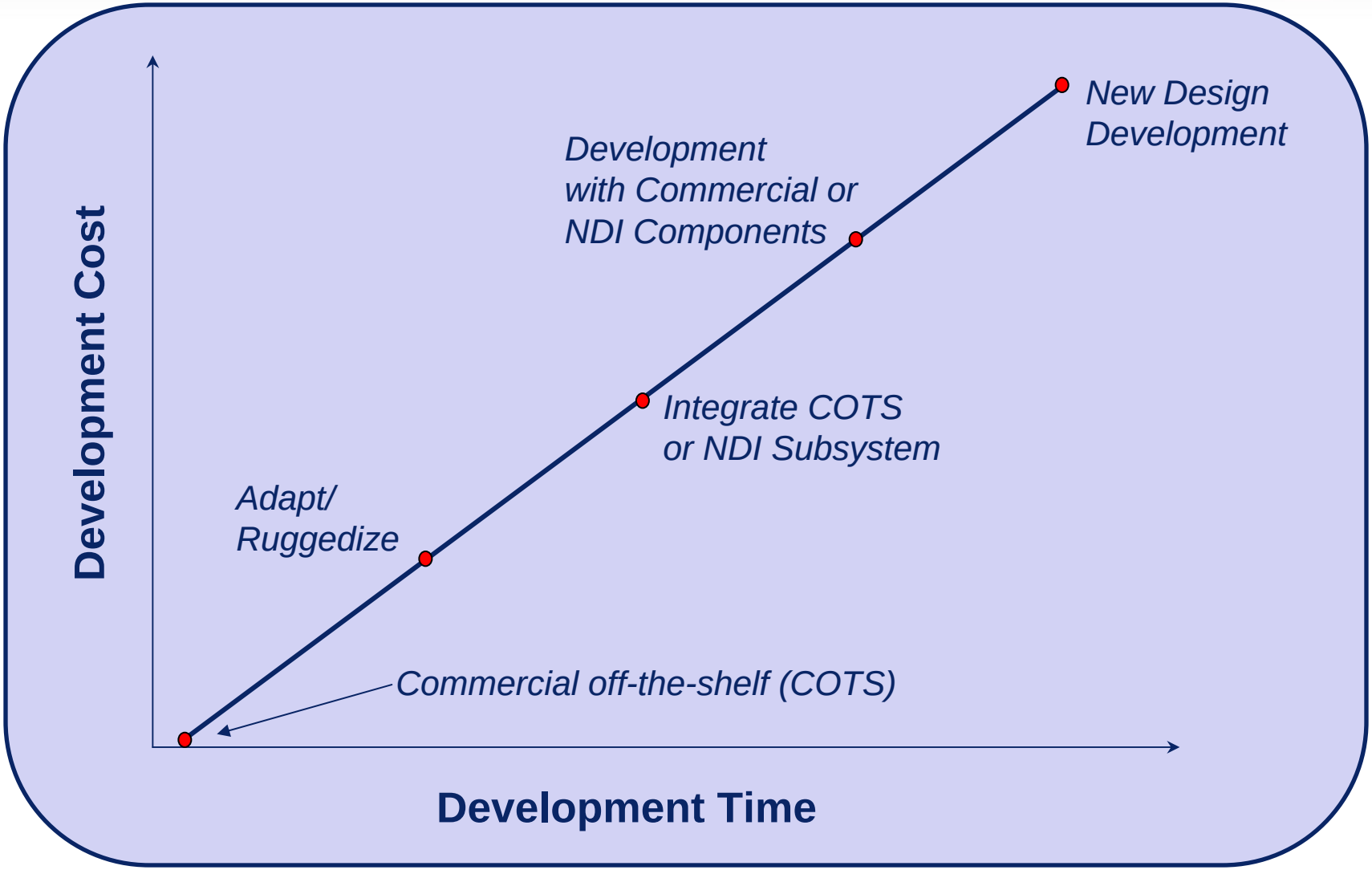
- **How will you develop the item (COTS, NDI, New Design Development)?**
- **How will you contract for the item (Cost vs Fixed Price, Fee Structure)?**
- **How will you test the item (Contractor approved, Government, or develop new test procedures)?**
- **How will you produce the item (is it viable to have multiple vendors and/or solutions?)?**
- **How will you field the item (Which unit, how many items, when needed)?**

Response Boat – Medium (RB-M) Project Example

The RB-M is designed to use existing facilities and minimize the learning curve to ensure a quick and smooth transition. Life cycle support is part of the design - not just parts support, but all logistics, including training, maintenance, repair, and future upgrades.



Cost/Schedule/Performance Tradeoffs



Determining the Type of Specifications for a Contract

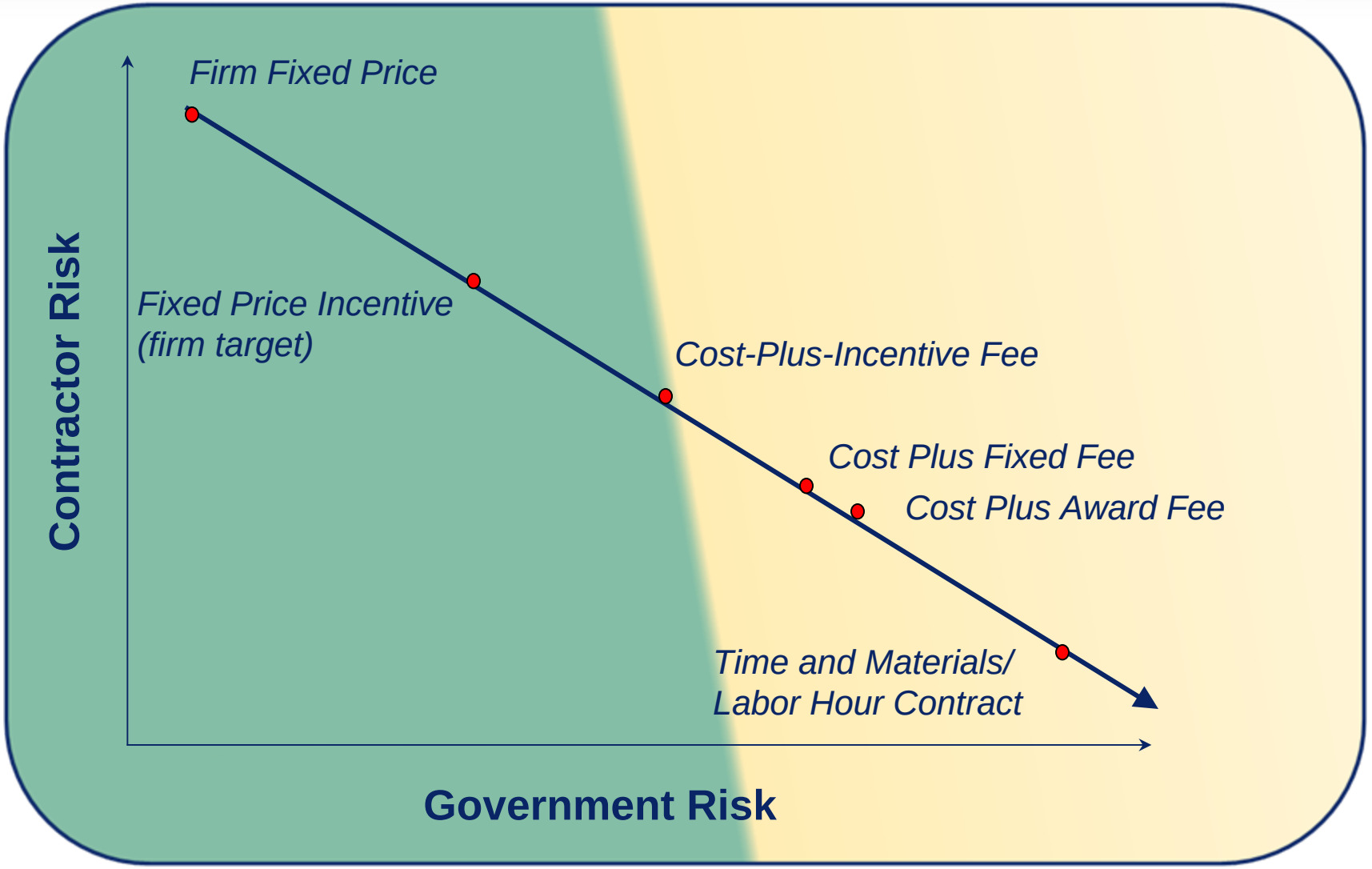
Detailed Specifications

- Contains design solutions
- How requirements are to be achieved
- How an item is to be fabricated
- How an item is to be constructed

Performance Specifications

- Defines function of item
- Environment in which it must operate
- Interface/Interchangeability requirements
- Criteria for verifying performance

Contract Type Balances Risk



Contract Award- What's Next?

- **Managing a Protest (Don't be surprised)**

- **Good Contract Administration is critical to Program Success!**

Project Approval

- **DHS approval**
- **Congressional authorization**
- **Resources identified and budget determined by Congress**
- **USCG (through DHS) allocates the resources**

Response Boat – Medium (RB-M) Project Example

January 2000 - Shore-based Response Boat System Capability Replacement Major Acquisition Project Charter is authorized.



Project Management

- **Project Management- Proactively paying attention to cost, schedule, and performance**
- **Understanding and preparing for the major decision points using the MSAM**
- **DHS is the Milestone Decision Authority for major acquisitions**
- **Involving the Sponsor and Technical Authorities every step of the way**
- **Using third party assessments to improve information for decision makers**
- **Leveraging partnerships within DHS and DoD**
- **Credentialed acquisition professionals**

Response Boat – Medium (RB-M) Project Example

The RB-M Acquisition Project is a two-phased procurement to quickly acquire and field an operationally effective and suitable craft to meet Coast Guard needs. The acquisition strategy takes advantage of the growing technology and maturing global design base for marine craft, and to select an effective and suitable boat.



The Steps to Acquire an Asset

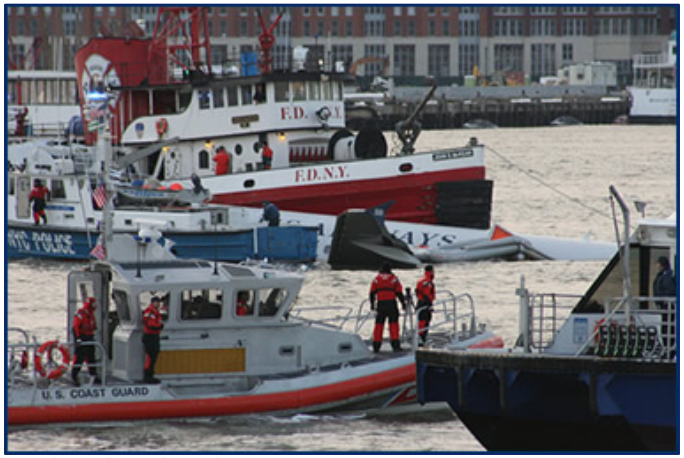


Delivery

- **Training**
- **Sustainment Methodology in Place (Logistics)**
- **Warranty/ Contract support in place**
- **Responsive to operator (User feedback)**
- **CG-LIMS- Data Driven Mission Support**

Response Boat – Medium (RB-M) Project Example

The key strengths of the successful RB-M project are its solid foundation of validated requirements, its use of established best practices for engineering and manufacturing, and its close relationship with the technical authority and the sponsor.



Conclusion

Acquiring and delivering an asset to the field requires the entire Coast Guard's involvement



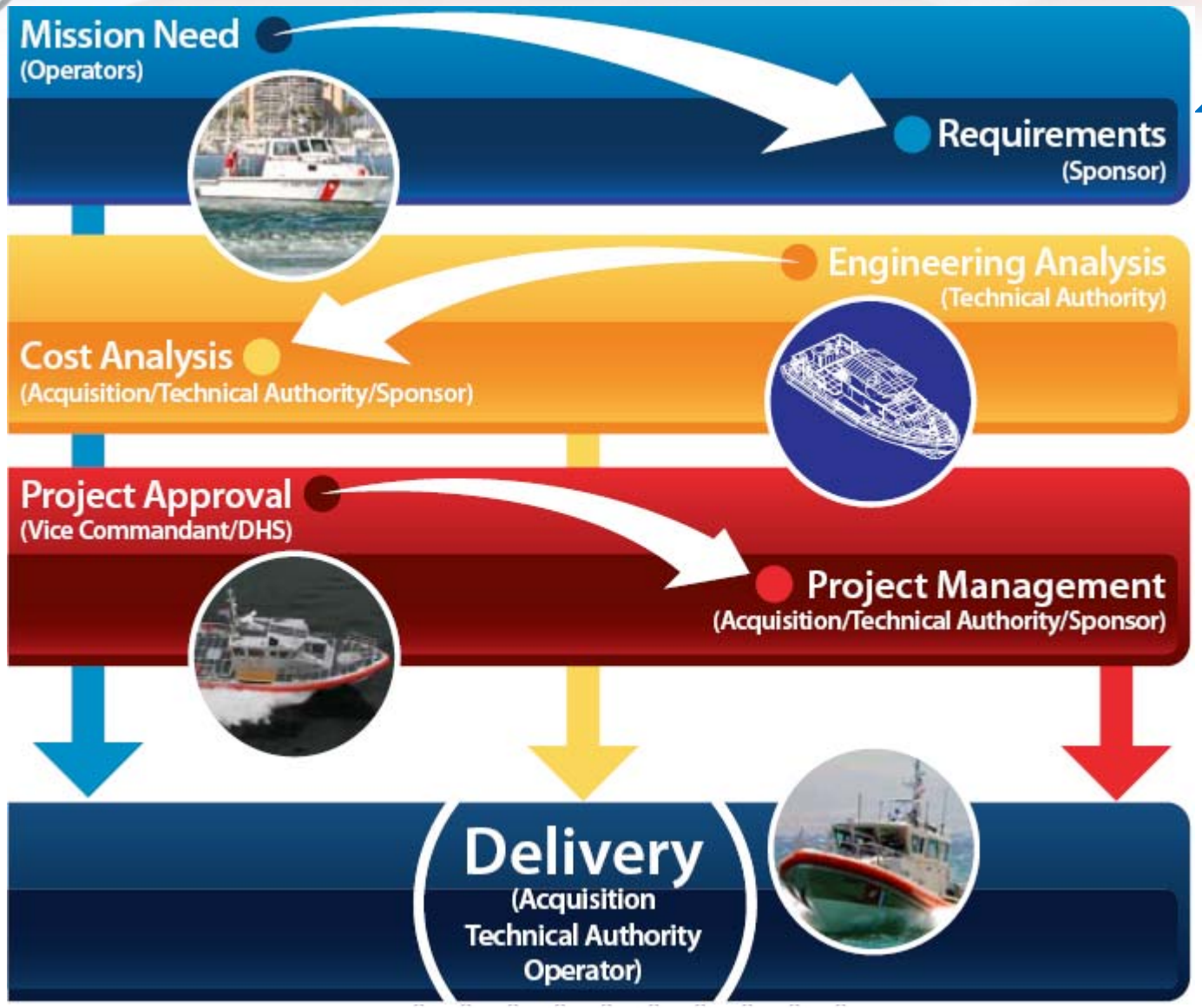


QUESTIONS?



http:/www.uscg.mil/acquisition

The Steps to Acquire an Asset




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BAE SYSTEMS

USCG Innovation Expo

Paul F. Bill, ***Deputy Director - Business Development Armament Systems***

BAE Systems Land & Armaments

17 November 2009



BAE SYSTEMS

How BAE Systems Partners for Innovation

- A global footprint
  - Six home markets ° International innovation access
- Innovation Centers
  - Understanding requirements °Demonstrate solutions
  - Three EI&S IC sites operating °Nashua IC next into operation
  - Liberty Station/Charleston
- Investment in R&D
  - One of industry's highest
  - Cooperative investments



BAE SYSTEMS

A truly Global Footprint

United States



United Kingdom



South Africa



Turkey



Ankara
(FNSS Joint Venture with NUROL)

France



Bourge
(CTAI Joint Venture with GIAT)

Germany



Arnsberg
(Schroth Restraints)

Sweden







BAE SYSTEMS

Innovation Centers Approach



- Maritime mission focus
- Supports capabilities development, production and integration
- Advanced technology demonstrations with interlinked networking capabilities
- Consolidated Afloat Network (CANES)
- Turning ideas into innovative application of technology to create value … front-end
- Customer-focused demonstrations



BAE SYSTEMS

Tools and Facilities

- Leverages existing assets to great extent
- Collaborative work environment essential
  - Physically collocated team to maximize interaction and sharing of ideas
  - Facilities tailored to support innovative thinking and collaboration
- Shared resources
  - IT resources
  - Visualization facilities
  - Hardware, Integration and Test facilities







BAE SYSTEMS

Summary

- Innovated Approach
- Leveraging technological discoveries
- Strong niche positions in naval weapons and munitions
- Demand side thinking



Service Common Weapon






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U.S. Coast Guard Innovation EXPO

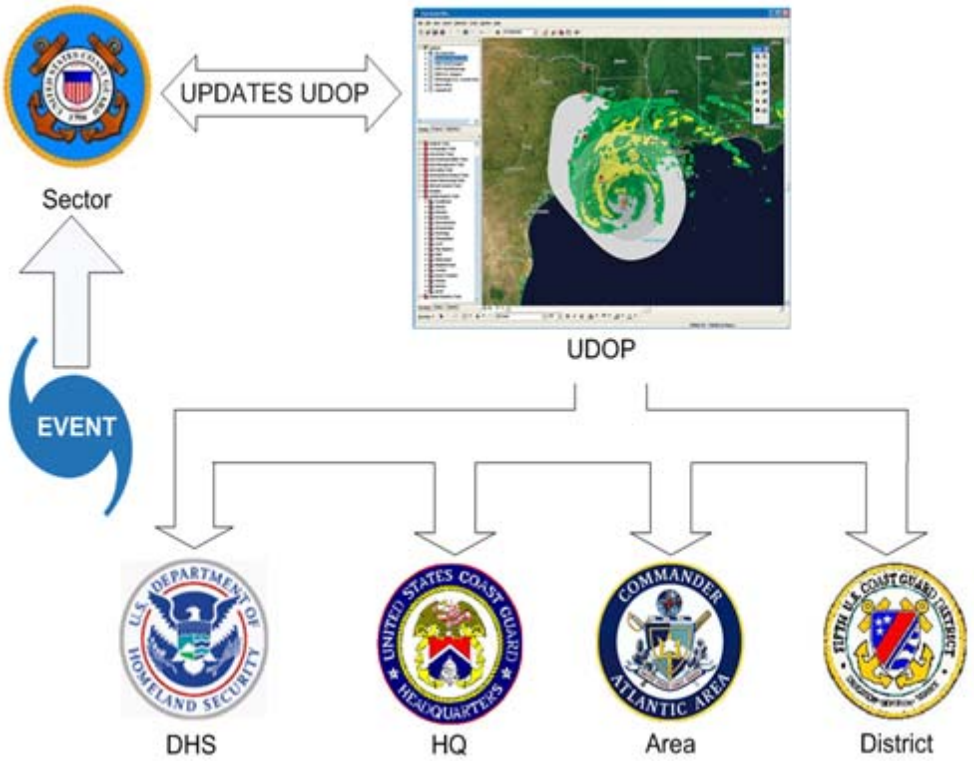
Industry Thought Leaders: How Industry Brings Experience, Engineering and Expertise to the Table

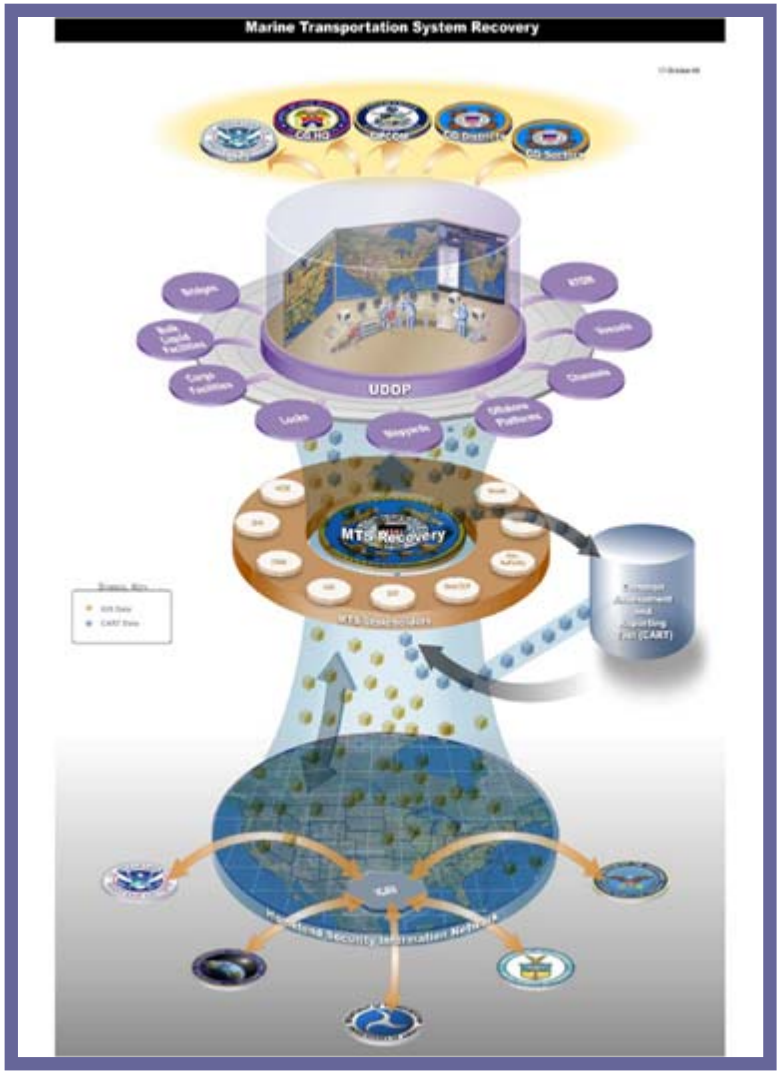
November, 17, 2009

Coast Guard Challenges/Opportunities

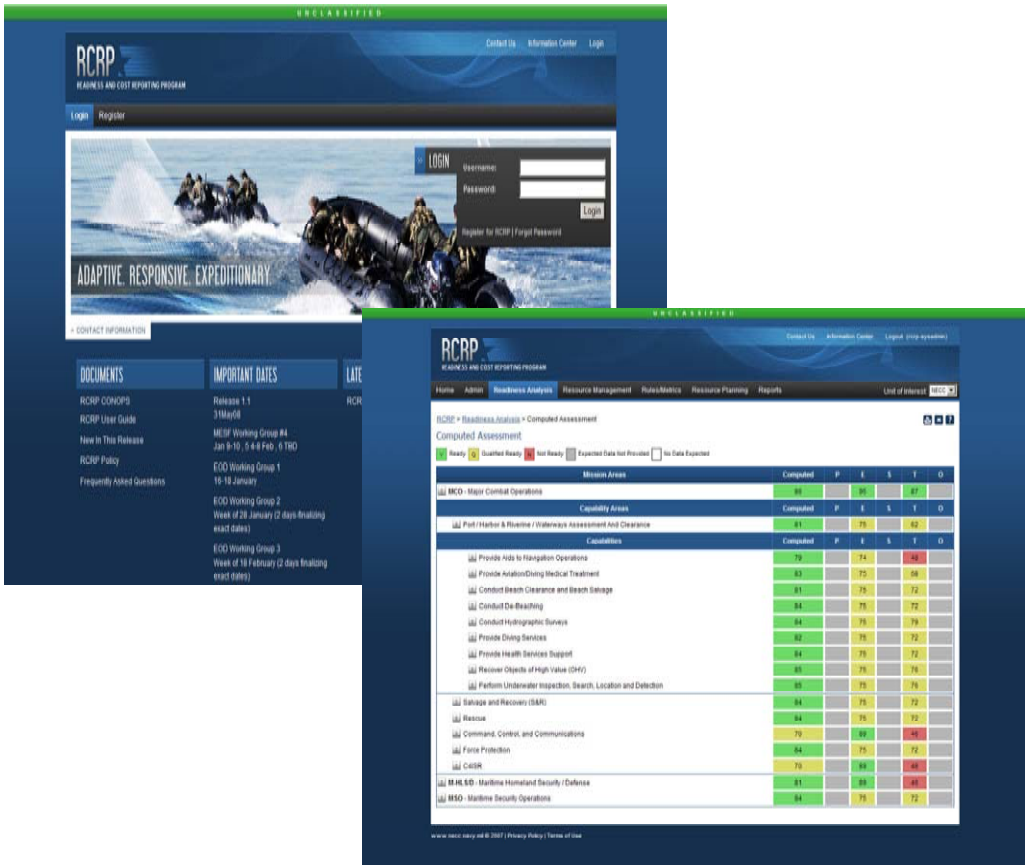
- **Achieve Awareness in the Maritime Domain - CART**
- **Meeting growing demand in a Resource Constrained Environment – RCRP**
- **Information Dominance – CYBER Capability**
- **Integrated Coast Guard Capabilities – Mission Engineering**

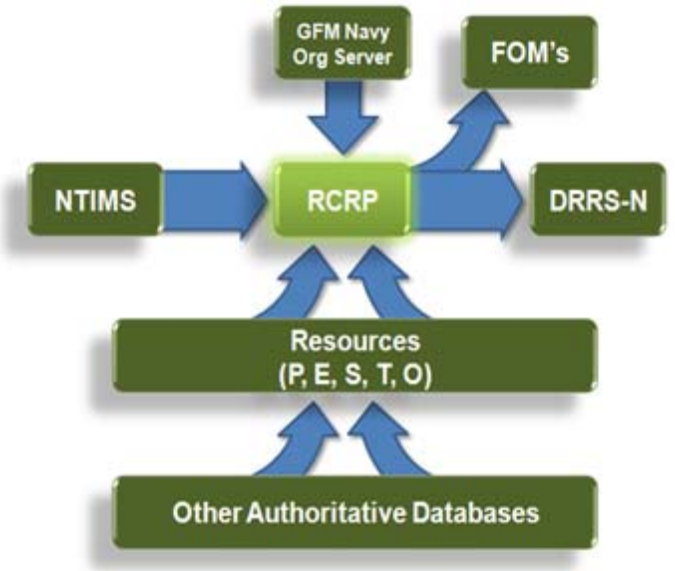
Marine Transportation System (MTS) Common Assessment Recovery Tool (CART)



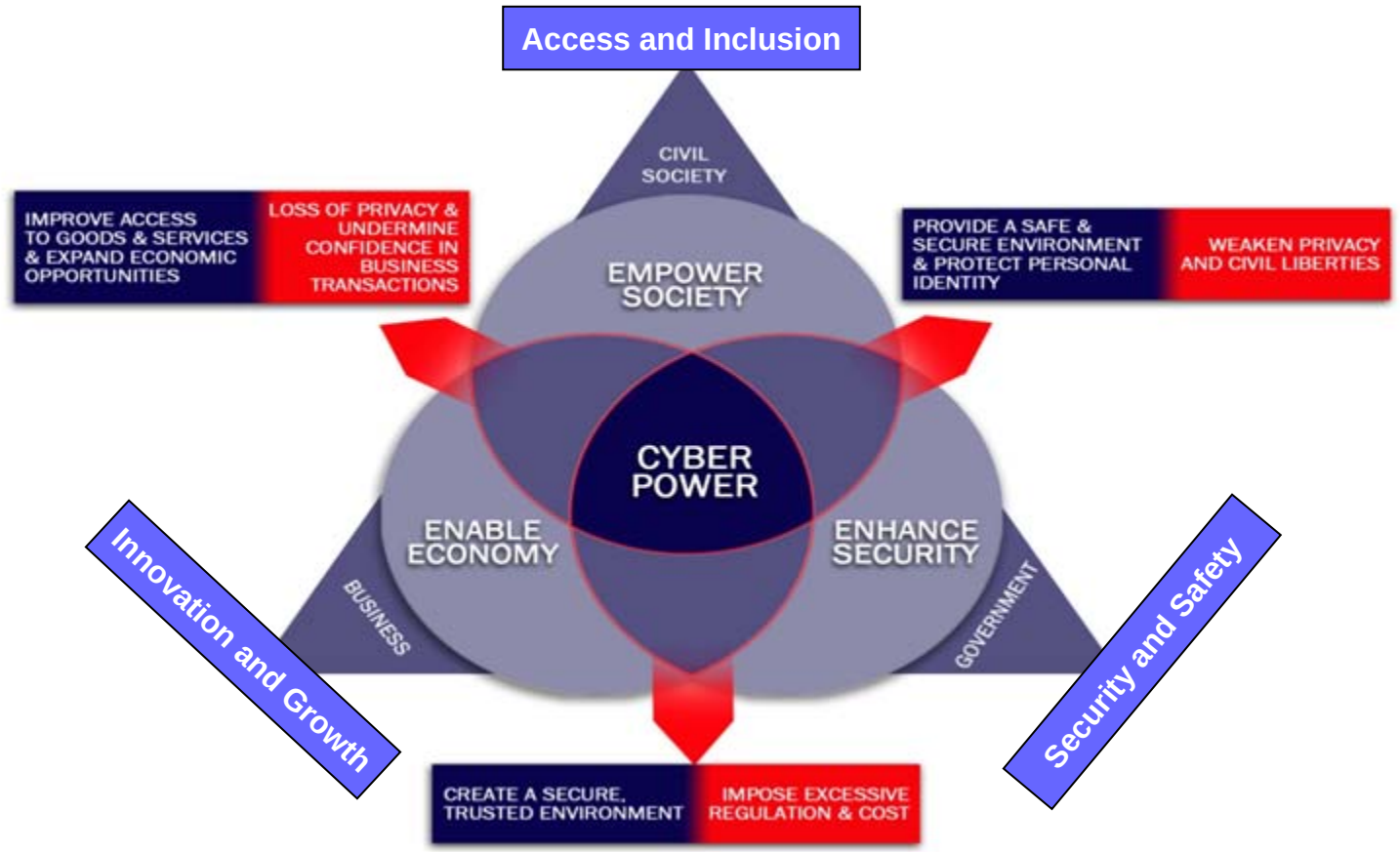


Readiness Cost/Capability Report Process



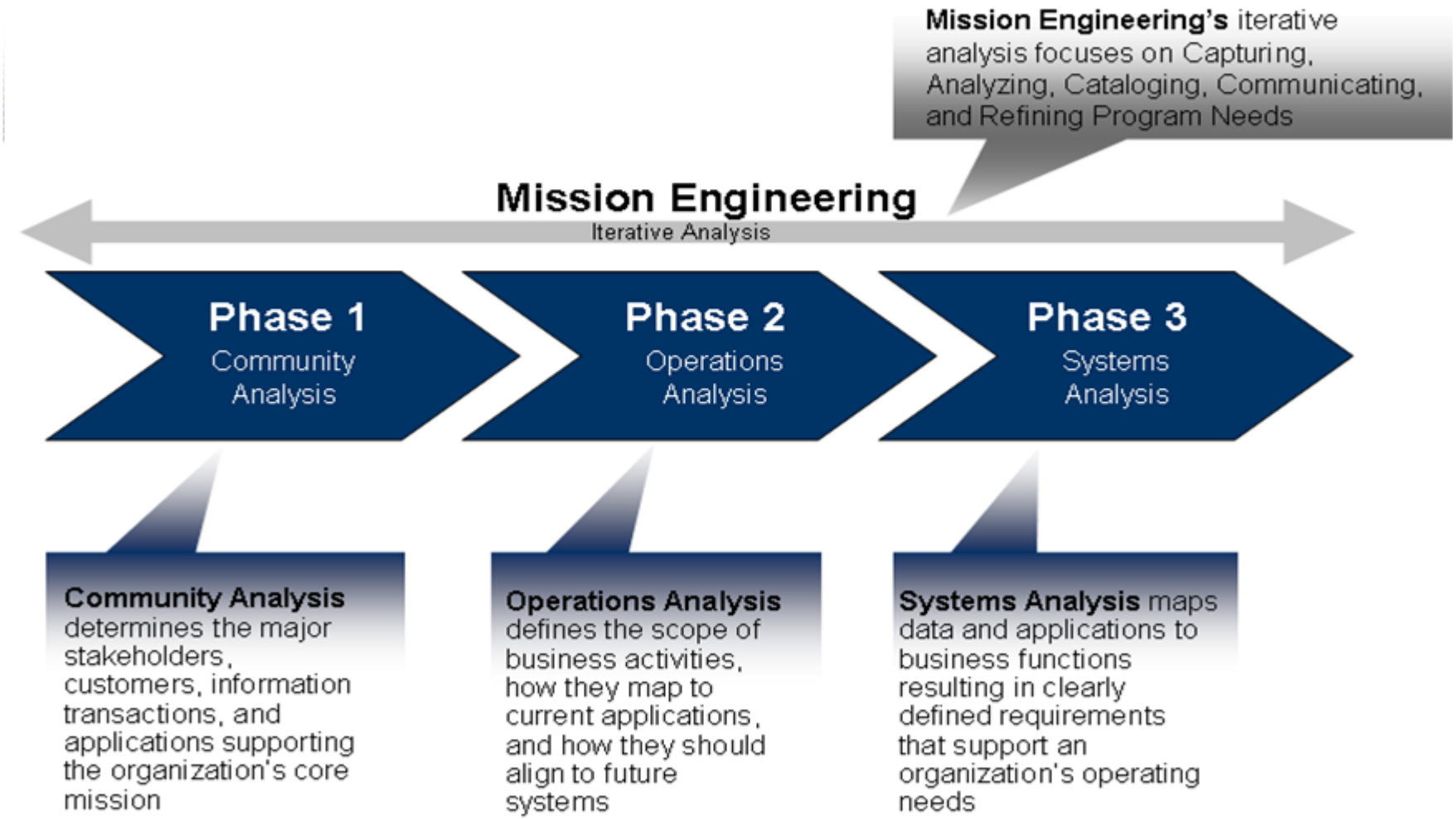


Integrated Approach for Securing Cyberspace



Understanding and addressing these key tension is key to realizing the full benefits of cyber while managing the risks

Mission Engineering




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U.S. Coast Guard Innovation EXPO

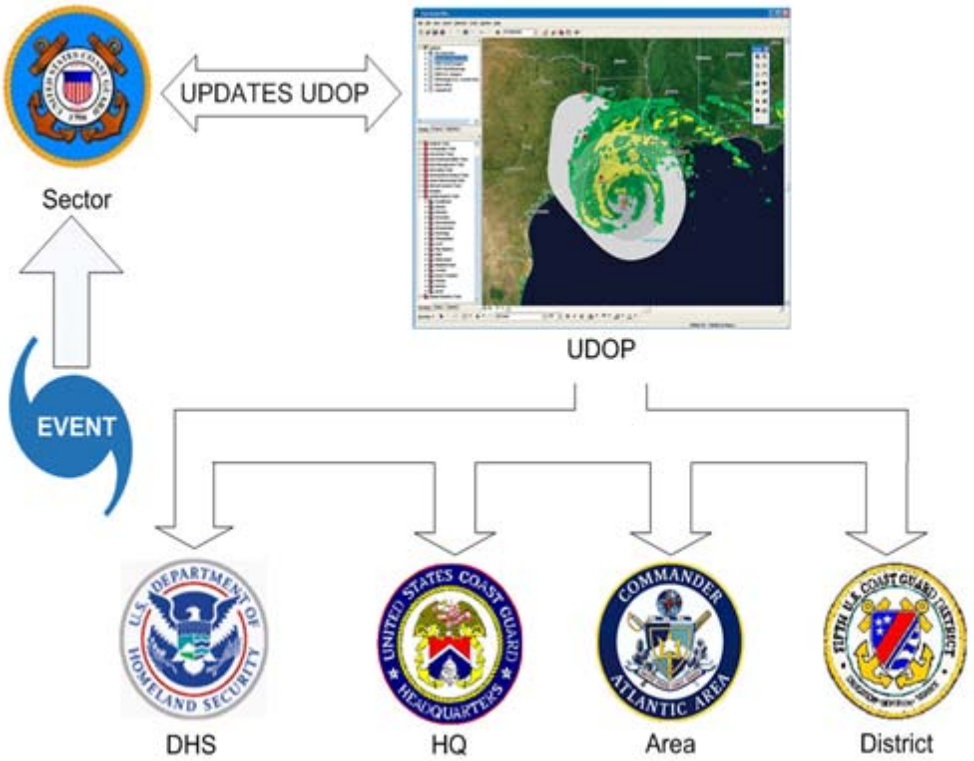
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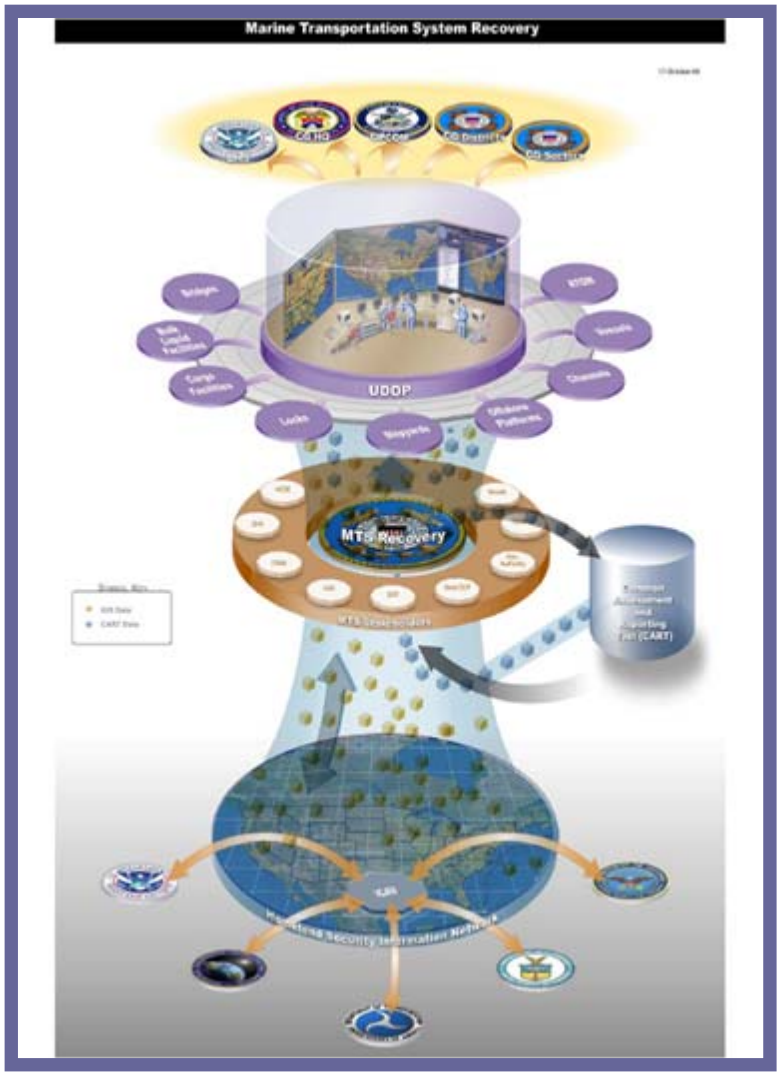
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Coast Guard Challenges/Opportunities

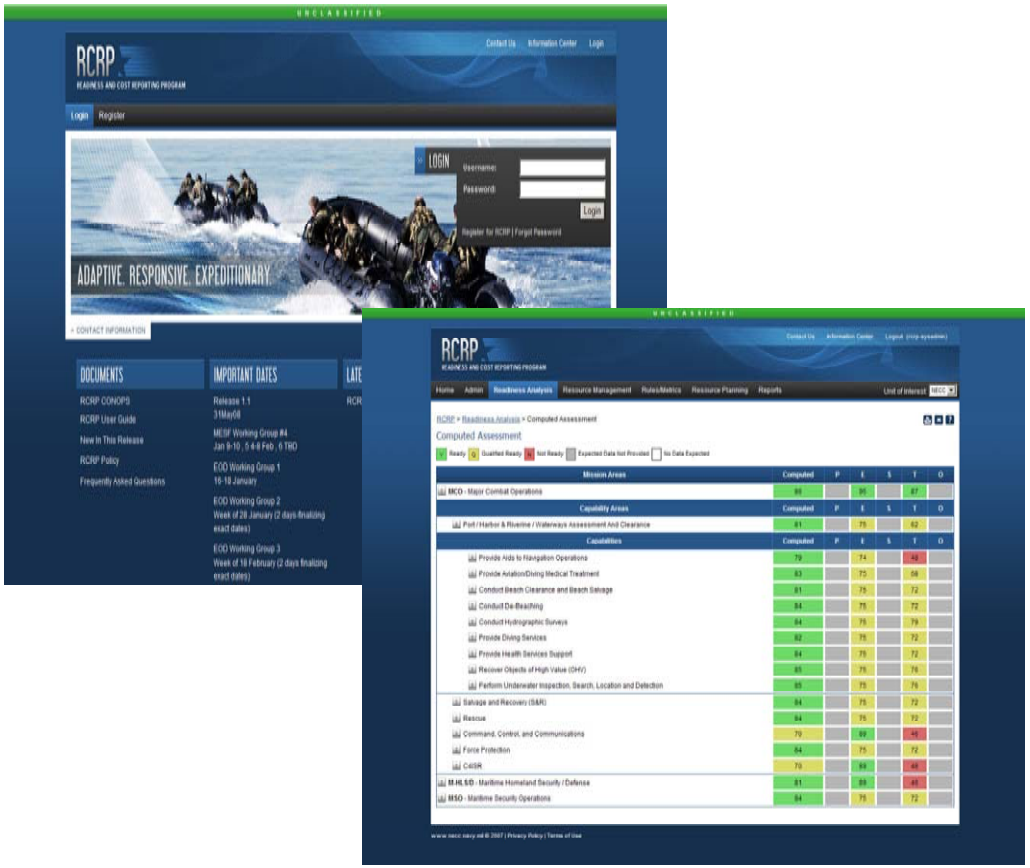
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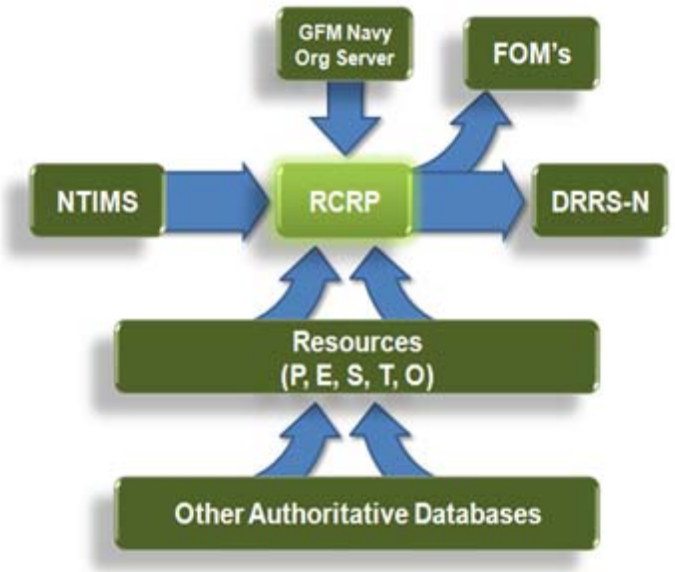
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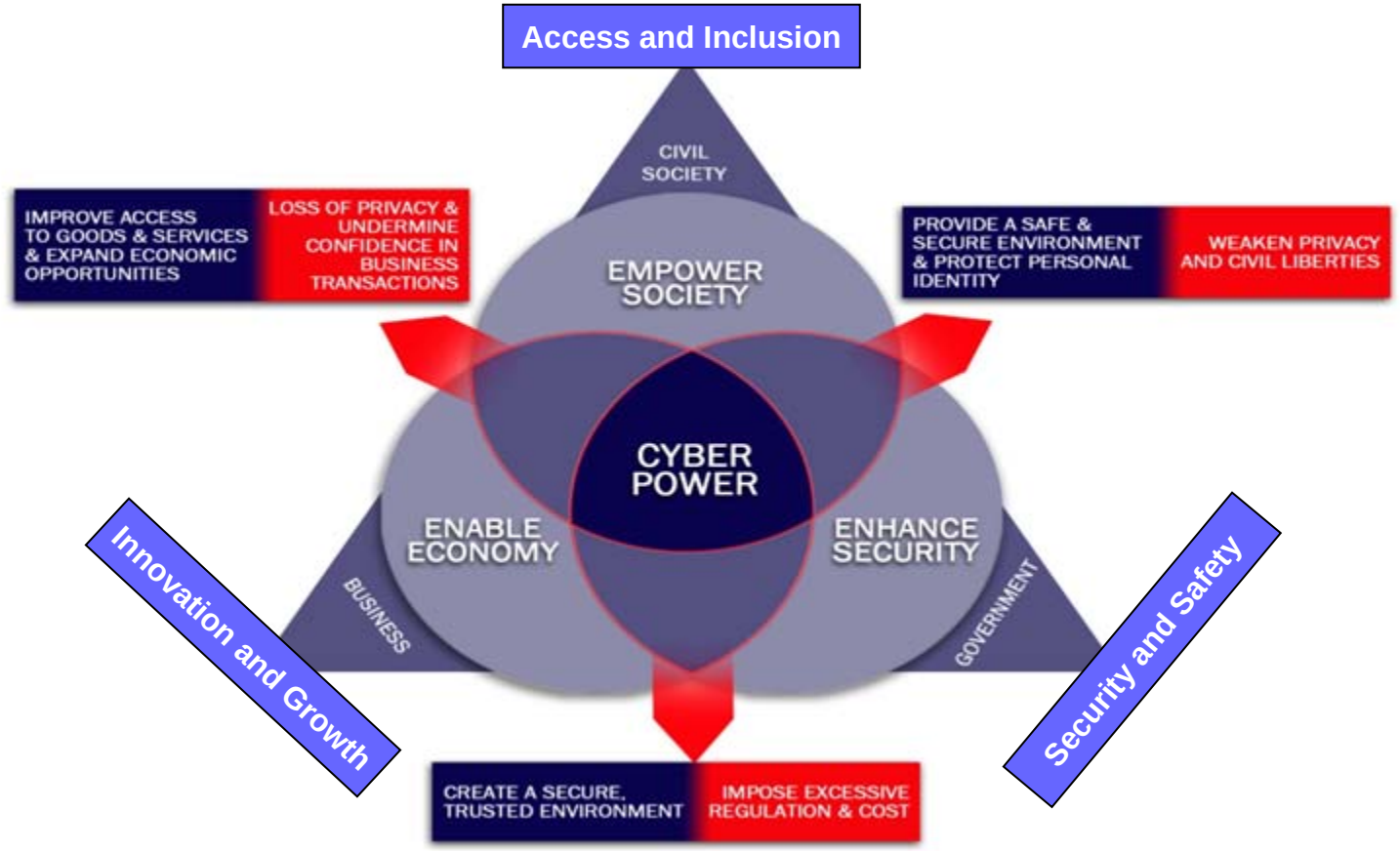


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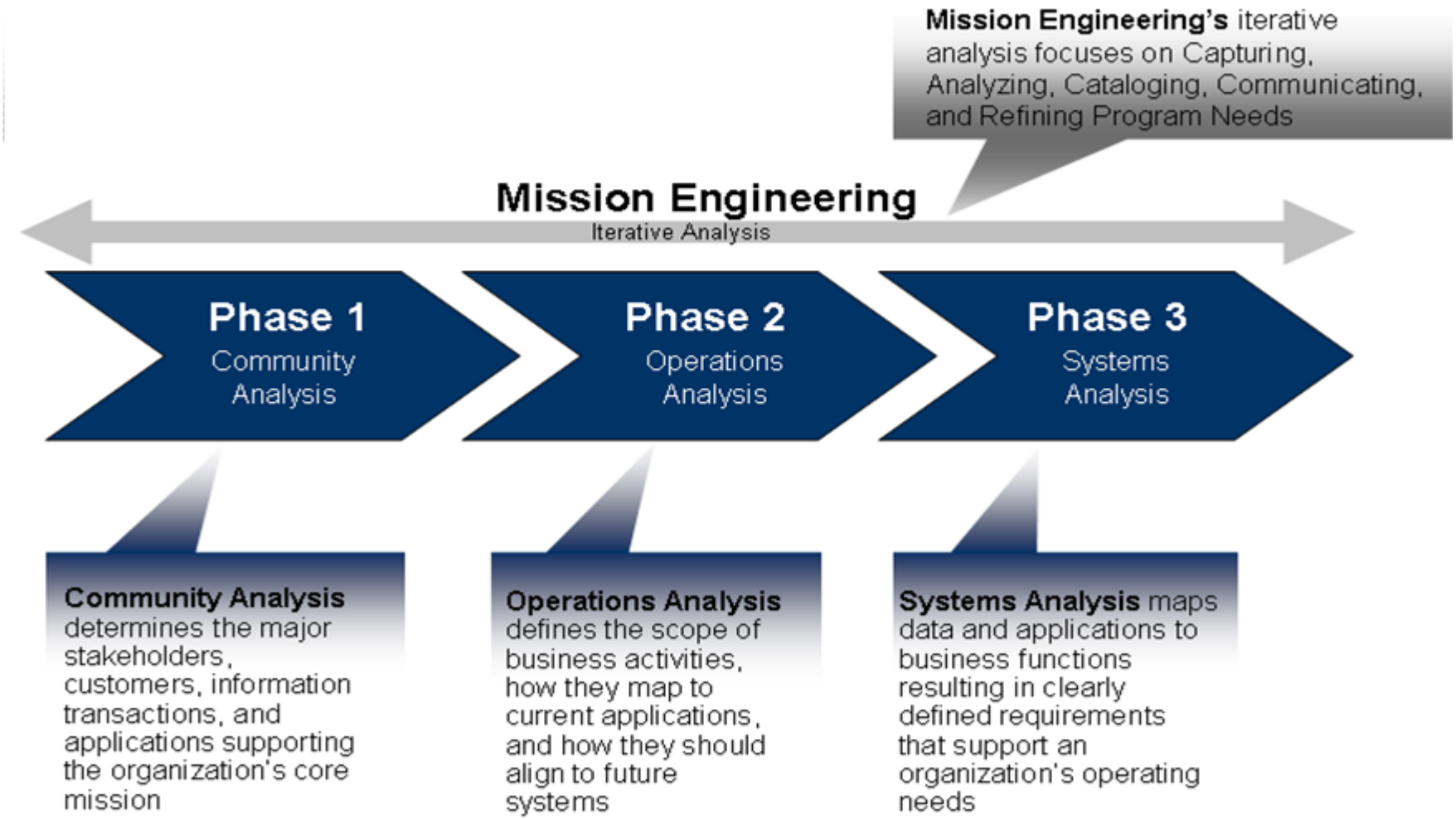


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Mission Engineering




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Industry and Government Innovation

November 17, 2009

Jack Littley, DSc
President and COO, Truestone



13873 Park Center Road, Suite 300N | Herndon, VA 20171
703.766.6900 | www.truestonefed.com

Idea-Driven Innovation



New markets and new ways of doing things. The result of:

- Breakthrough thinking
- Disruptive technologies

Truestone Approach

- Communities of interest
  - Follow key technologies
  - Map to customer needs
- Seek customer traction
  - White papers
  - Briefings
- Build implementation capacity
- Create innovation offerings

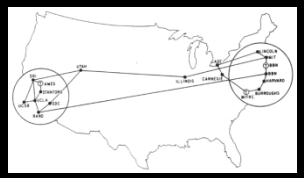
Problem-Driven Innovation



The Manhattan Project



Air Traffic Control



ARPANET



The Apollo Program

Tackling complex initiatives with large resource requirements:

- Broad impact
- Urgent need to solve problem

Truestone Approach

- Create an innovation practice area
  - Hire SMEs
  - Build partnerships
  - Create methodologies
- Find our niche
  - Tailor approach
  - Create solutions base
- Respond to customer demand

In-Market Innovation



Apollo XIII



MacGyver



SISA



SafeNet LAN Replacement

Innovation in operational environments

- Combine operational insight with innovative use of tools and techniques
- Develop practical innovations
- Deploy the winners on a larger scale

Truestone Approach

- CTQ analysis sessions
  - Identify root needs
  - Leverage operational expertise
  - Develop practical options
- Always focus on economics
- Leverage technology integration

Our Innovation Building Blocks



- Innovation is possible on many fronts
  - Strategy and positioning
  - Process
  - Implementation
  - Product/Solution
  - Service
  - Business model
  - Industry



13873 Park Center Road, Suite 300N
Herndon, VA 20171
703.766.6900 | www.truestonefed.com


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2009 INNOVATION EXPO
VIRGINIA BEACH



Coast Guard Industry Innovation Panel

Pat Stillman, Senior Vice President

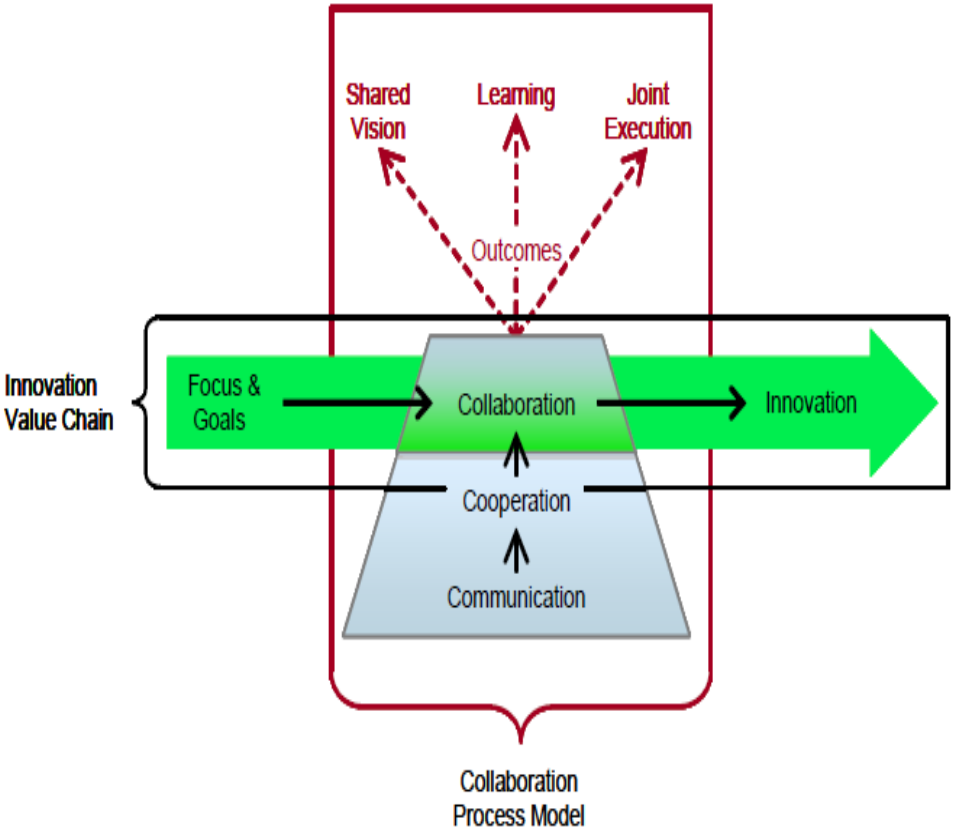
November 17, 2009

SAIC
From Science to Solutions

The Power of Process



SAIC Innovation Value Chain



Solutions



SAIC
From Science to Solutions

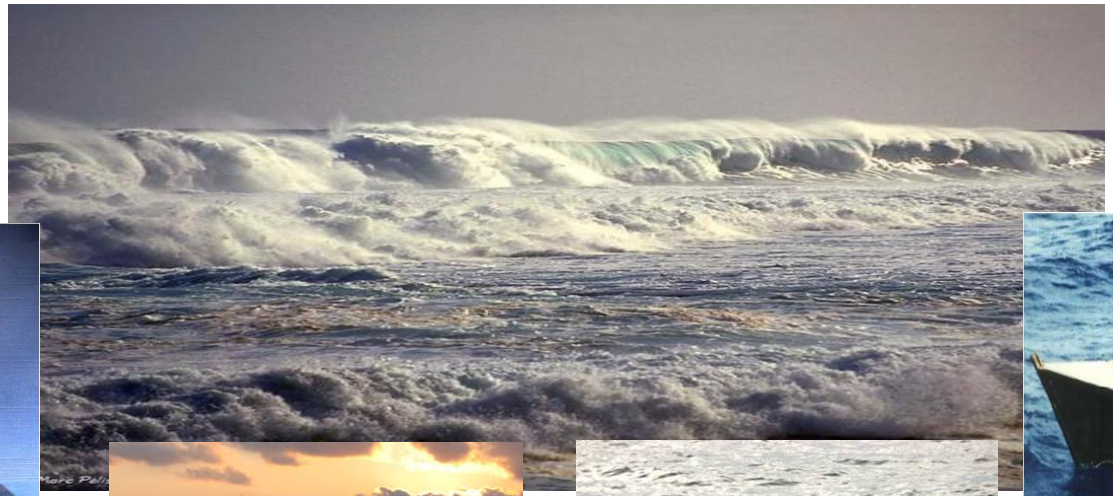
Energy | Environment | National Security | Health | Critical Infrastructure

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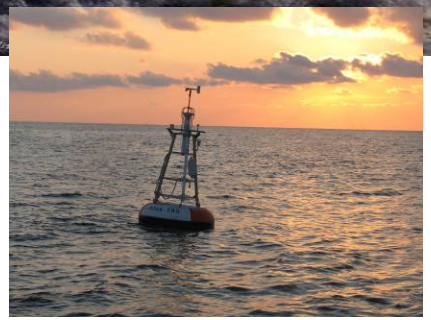
The Practice of Innovation













- Tsunami warning capability…International disaster alert system
- Coast Guard Biometrics at Sea Program Mona Pass Proof of Concept

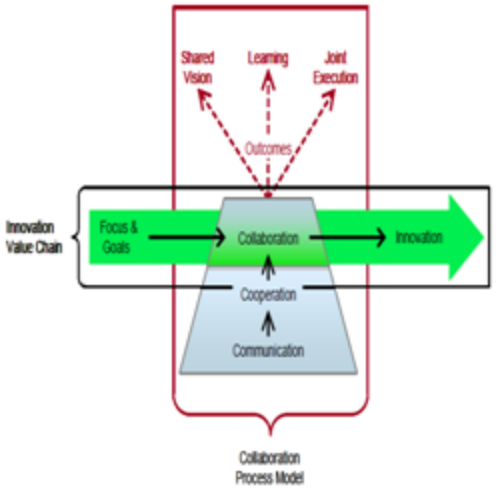
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Technology Innovation Focus



APPROACH



Innovation Enablers

- CMMI® Level 5
- ISO® certifications
- Engineering Edge SE&I
- Small business partnerships
- University alliances
- IR&D
- Culture
- Industry associations

SAIC Technology Focus

- Command and control
- Biometrics
- Modeling, simulation and training
- ISR enablers
- RF and optical physics
- Cryptology and cyber
- Neutron and gamma physics
- Fuel and energy sources
- Energy transmission and distribution
- Medical research
- Advanced bio and chemical sensors
- Neuroscience
- Disease surveillance
- Specialized medical knowledge

Common Driver Trainers



SOA-Based Operations Center



Integration and Interoperability Laboratory



Energy | Environment | National Security | Health | Critical Infrastructure

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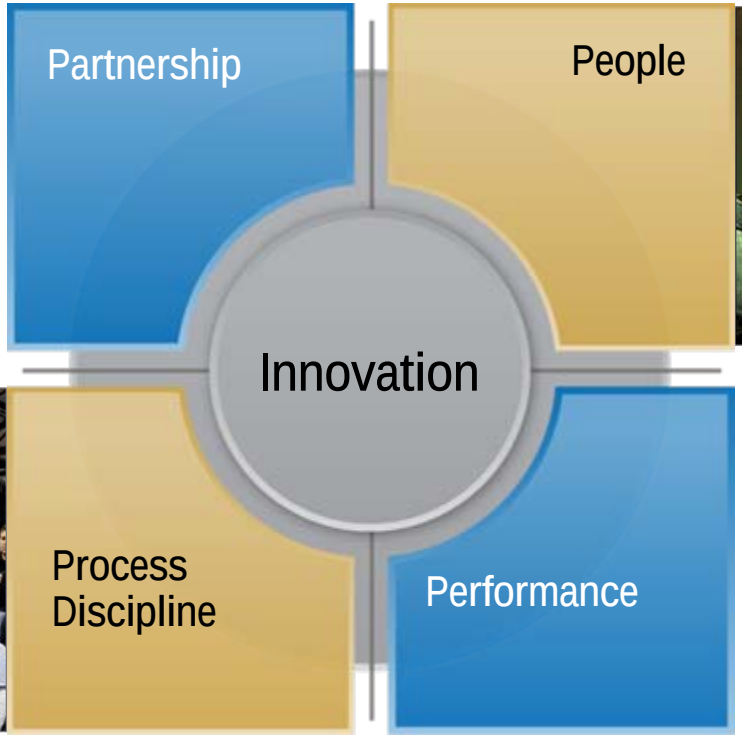
Innovation Summary



09-1844-ID-15

Innovation inside … opportunities amidst change







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GENERAL DYNAMICS
C4 Systems

EDGE® Innovation Network

Bringing Experience, Engineering, and Expertise to the U.S. Coast Guard

NDIA USCG Innovation Expo

Lee Wright

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What is the EDGE® Innovation Network?

A revolutionary model where industry and academia collaborate to deliver new technologies and innovative capabilities to users.

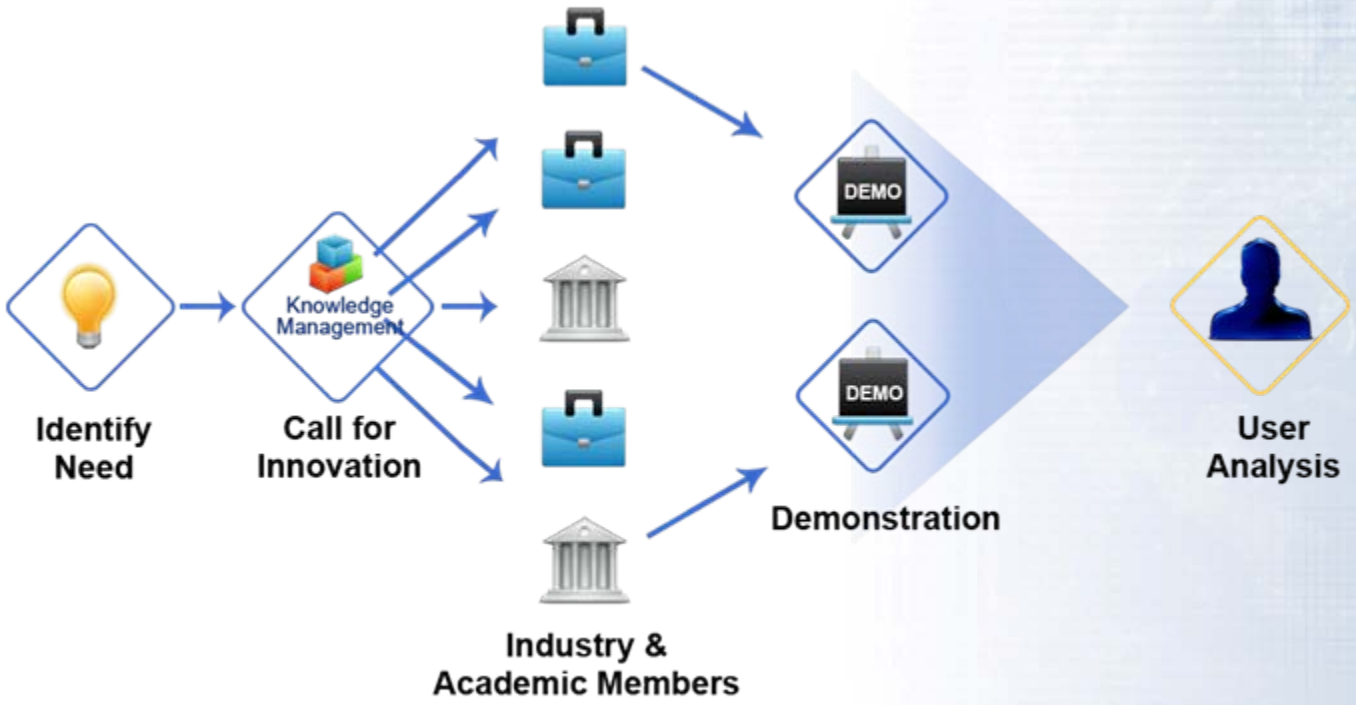
Addresses the innovation needs of:

- Military
- Federal and state governments
- Commercial and international users

Over $200M in Research and Development from 100 industry and academic members

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EDGE Innovation Network
How It Works



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GENERAL DYNAMICS
C4 Systems

EDGE Benefits

Links user needs to wide range of technical solutions

Quick path to solutions

- No reinventions
- “60 days to demo” goal

Access to multi-vendor technology

Collaboration between industry partners

- Sharing of knowledge and solutions

Sustained Innovation

- Optimizes system upgrades







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Sample EDGE Projects

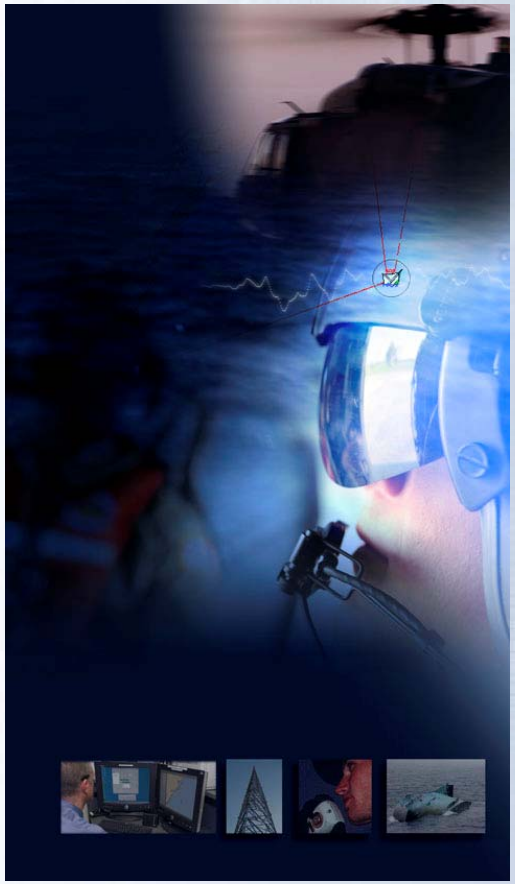
Researching New Technologies with Potential to Improve Coast Guard Operations

Speech Recognition Innovations

- With BBN, IBM, Viecore, Iris Technologies, Fonix

Transmission of Operational Data to Airborne Helicopters

- With Rockwell Collins



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Closing

The EDGE has completed ~50 projects to date

- DOD, Federal Civil government

The EDGE model has proven to deliver value to all involved







The EDGE Model Provides a Compelling New Approach to Bringing Innovative Solutions to Users

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Lee Wright

(480) 441-7953

Lee.Wright@gdc4s.com

http://www.edge-innovation.com

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Coast Guard Modernization

Where We Are and Where We Are Heading

U.S. Coast Guard…



…Change-Centric
Learning Organization

Moderator:
RDML Sandra Stosz
Director of Enterprise Strategic Management and Doctrine

Panel Members

- DCO - RDML Kevin Cook
- Future DCMS - Mr. Jeffery Orner
- Future OPCOM – RDML James Watson
- Financial Transformation - Mr. Martin Rajk
- FORCECOM – RADM Timothy Sullivan
- NAPA – Mr. Jaime Zamora

Modernization Panel Agenda

- Introductions
- Modernization Overview (10 minutes)
- Modernization Effort Summaries (25 minutes)
  - Deputy Commandant for Operations (DCO)
  - Future Deputy Commandant for Mission Support (DCMS)
  - Future Operations Command (OPCOM)
  - Financial Transformation
  - Force Readiness Command (FORCECOM)
- Panel Q & A (50 minutes)
- Closing Remarks (5 minutes)

Cause for Action – Why Modernize

- Demand for an organization that is responsive to 21st century threats & hazards.
- Demand for an operational structure that is more agile, flexible, and responsive.
- Demand for improved business and support processes.
- Lessons learned from internal/external studies, GAO & Congressional reports

Outcomes of a Change-Centric Organization

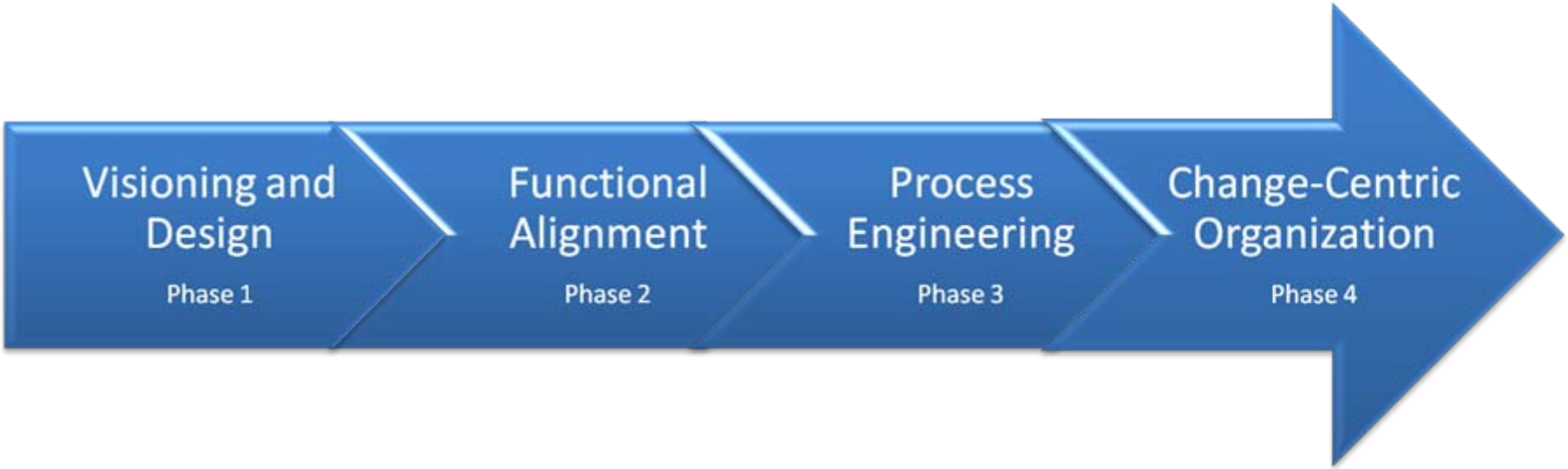




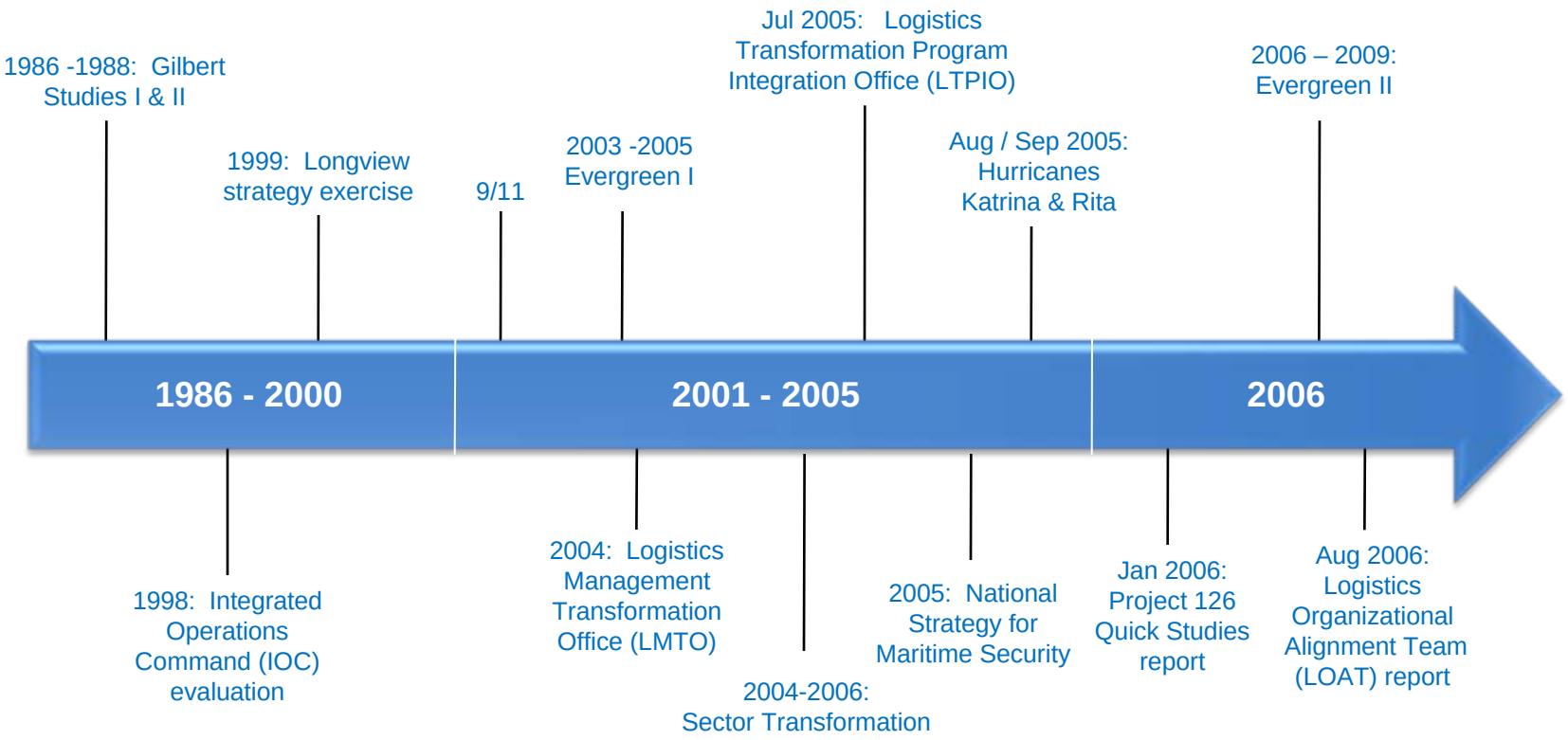


- Make our support systems ***more responsive*** to our operators.
- Make our force structure ***more responsive*** to mission execution.
- Make our Coast Guard ***more responsive*** to our Nation.

Path to a Change-Centric Coast Guard

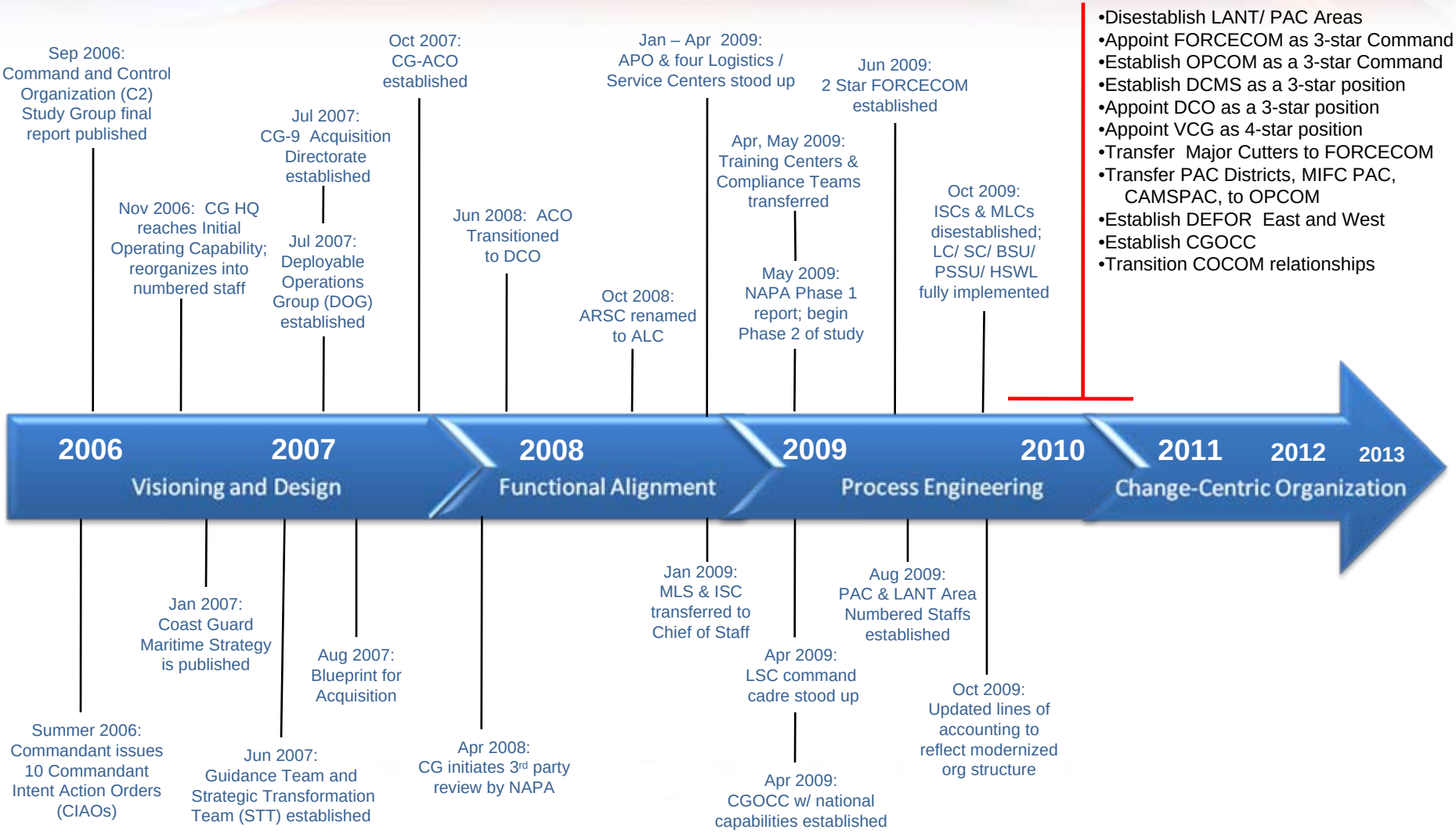


Foundations of Modernization

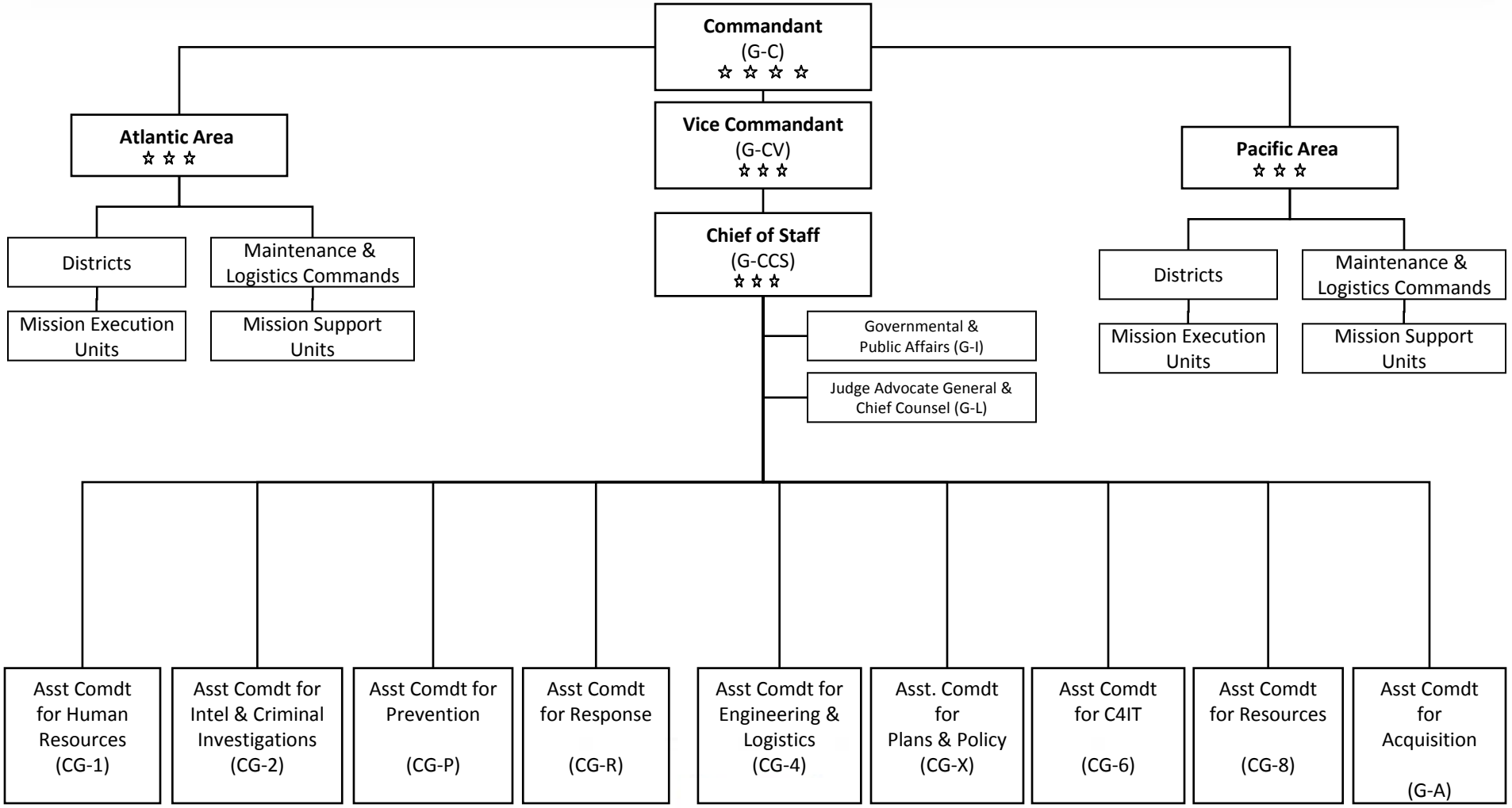


Modernization Major Milestones

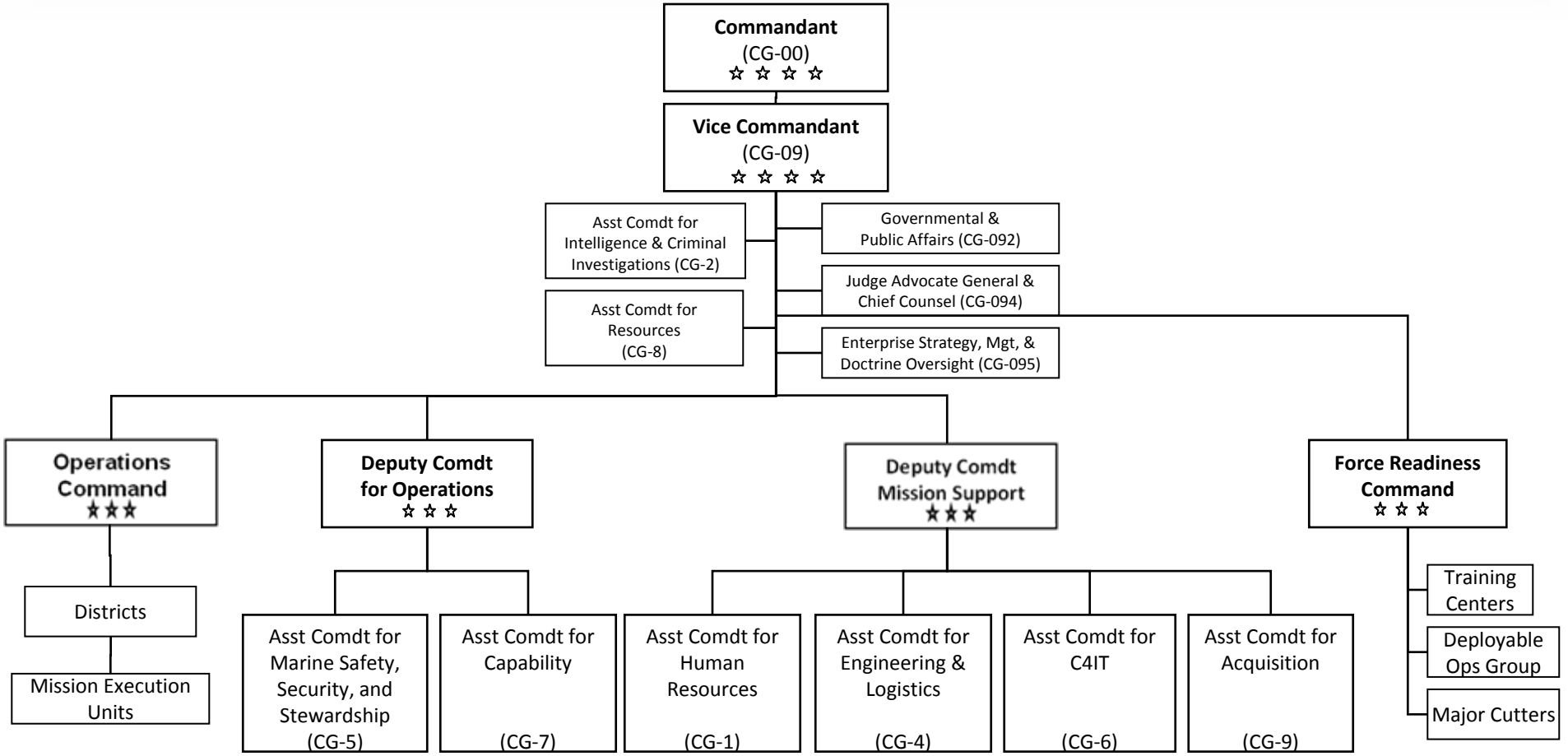
Authorization Bill Enacted (TBD)



Fundamental Design of Pre-Modernized Coast Guard

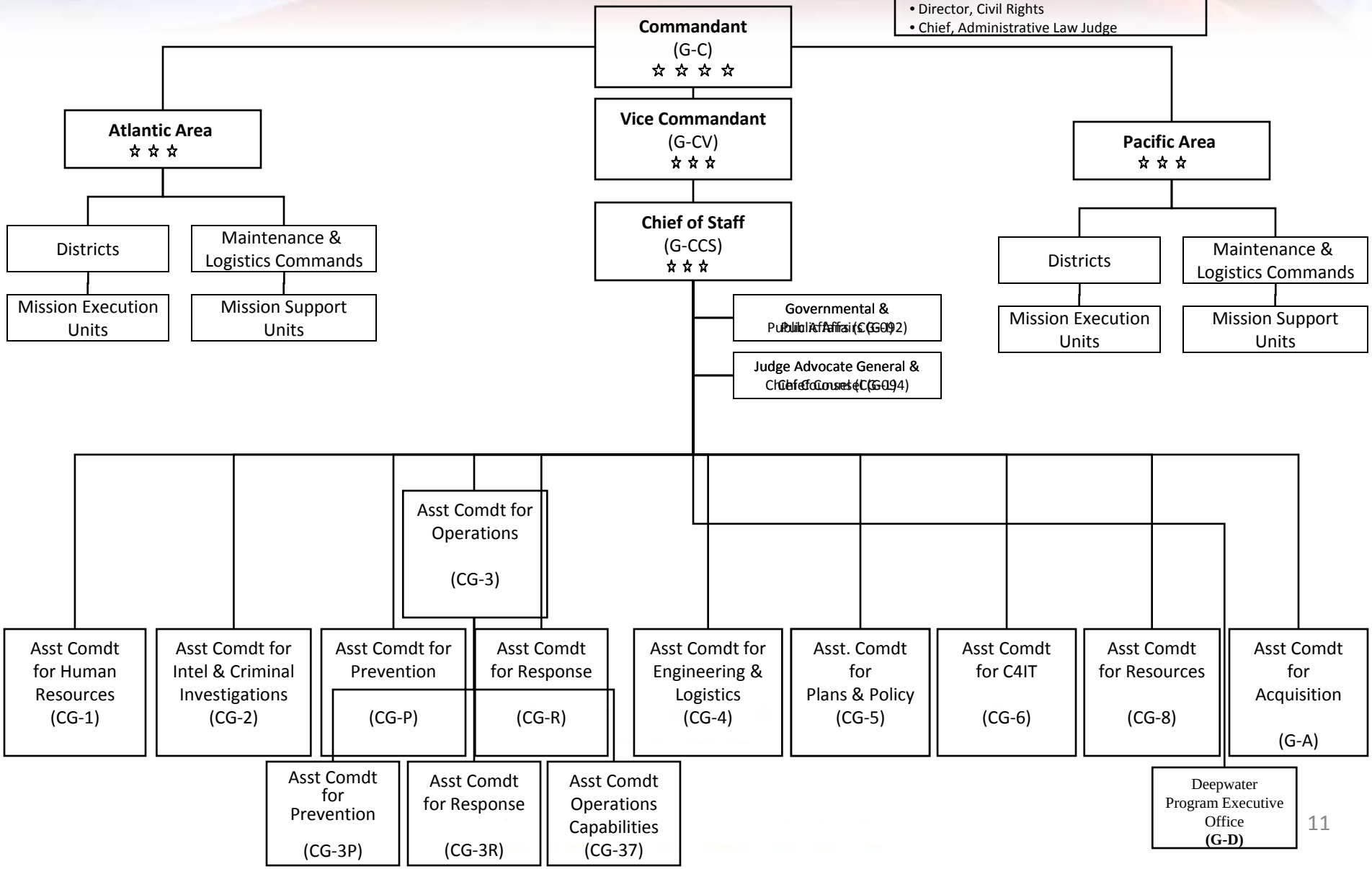


Fundamental Design of Modernized Coast Guard

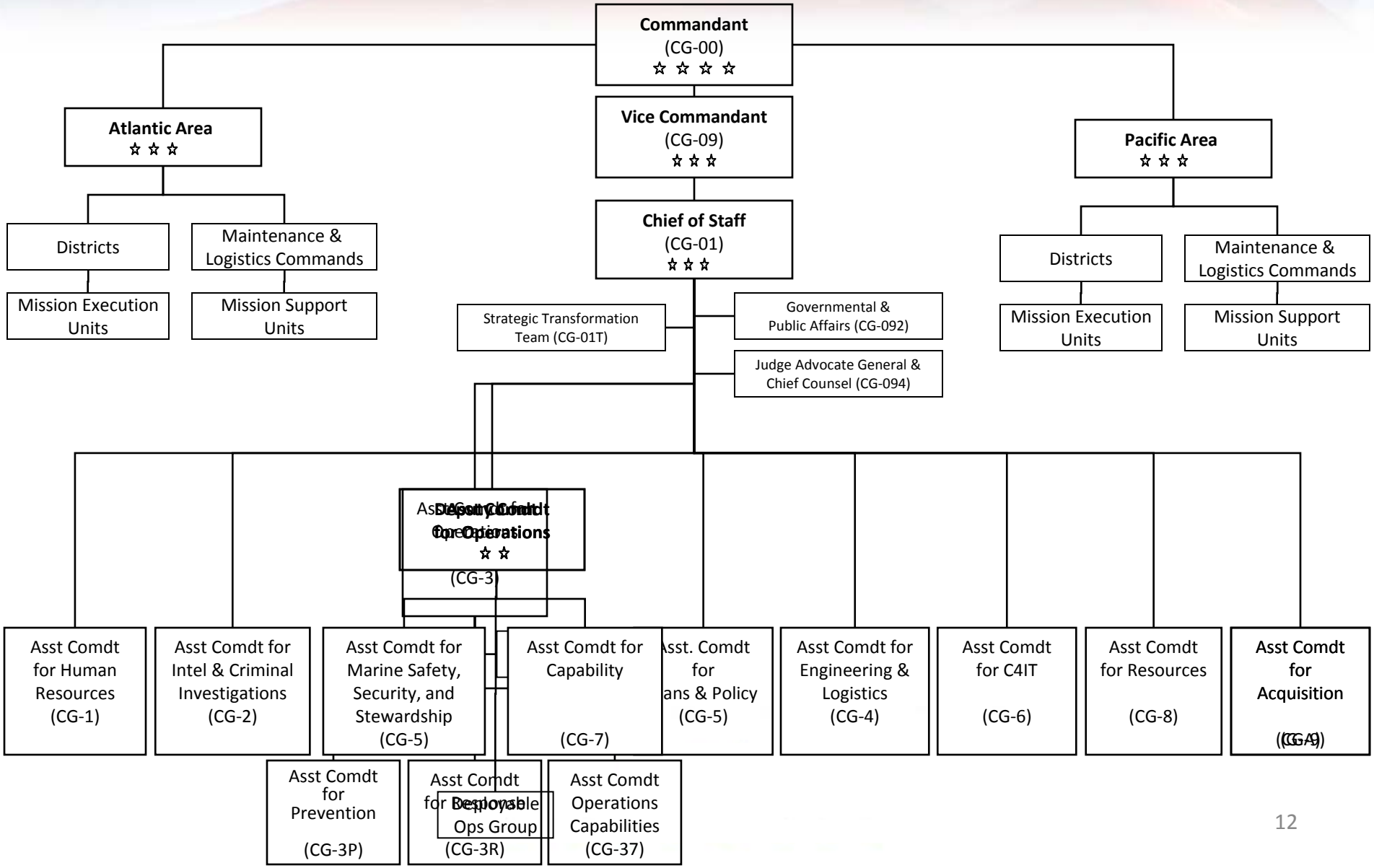


2006

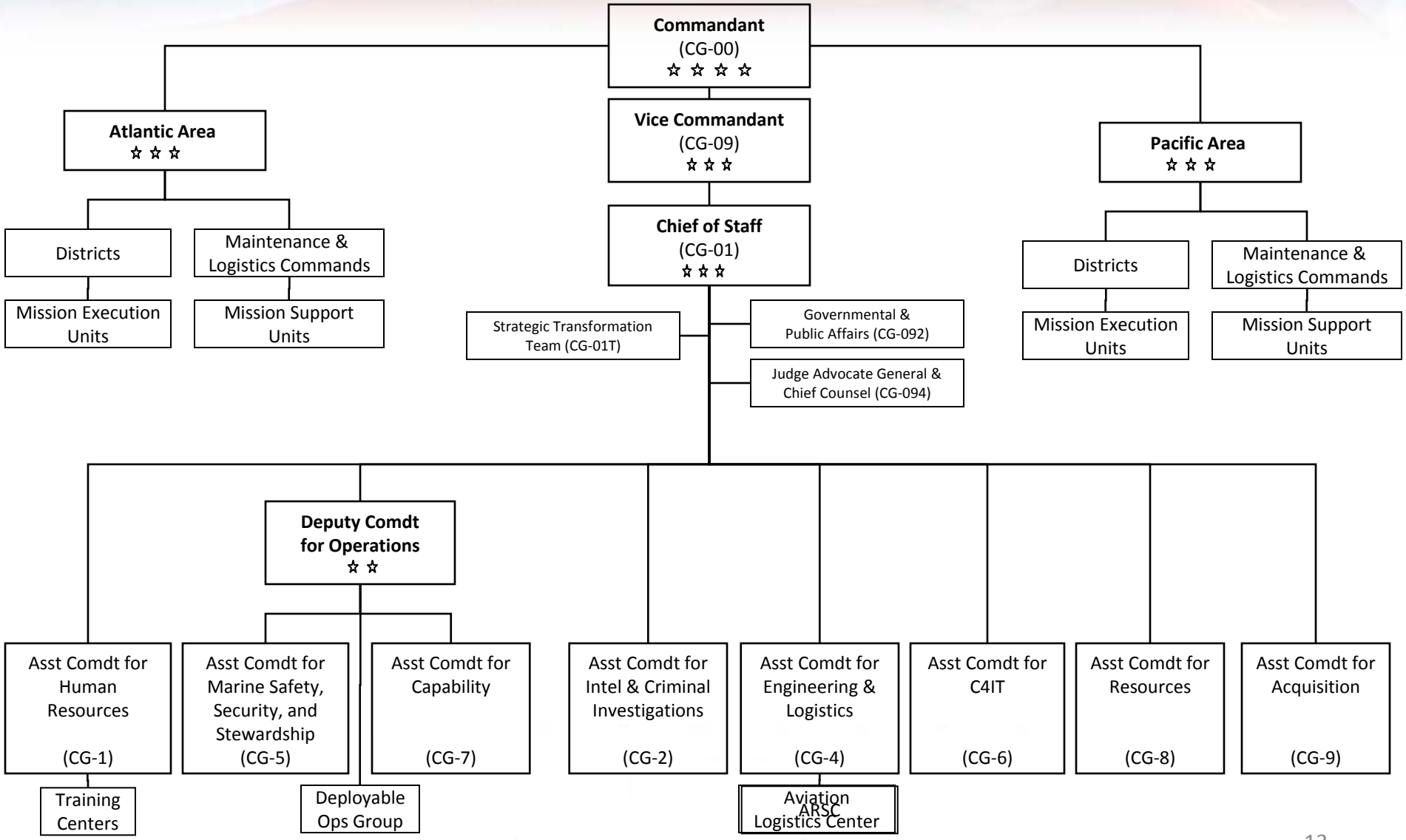
* G-C Staff includes:
- Chaplain of the CG
- Master Chief Petty Officer of the CG
- Director, Civil Rights
- Chief, Administrative Law Judge



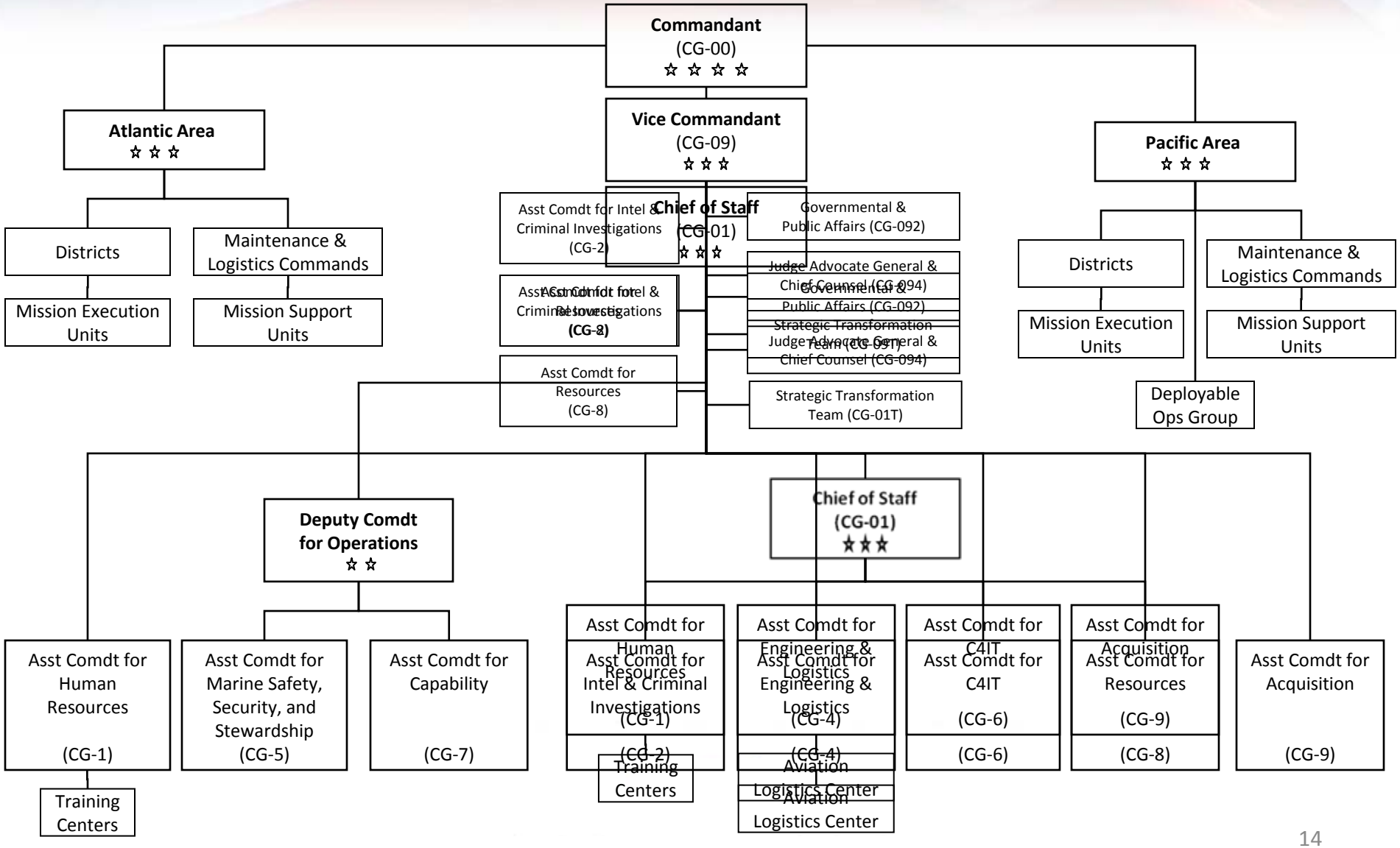
June 2007 – June 2008



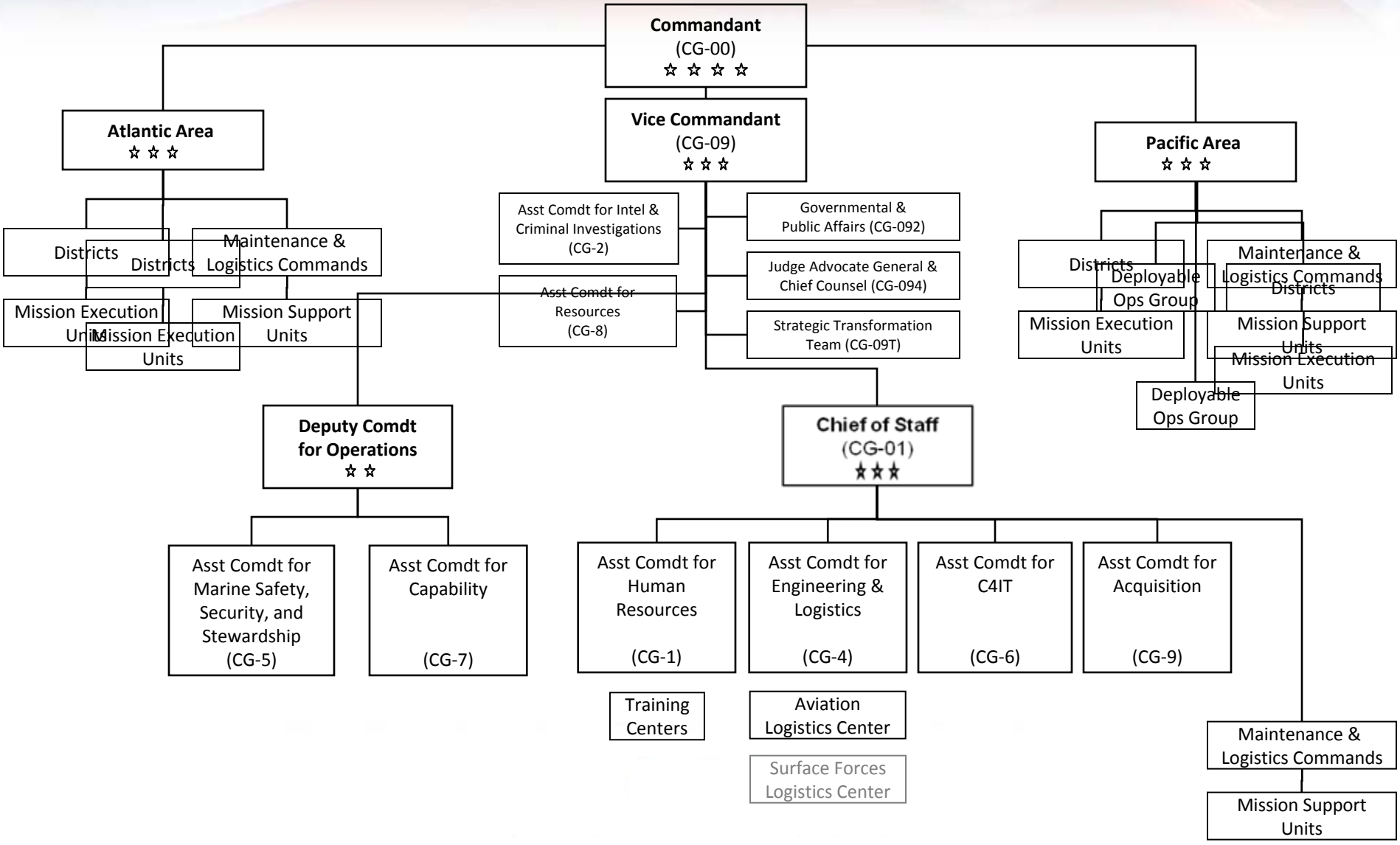
Oct – Nov 2008


Commandant
(CG-00)
☆ ☆ ☆ ☆
Vice Commandant
(CG-09)
☆ ☆ ☆
Chief of Staff
(CG-01)
☆ ☆ ☆
Atlantic Area
☆ ☆ ☆
Districts
Maintenance & Logistics Commands
Mission Execution Units
Mission Support Units
Pacific Area
☆ ☆ ☆
Districts
Maintenance & Logistics Commands
Mission Execution Units
Mission Support Units
Strategic Transformation Team (CG-01T)
Governmental & Public Affairs (CG-092)
Judge Advocate General & Chief Counsel (CG-094)
Deputy Comdt for Operations
☆ ☆
Asst Comdt for Human Resources (CG-1)
Asst Comdt for Marine Safety, Security, and Stewardship (CG-5)
Asst Comdt for Capability (CG-7)
Asst Comdt for Intel & Criminal Investigations (CG-2)
Asst Comdt for Engineering & Logistics (CG-4)
Asst Comdt for C4IT (CG-6)
Asst Comdt for Resources (CG-8)
Asst Comdt for Acquisition (CG-9)
Training Centers
Deployable Ops Group
Aviation Logistics Center
ARSC

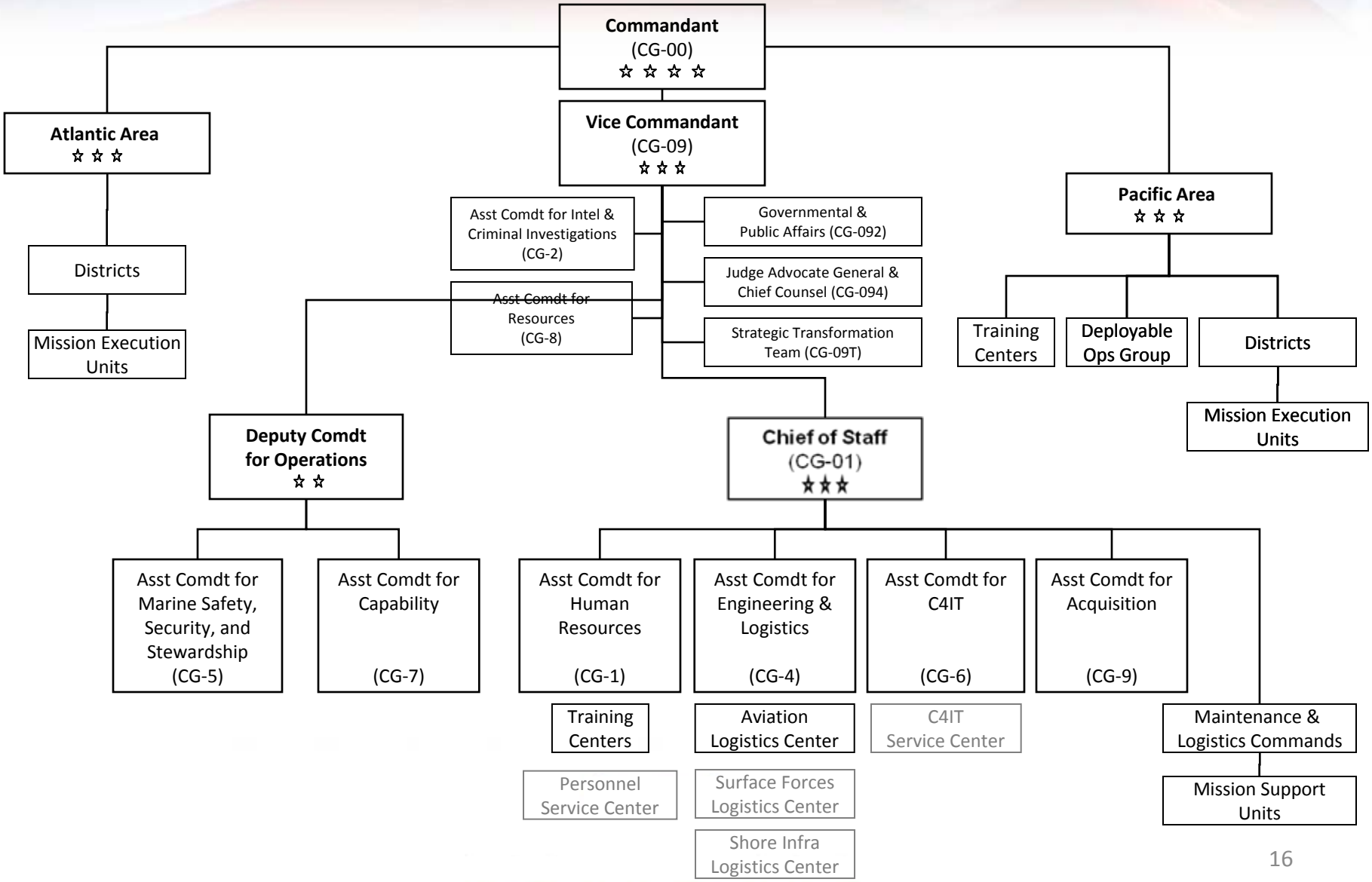
Jan 2009


Commandant
(CG-00)
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Vice Commandant
(CG-09)
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Atlantic Area
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Districts
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Mission Support Units
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(CG-01)
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Governmental & Public Affairs (CG-092)
Judge Advocate General & Chief Counsel (CG-094)
Strategic Transformation Team (CG-01T)
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Deputy Comdt for Operations
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(CG-01)
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Asst Comdt for Human Resources
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Asst Comdt for Marine Safety, Security, and Stewardship
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Asst Comdt for Capability
(CG-7)
Asst Comdt for Intel & Criminal Investigations
(CG-2)
Asst Comdt for Engineering & Logistics
(CG-4)
Aviation Logistics Center
Asst Comdt for C4IT
(CG-6)
Asst Comdt for Resources
(CG-9)
Asst Comdt for Acquisition
(CG-9)

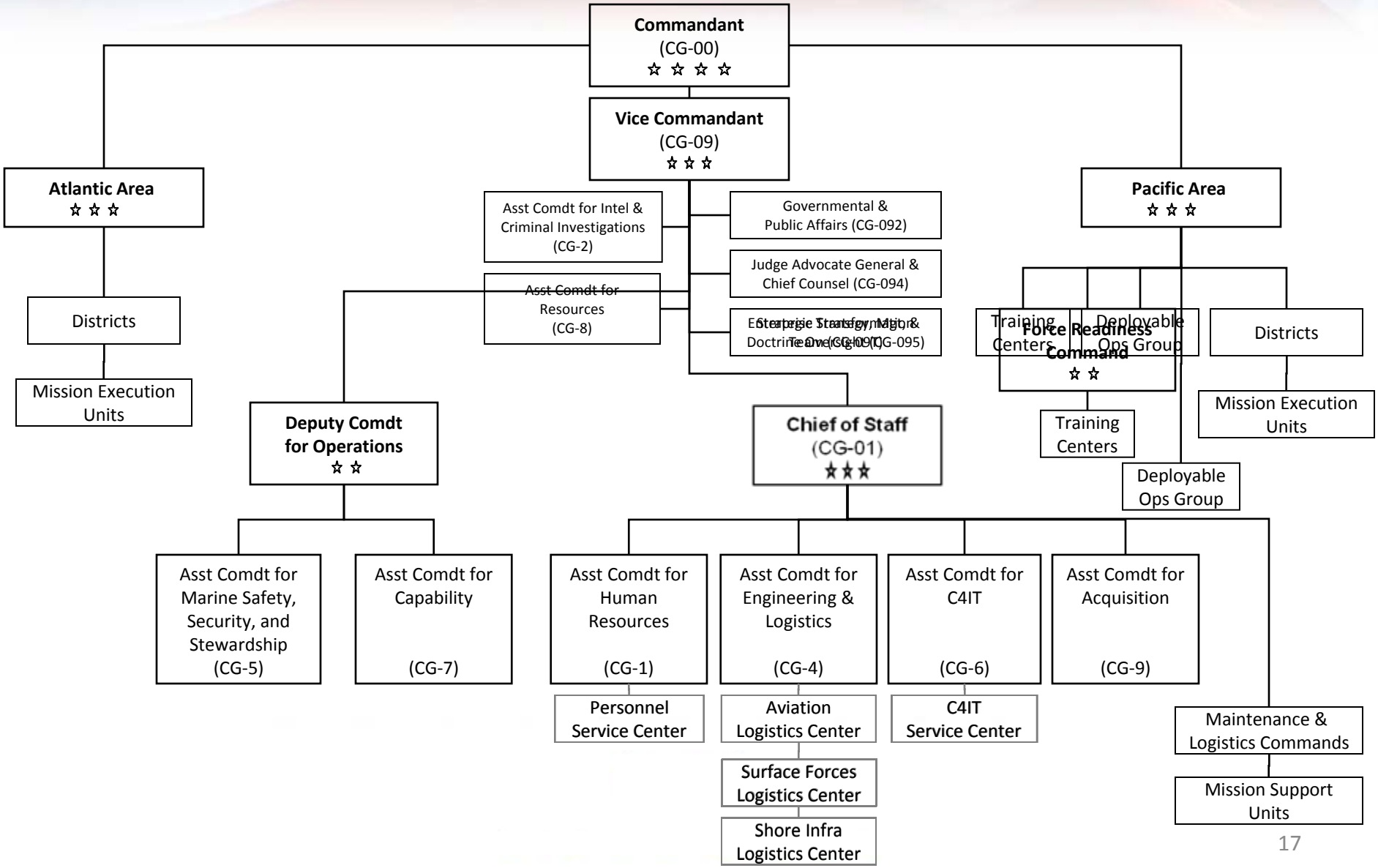
Jan 2009 continued



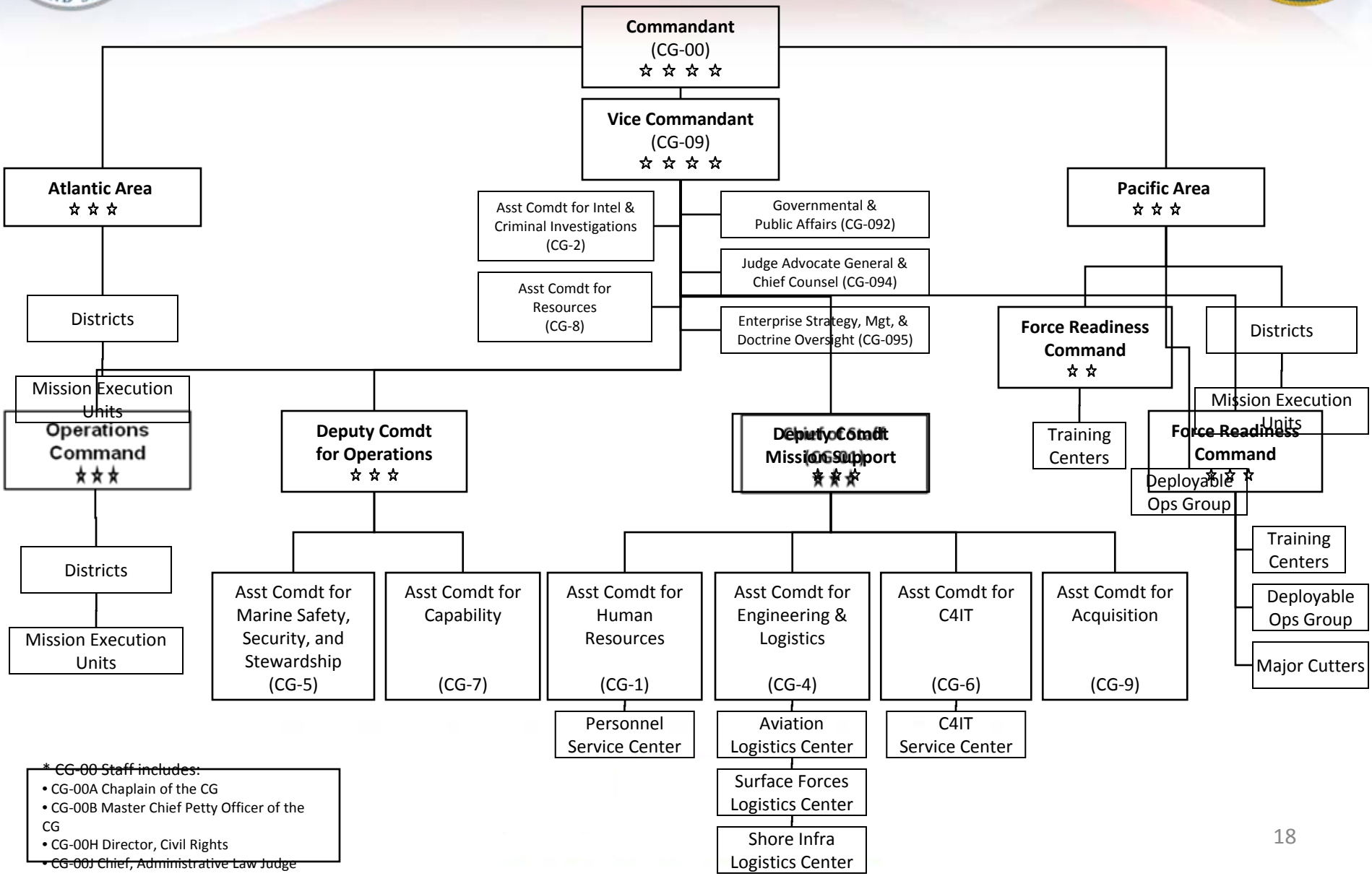
Feb - Apr 2009


Commandant
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Vice Commandant
(CG-09)
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Governmental & Public Affairs (CG-092)
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(CG-01)
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Asst Comdt for Capability (CG-7)
Asst Comdt for Human Resources (CG-1)
Asst Comdt for Engineering & Logistics (CG-4)
Asst Comdt for C4IT (CG-6)
Asst Comdt for Acquisition (CG-9)
Training Centers
Aviation Logistics Center
C4IT Service Center
Maintenance & Logistics Commands
Personnel Service Center
Surface Forces Logistics Center
Shore Infra Logistics Center
Mission Support Units

May - Nov 2009


Commandant
(CG-00)
Vice Commandant
(CG-09)
Atlantic Area
Districts
Mission Execution Units
Asst Comdt for Intel & Criminal Investigations (CG-2)
Asst Comdt for Resources (CG-8)
Governmental & Public Affairs (CG-092)
Judge Advocate General & Chief Counsel (CG-094)
Deputy Comdt for Operations
Chief of Staff
(CG-01)
Pacific Area
Force Readiness Command
Training Centers
Deployable Ops Group
Districts
Mission Execution Units
Training Centers
Deployable Ops Group
Asst Comdt for Marine Safety, Security, and Stewardship (CG-5)
Asst Comdt for Capability (CG-7)
Asst Comdt for Human Resources (CG-1)
Asst Comdt for Engineering & Logistics (CG-4)
Asst Comdt for C4IT (CG-6)
Asst Comdt for Acquisition (CG-9)
Personnel Service Center
Aviation Logistics Center
C4IT Service Center
Surface Forces Logistics Center
Shore Infra Logistics Center
Maintenance & Logistics Commands
Mission Support Units

Post Authorization



* CG-00 Staff includes:
- CG-00A Chaplain of the CG
- CG-00B Master Chief Petty Officer of the CG
- CG-00H Director, Civil Rights
- CG-00J Chief, Administrative Law Judge

2010, 2011, & Beyond

- Process Engineering
  - Align Training Teams
  - Assess & Align Districts Functions
  - Assess & Align Sector Logistics
  - Intelligence Integration
  - Capabilities Management
  - Operational Training, Tactics, Procedures Development
  - Implement NAPA recommendations
- Stay on course: Change-Centric Coast Guard

A Modernized Coast Guard



- **Regulatory Authority by DCO**
- **Logistics Support by DCMS**
- **Incident Command System Training by FORCECOM**
- **Mission Execution & Interagency Coordination by OPCOM**

DEPUTY COMMANDANT FOR OPERATIONS (CG-DCO)

Modernization Update

RDML Kevin Cook

Director of Prevention Policy

(CG-54)

DCO Mission & Vision

Mission

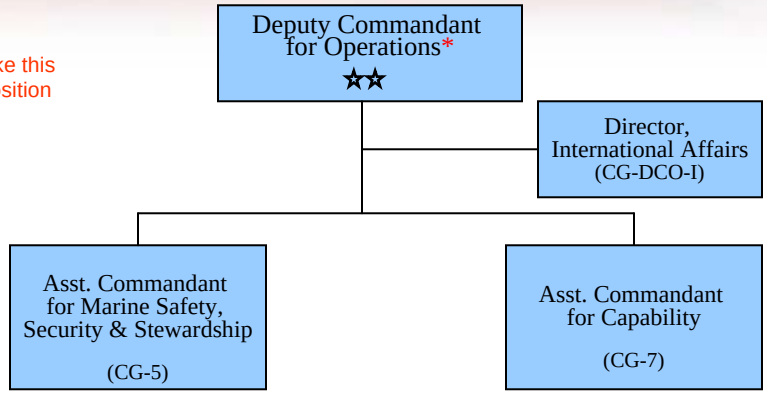
DCO will develop and oversee the execution of Coast Guard's strategic-level operational policy, planning, resource acquisition and international engagement.

Vision

DCO will align Coast Guard's mission activities, outputs and outcomes to optimize mission execution and thus ensure that the Coast Guard remains the recognized international leader in Maritime Safety, Security and Stewardship.

Coast Guard Deputy Commandant for Operations (CG-DCO)

*Pends legislation to make this A three star (VADM) position



BENEFITS

- *Consolidates* all CG operating programs under single Deputy Commandant, increasing operational focus & unity of effort.
- *Integrates* all operational policy development under single Assistant Commandant for Marine Safety, Security and Stewardship, eliminating overlap and redundancy, and providing clear unambiguous guidance to the field.
- *Improves* capabilities requirements generation for all Coast Guard operating programs, centralizing these functions under a single Assistant Commandant for Capability.
- *Incorporates* the International Affairs Directorate and functions into the new CG-DCO organization, improving the link between operational policy and international engagement.
- *Enhances* Headquarters alignment with the new Sector field operations organizational structure, clarifying mission ownership and improving the flow of policy, plans and resources from Headquarters to the field.

Deputy Commandant for Operations (CG-DCO) Milestones

Independent Missions/ Programs in HQ & Field

Pre 2004

Merged MSOs & Groups into Sectors

2004-2006

Transitioned G-O & G-M to Prevention & Response

2005

Established CG-3; 3P, 3R, 37 "Merger"

2006

Established CG-DCO Version 1.0; "Integration" CG-5 & CG-7 International Affairs

2007

DCO Version 1.2 "Divestment" 3000+ billets

2008-2009

Proposed DCO Version 2.0 "Alignment"

2010

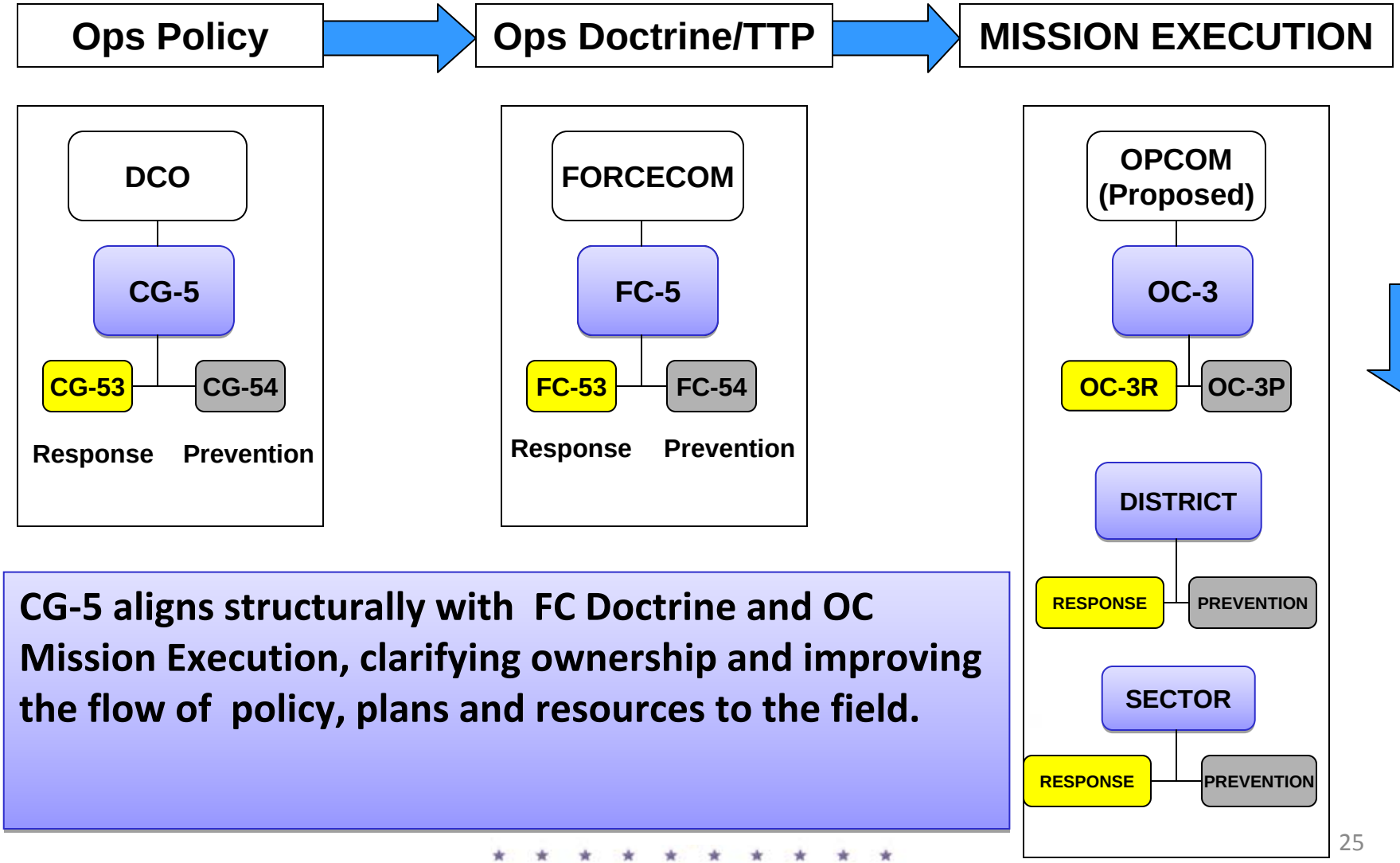
Before

- Multiple field units in same AOR
- Separate O and M chains of command and HQ Programs
- Mission/Policy Overlap
- Multiple CG Spokespersons

Today

- One Senior Leader Directs All Operational Policy
- Integrated & Aligned Mission Execution
- Consistent Structure Throughout Entire Service

The Ops Alignment Picture



CG-5 aligns structurally with FC Doctrine and OC Mission Execution, clarifying ownership and improving the flow of policy, plans and resources to the field.

DCO Version 1.2



DEPUTY COMMANDANT FOR OPERATIONS (DCO)

RADM Brice-O'Hara

Consolidates all HQ Operating Programs under DCO, Improving Operational Focus and Unity of Effort

Centralizes Ops Resource Planning, Programming & Budgeting, Linking Strategy to Resources

International Affairs under DCO Improves the linkage between Policy & International Engagement

GS-15

DIRECTOR OF OPERATIONS RESOURCE MANAGEMENT (DCO-R)

DIRECTOR OF INTERNATIONAL AFFAIRS (DCO-I)



Integrates all Ops Policy under CG-5, Eliminating overlap and Redundancy



ASST COMMANDANT FOR MARINE SAFETY, SECURITY AND STEWARDSHIP (CG-5)



ASST COMMANDANT FOR CAPABILITY (CG-7)

Centralizes and Improves Capabilities Requirements under CG-7



DIRECTOR OF ASSESSMENT, INTEGRATION AND RISK MANAGEMENT (CG-51)



DIRECTOR OF COMMERCIAL REGULATIONS AND STANDARDS (CG-52)



DIRECTOR OF RESPONSE POLICY (CG-53)



DIRECTOR OF PREVENTION POLICY (CG-54)

Completes HQ Alignment with Field Operations Structure

Public Release Authorized

Future DEPUTY COMMANDANT FOR MISSION SUPPORT (CG-DCMS)

Modernization Update

Mr. Jeffery Orner

CG-4D

DCMS Mission & Vision

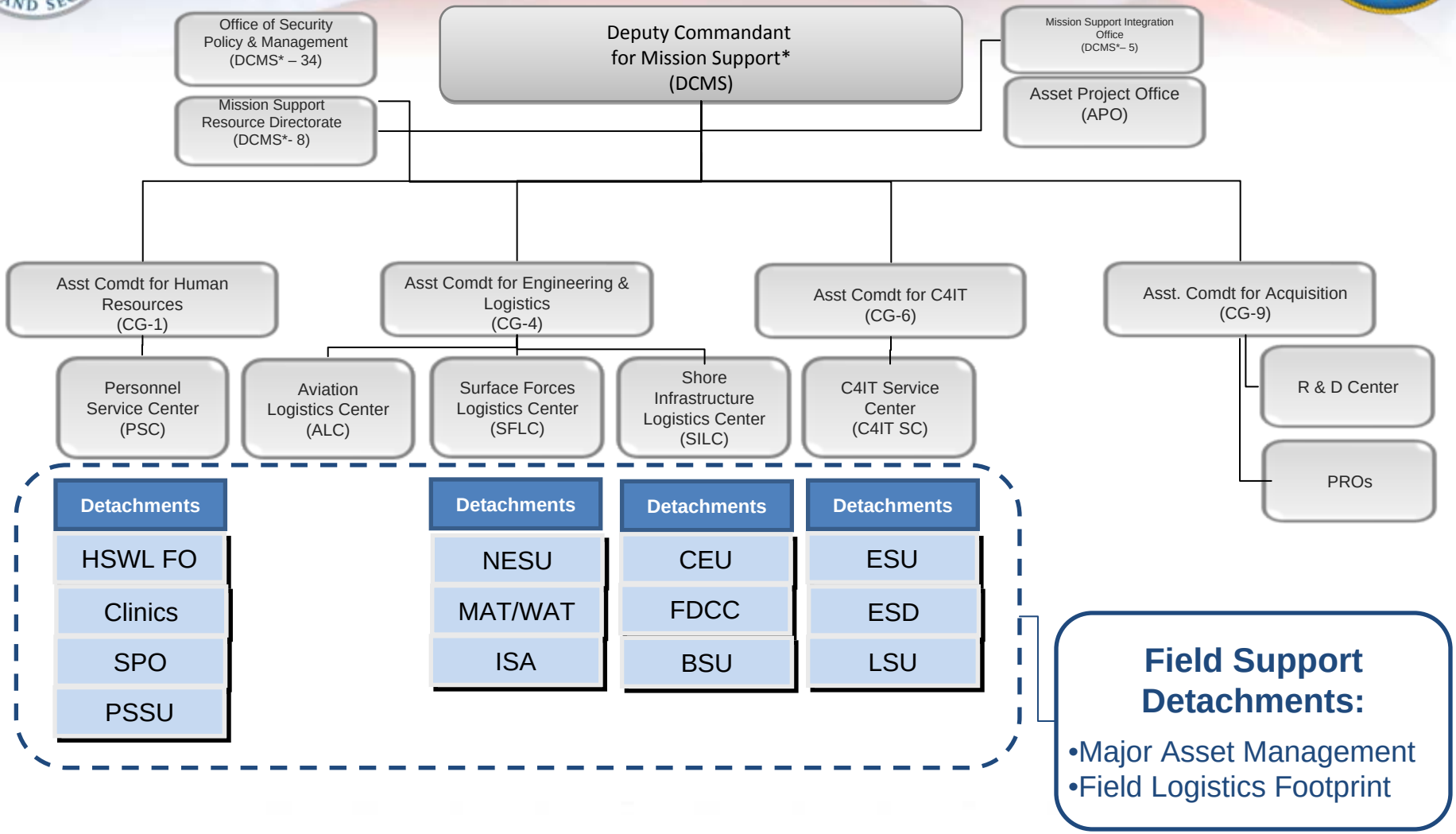
Mission

DCMS will enable Coast Guard Mission Execution and advance Coast Guard's Maritime Strategy by fostering a professional workforce capable of delivering "Best In Class" capabilities that maximize Coast Guard readiness.

Vision

All people, all platforms, all systems, and all missions always supported.

Mission Support Organization: Version 1.0



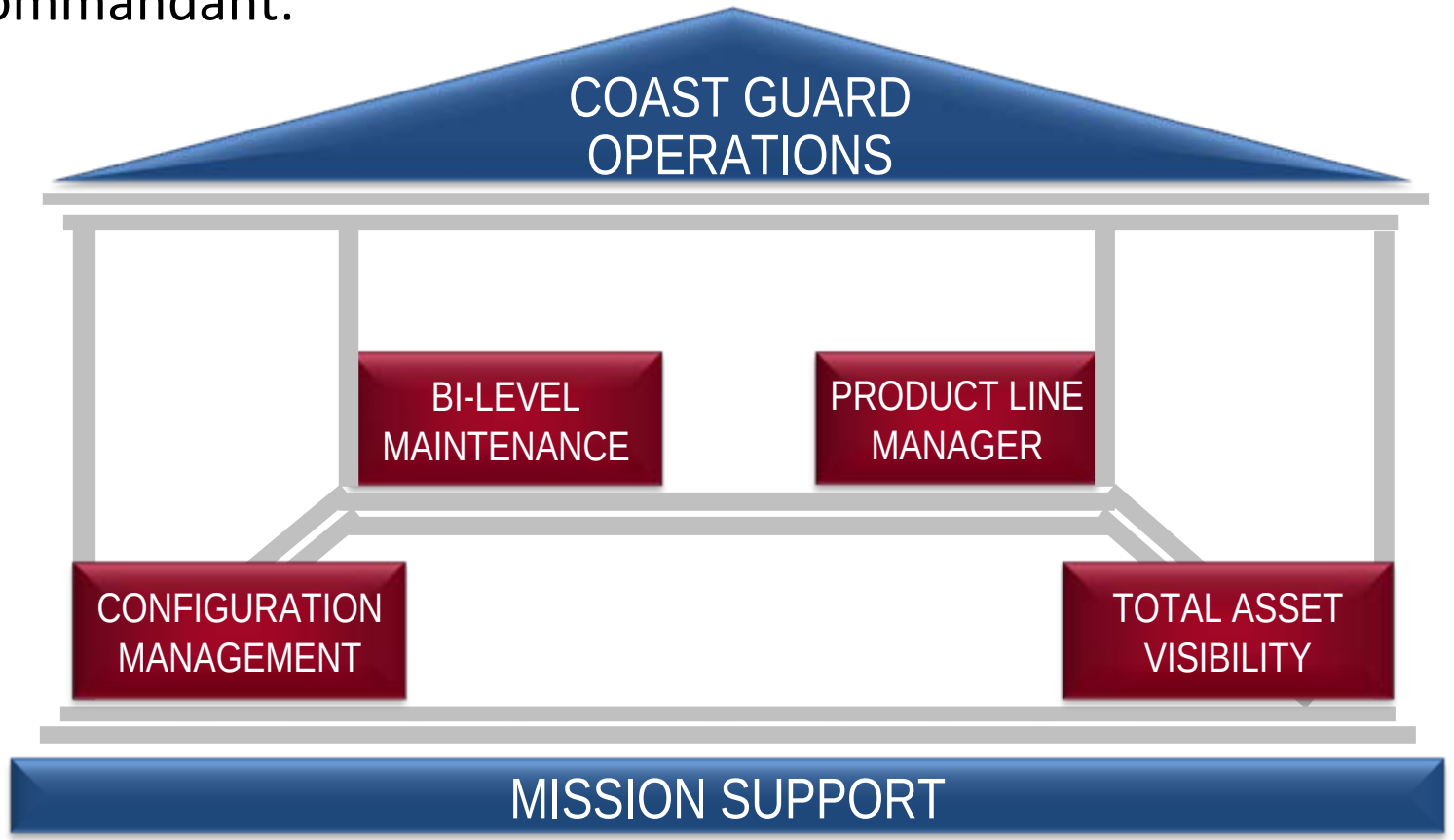
Field Support Detachments:

- Major Asset Management
- Field Logistics Footprint

*Pre-Decisional: Pending Congressional Approval of Requested Title 14 USC Amendments.

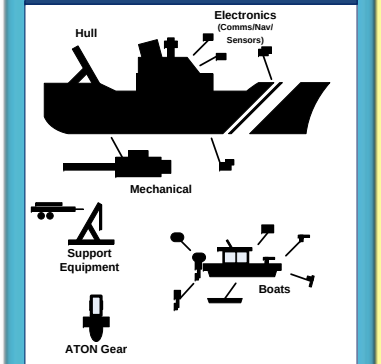
The Four Cornerstones

Process transformation will deliver the following Four Cornerstones of the Logistics Business Model identified by the Commandant:



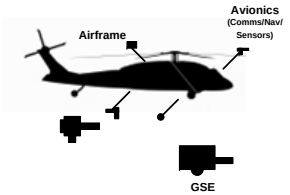
Everybody Owns Mission Support

Surface Forces



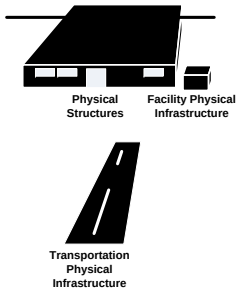
Cutters, Boats, and all attached comms, sensors, and electronics

Aviation



Airframes and all attached comms, sensors, and electronics

Shore Infrastructure



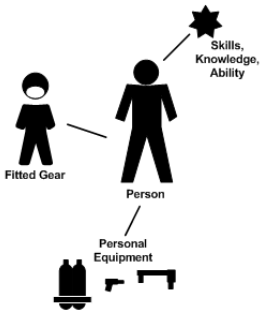
All physical structures plus facility support and transportation infrastructure

C4IT Service Center



All information infrastructure not physically attached to a moveable asset and Standard workstation

Personnel Service Center



Military personnel recruitment through retirement support

Who do I call if my cutter, Helo, building, or computer isn't working right or if I need to go to the clinic?

1. Call the old POC
2. Call the Product Line Manager (PLM) for the asset
3. Call the Primary Support Office in my District

Version 2.0
Evolving Mission Support Processes

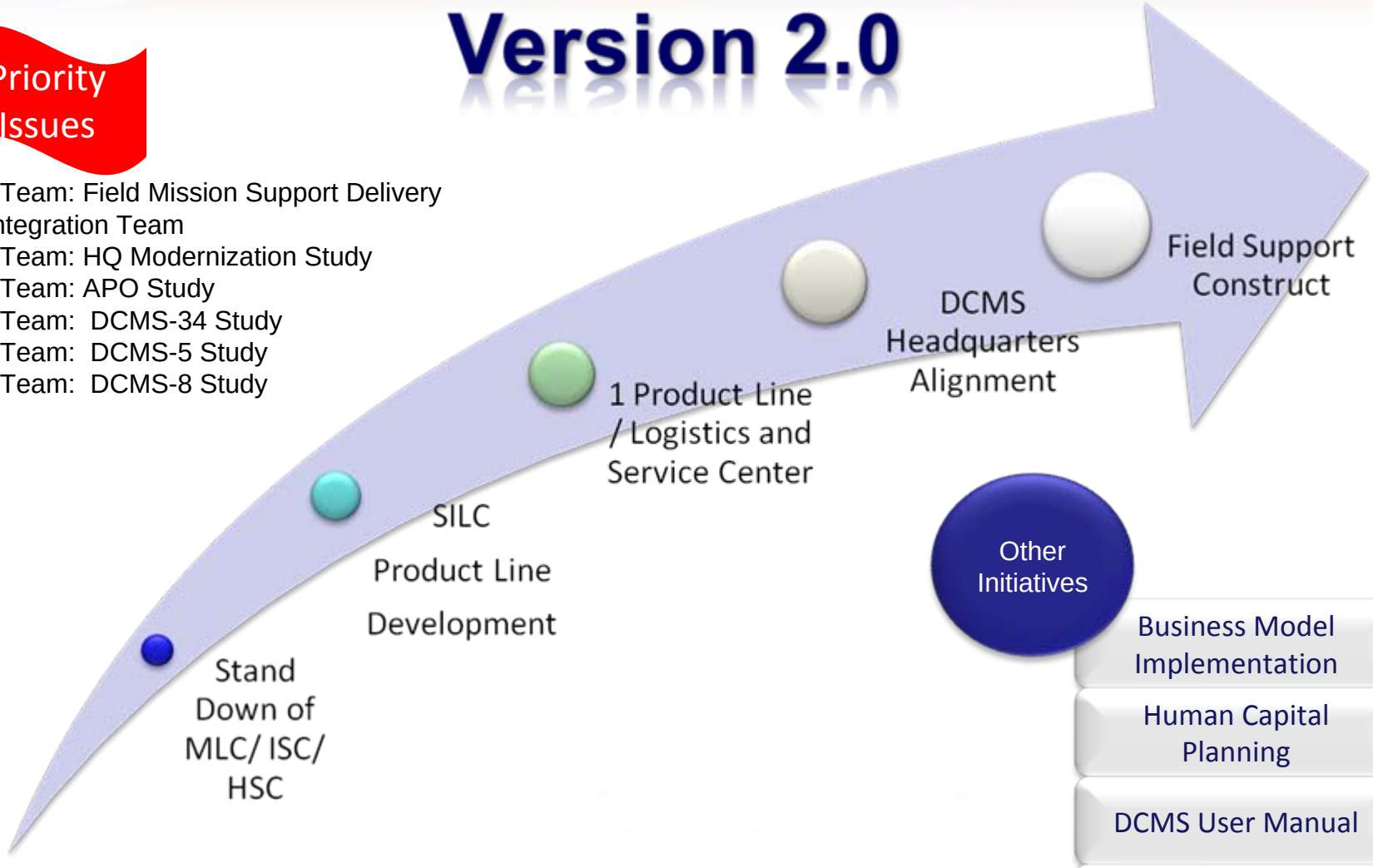


Evolving Mission Support

Version 2.0

Priority Issues

- I-Team: Field Mission Support Delivery Integration Team
- I-Team: HQ Modernization Study
- I-Team: APO Study
- I-Team: DCMS-34 Study
- I-Team: DCMS-5 Study
- I-Team: DCMS-8 Study



Sustainable Mission Support



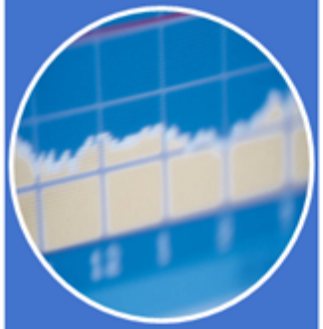
Geographically Distributed Work Force Policy



Business Process Analysis



Organizational Efficiency



Data Driven Decision-Making



Lean Six Sigma

Continuous Improvement

Future COAST GUARD OPERATIONS COMMAND (CG OPCOM)

Modernization Update

RDML James Watson

LANT-3, Operations Division Chief

OPCOM Mission

Mission



OPCOM will be the Coast Guard's Global Operational Commander responsible for executing the Coast Guard's Strategy for Maritime Safety, Security, and Stewardship in order to safeguard the Nation against all threats, hazards, and challenges in the maritime domain.

OPCOM Vision



Vision

OPCOM will attain and sustain superior mission execution across all Coast Guard missions by linking the strategic and tactical levels of maritime operations.

OPCOM Implementation Progress

Pre-Authorization:

- Numbered LANT Construct (New Capabilities)
  - Established a Director of Operations and Director of Staff
  - Established a Requirements and Analysis Division
  - Established a Preparedness Division





- LANT Command Center
  - CIP/COP - CG NCC
  - 10 person Watch
- Increased Synergy
  - NAVCEN - ISPLO

OPCOM Implementation Major Initiatives

Upon Congressional Approval:



- Disestablish Atlantic Area
- Divest:
  - Major Cutters
- Add
  - Maritime Intelligence Fusion Center Pacific
  - Communications Area Master Station Pacific
  - Pacific Area Districts
- Assume
  - Defense Forces West
  - Regional Combatant Commander's Principal Planning Agent

The New Construct in Action

- Mission Cognizance
  - Integrated Operations Command Center
- Analytic Studies and Decision Making
  - District Alignment Study
  - Boat Study
  - LORAM
- Better Coordination
  - LANT-51
  - LANT-53
  - LANT-8



FINANCIAL TRANSFORMATION
Modernization Update

Mr. Martin Rajk

CG-8D

CFO Mission

The CFO serves as a trusted strategist and financial advisor to the Commandant and senior leadership. The CFO is the Service financial management technical authority to direct financial management activities, modernize financial management systems and strengthen reporting through integrated business processes and solutions.

CFO Vision

A world-class financial management enterprise that enhances premier mission execution.







CFO Major Initiatives 2010-2011

- Enhanced/expanded capacity and capability
- Alignment of asset, acquisition and financial management
- Extending audit readiness







COAST GUARD
FORCE READINESS COMMAND
(CG FORCECOM)

Modernization Update

RADM Timothy Sullivan

Commander, Force Readiness Command (FORCECOM);

Deputy Commander, Pacific Area

FORCECOM
Mission & Vision

Mission

FORCECOM provides ready forces to meet the supported commander's current and future operational requirements.

Vision

FORCECOM will be the provider of preeminent mission-ready maritime safety, security and stewardship capabilities.

FORCECOM's Integrated Processes

FC-5



Doctrine, TTP & Training

FC-7



Standardization

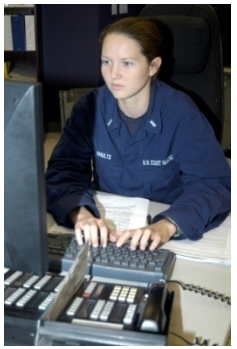
FC-3



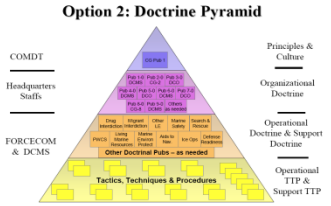
Allocation

FORCECOM
"Making Progress…"





- TTP Innovation from the Field
- GMT Reduction
- Develop Doctrine Structure
- Readiness Dashboard
- Consolidated Assessment Visits
- Global Allocation of Forces









Closing Remarks

http://uscg.mil/modernization

Back-up Slides

Back-up Slides

1) Gilbert Study – In August 1986, the Commandant concluded that consolidation of some common support functions on an area-wide basis might save resources.
2) 1998 – Integrated Operations Command (IOC) evaluation
3) 1999 – Longview strategy exercise completed. This was a Comprehensive strategy exercise which identified ten core strategies and a series of related initiatives

4) The terror attacks of September 11, 2001 prompted the Coast Guard to build upon the Long View ideas through the next generation of scenario-based planning
5) Evergreen I resulted in the development of four strategic imperatives and eleven core strategies

6) 2004 – Logistics Management Transformation Office (LMTO) established
7) Upon recommendation from the LMTO, the LTPIO was established in July 2005 to carry out the task of transitioning the Coast Guard to a common Logistics Business Model across all asset groups (Aviation, Naval, C4IT, Facilities, and Personnel).
8) President publishes strategy for Maritime Security in 2005

9) In the Summer/Fall 2005 - Hurricanes Katrina and Rita highlighted even more the need for a system that maximizes resources and response to minimize casualties during national disasters

10) Jan 2006 – Project 126 Quick Studies report provided core strategic, operational, and tactical functions for the C2 study
11) The CIAO #7 objective to develop a framework to complete the Operational Command and Control organization assessment IAW COMDT was addressed Command and Control Organization (C2) Study Group final report, published in Sep 2006

12) CIAO #4 Aug 2006 – Logistics Organizational Alignment Team (LOAT) report was a result of the issuance of CIAO #4 and the approval of the Commandant to transform CG Logistics into a bi-level, life cycle maintenance system and to develop the Mission Support Organization.
13) 2006-2009 Evergreen II began from CIAO #6 to ensure the CG renew the Evergreen Cycle and the CG strategic visions to bridge the strategic intent of COMDT Allen to the watch of the next COMDT
14) Summer 2006 – Commandant Issues 10 Commandant Intent Action Orders (CIAOs). The CIAOs were issued to direct service wide reorg and strategy development to enable more effective mission execution (language taken from signed memo)
15) CIAO #2 objectives achieved in Nov 2006 – CG HQ reaches initial operation capability; reorganizes into numbered staff
16) Jan 2007 – Coast Guard Maritime Strategy is published
17) Mar 2007 – CIAOs integrated into Modernization Efforts (MEs) (DCO, DCMS, FORCECOM, ORCOM)

Key Benefits of the Coast Guard Modernization

- *Transforms* the Coast Guard into a change-centric organization.
- *Stronger* focus on the needs of our workforce.
- *Unifies* overall operational Command and Control.
- *Standardizes* doctrine, tactics, techniques and procedures.
- *Enhances and unifies* Mission Support systems.
- *Reduces* layers of bureaucracy and operational friction.
- *Develops* life-cycle sustainment in Acquisitions.
- *Significantly elevates* support to the field and our operators.
- *Bolsters* Coast Guard/maritime stakeholder relations.

Ultimately positions the Coast Guard for long-term successful mission execution


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Idea Factory
Innovate. Collaborate. Succeed.



Transportation Security Administration

TSA's IdeaFactory

An Overview

November 2009

Transportation Security Administration

What is IdeaFactory?

- IdeaFactory is a Web-based tool that empowers all TSA employees to:
  - submit ideas,
  - provide comments on how to improve new concepts, and
  - rate ideas that should be recommended for implementation
- It uses social media concepts to harness the "wisdom of the crowds" and expand upon the traditional suggestion box

***IdeaFactory* Vision Statement:**
Support TSA's mission by fostering a community that engages employees and encourages collaboration to initiate innovative change.

Idea Factory
Innovate. Collaborate. Succeed.
http://tsaweb/IdeaFactory

The business need behind IdeaFactory

IdeaFactory was launched in April 2007 to address three key needs at TSA:

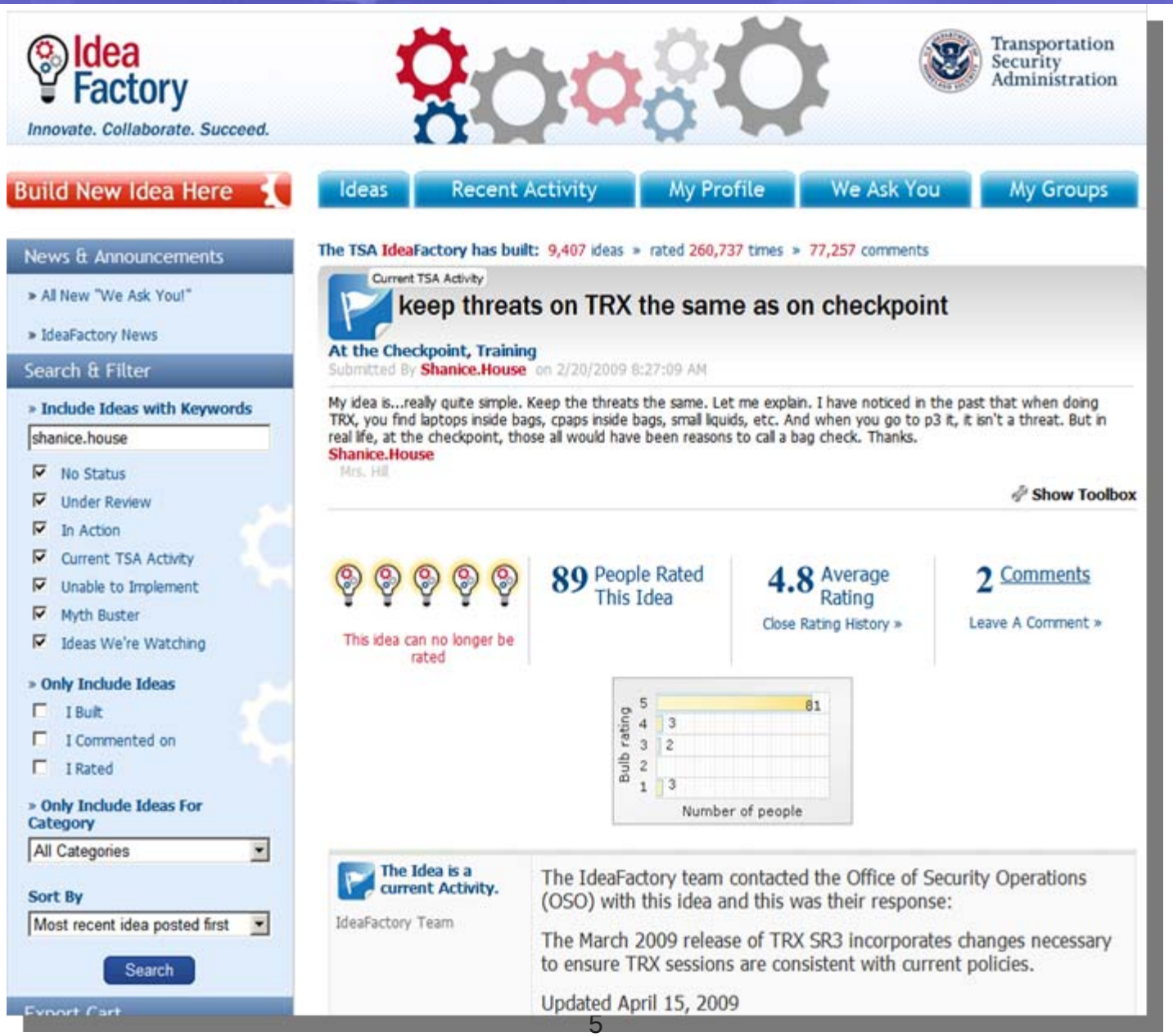
- How TSA could engage employees and ensure that every member of its large (50,000+) workforce at more than 450 airports and other locations has a voice in the way the agency and its operations evolve;
- How TSA could collect constant, fresh input and perspectives on improvements to keep the agency flexible and effectively mitigate security threats; and
- How TSA could reinforce its core value of innovation and provide an avenue for employees to 1) identify change opportunities, 2) take on new challenges and 3) have the courage to make a difference.

How we went from concept to launch in 6 weeks

- Driven from the top of the organization
- Created an Integrated Project Team with representatives from legal, communications, information technology, and program offices to push concept forward
- Built a basic site with in-house resources
- Held teaser campaign and live webcast for launch to promote the site
- Implemented ideas as quickly as possible to show employees leadership was taking the program seriously

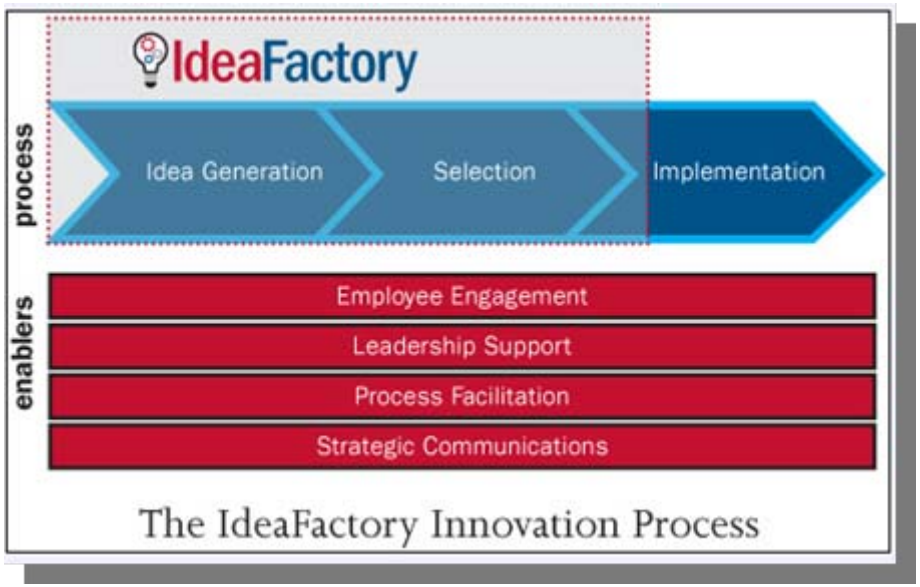


IdeaFactory's key features contribute to success



IdeaFactory enables the overall innovation process

"Build it and they will come" philosophy doesn't work; processes and rules of engagement were necessary.



- The site supports the first step of three key phases in the innovation process: Idea Generation, Selection, and Implementation
- Employee engagement occurs throughout the entire lifecycle with leadership support and strategic communications enabling the overall program

Program office experts respond to all evaluated ideas



Idea Under Review



Idea in Action



Myth Buster



Current TSA Activity



Not Able to Implement

The IdeaFactory Team promotes every move we make

Idea Factory
Innovate. Collaborate. Succeed.

Transportation Security Administration

OSO Photo Contest: "Priorities in Action"

Submit your photos for display at TSA Headquarters!

v. 3.0

OSO is holding a photo contest to highlight the 5 OSO Priorities - Mitigate the Threat, People Matter, Support the Field, Work as a Team, and Make TSA the Place to Work. We are appealing to your creativity and imagination to demonstrate what the 5 OSO Priorities mean to you. Encouraged creations include: photographs, drawings, paintings or anything tasteful that can be displayed at TSA Headquarters!

The contest will be open to all OSO employees, those who reside at an airport or at headquarters, beginning on August 20th, 2009 and running for 6 weeks, through September 30th, 2009. Then you will be able to vote for your favorites right here on the IdeaFactory!

Click here for a full explanation of the contest and guidelines!

IdeaFactory Agreement

The IdeaFactory is subject to our Terms of Use. Before you may access the IdeaFactory you must agree to abide by the Terms of Use. Each network session requires that you agree to the Terms of Use. By placing a checkmark in the box below and clicking the "I Agree" button, you agree to the Terms of Use

✓ I agree to the Terms of Use for the IdeaFactory

Reminder: Please Abide by the IdeaFac

Recently, there has been an increase in unprofessional
the IdeaFactory. We would like to remind you of the Te
accept before entering the site. The purpose of the Ide
and solutions that could reasonably be implement
containing personal attacks, bad language, and other ur
tolerated. If you see any post in violation of the TOU, pl
notify the IdeaFactory team.

Thank you for your help in keeping the IdeaFactory a fo
positively impact TSA.

The IdeaFactory Illuminator

Vol. 2, Issue No. 7 – July 2009

IdeaFactory in the News!

InformationWeek

InformationWeek recently profiled how technology is being used successfully in the government in the article, "Tech Innovation USA: From Resilient Networks to Self-Scheduling Devices."

The IdeaFactory was one of the programs featured in the article, as an example of an in-house developed crowd-sourcing application that anyone could model.

"Any organization could put the tool to use--if they have that kind of buy-in from senior leadership," says IdeaFactory program manager Tina Caniola. "It's really a tool that's more than just the ideas."

"It's about building a community and engaging and empowering the workforce, especially a distributed workforce like we have."

Other agencies featured include Defense Advanced Research



TSO Casey Flynn Visits HQ

Earlier in July, TSO Casey Flynn (above left) had an idea to reduce operational expenditures by setting current Reveal CT-80 EDS machines to idle mode when not in use. He decided to share his idea on the IdeaFactory and within two days, it caught the eye of David Holmes (above right), Assistant Administrator, Office of Inspections.

Aaron Batt and the Office of Security Technology (OST) arranged for Casey to visit Transportation Security Administration Systems Integrated Facility (TSIF) at Reagan National Airport to discuss the possibility of making his idea reality. TSIF is a place where new technologies are tested and piloted before rolling out to airports nationwide.

While Casey's idea, CT-80 Money Saver, has not been given the official green light, Operational Process and Technology (OPT) is in the process of evaluating the merits of his idea. If feasible, his idea could lower maintenance costs on the CT-80 machines and conserve

IdeaFactory: Tools You Can Use

SEARCH for ideas related to your program office to see what the workforce is saying about you

ASK for feedback on specific topics related to improve new or existing programs using We Ask You!

CONTACT your office's IdeaFactory liaison if you find an idea that you would like to implement at TSA

Contact the IdeaFactory Team at IdeaFactory@dhs.gov for more information.

Transportation Security Administration

Idea Factory

IdeaFactory is a successful program

- Allows employees to contribute actively and help shape TSA's programs, policies, and procedures
- Provides a "voice" for employees to share insights and be heard and opens lines of communication from field to HQ
- Enables employees to "talk", educate and inform each other and build an online community
- Allows HQ program offices to obtain valuable program feedback and interact with employees directly
- Fosters information sharing by allowing program offices to post relevant updates, dispel myths and explain reasoning behind actions



QUESTIONS

Questions

- Please approach the microphone on the floor to ask questions
- No “yelling” from your seats
- Please state your name and organizational affiliation before asking question


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Innovation Management: Harvesting Ideas for Exponential Efficiency Improvement



Format for Discussion

- Introduction of Panel Members
- Panel Presentation
- Questions
- Final Comments

Panel Members

- Ms. Montressa Washington
  - IBM Global Services
- Ms. Christa Semko
  - Dell Computers
- Ms. Tina Cariola
  - Transportation Security Administration
- Dr. Phil Samuel (Moderator)
  - BMGI



Beyond Brainstorming for Breakthrough Innovation

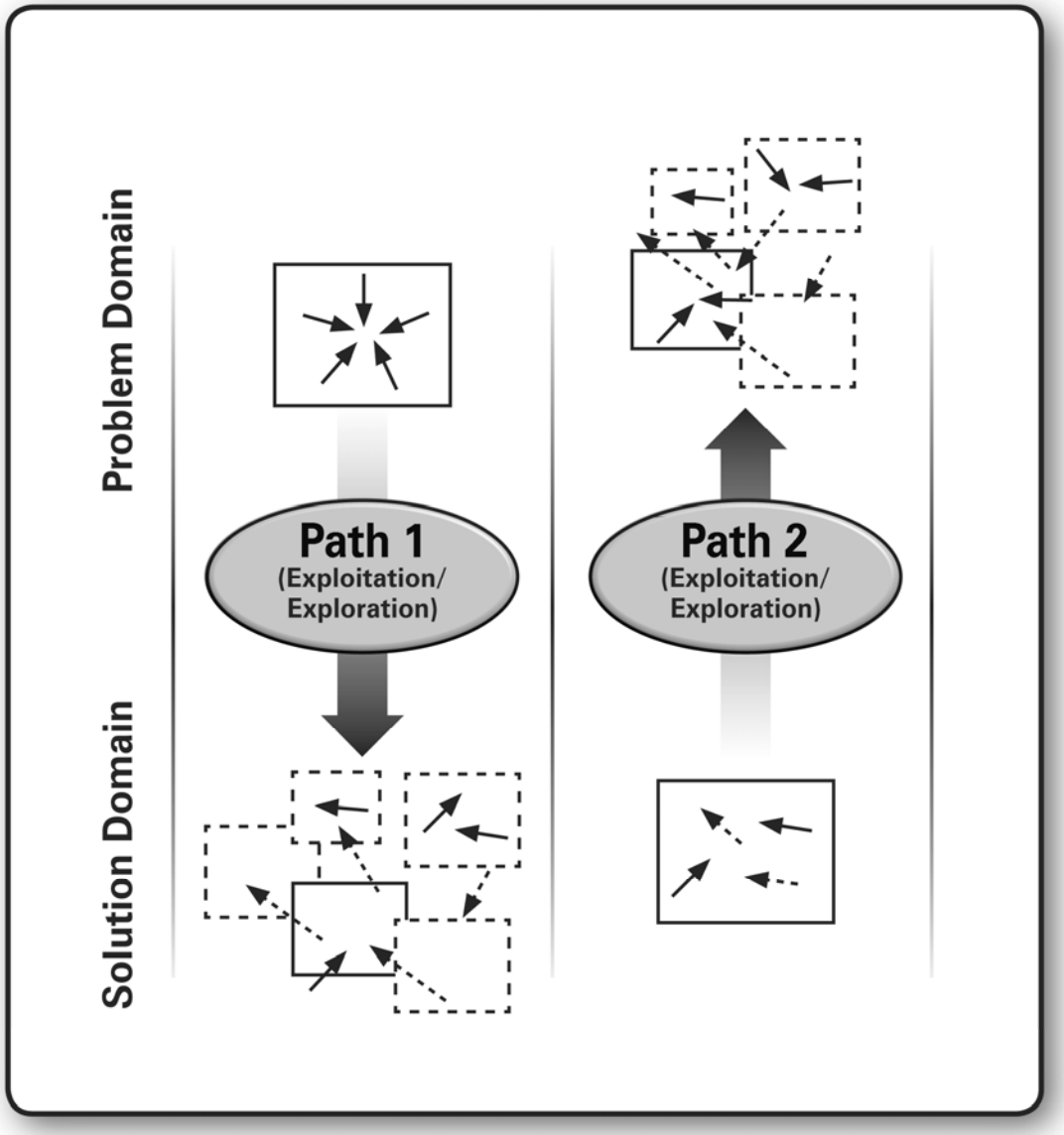
Phil Samuel, Ph. D.

BMGI

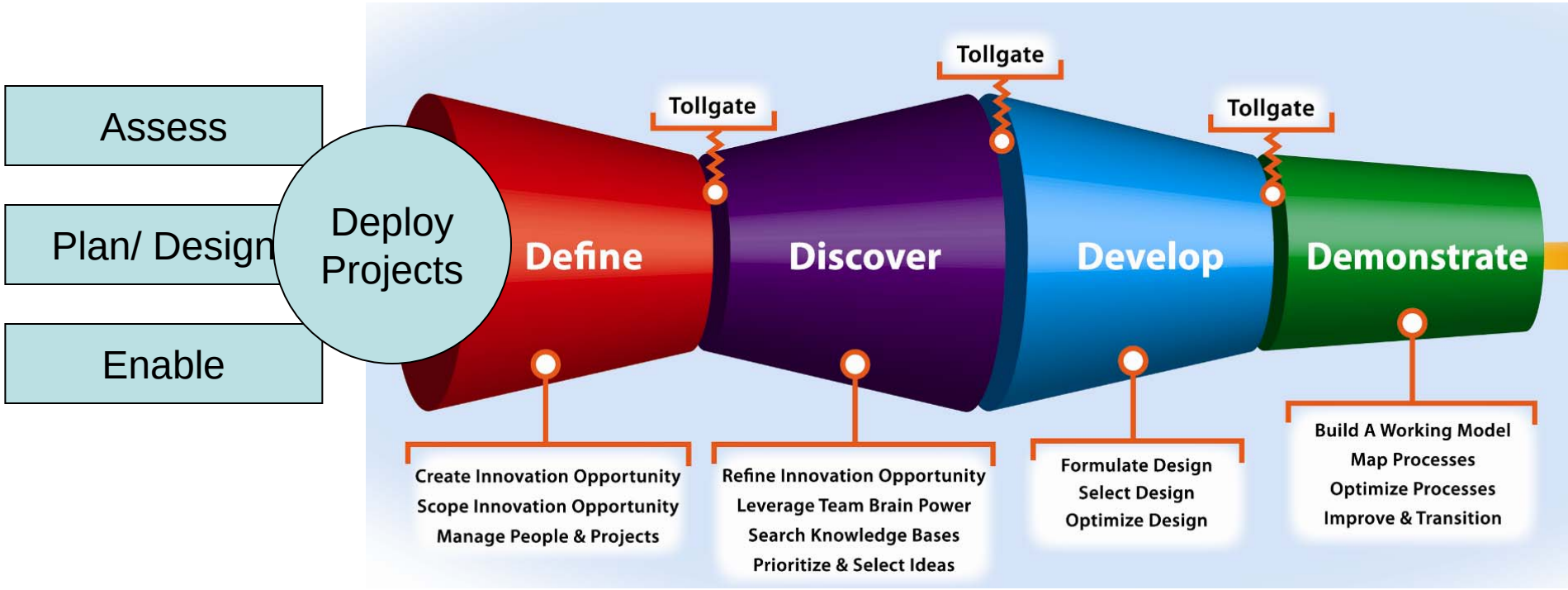
1

Treat Innovation as a Process

Two Paths to Innovation



Innovation Process

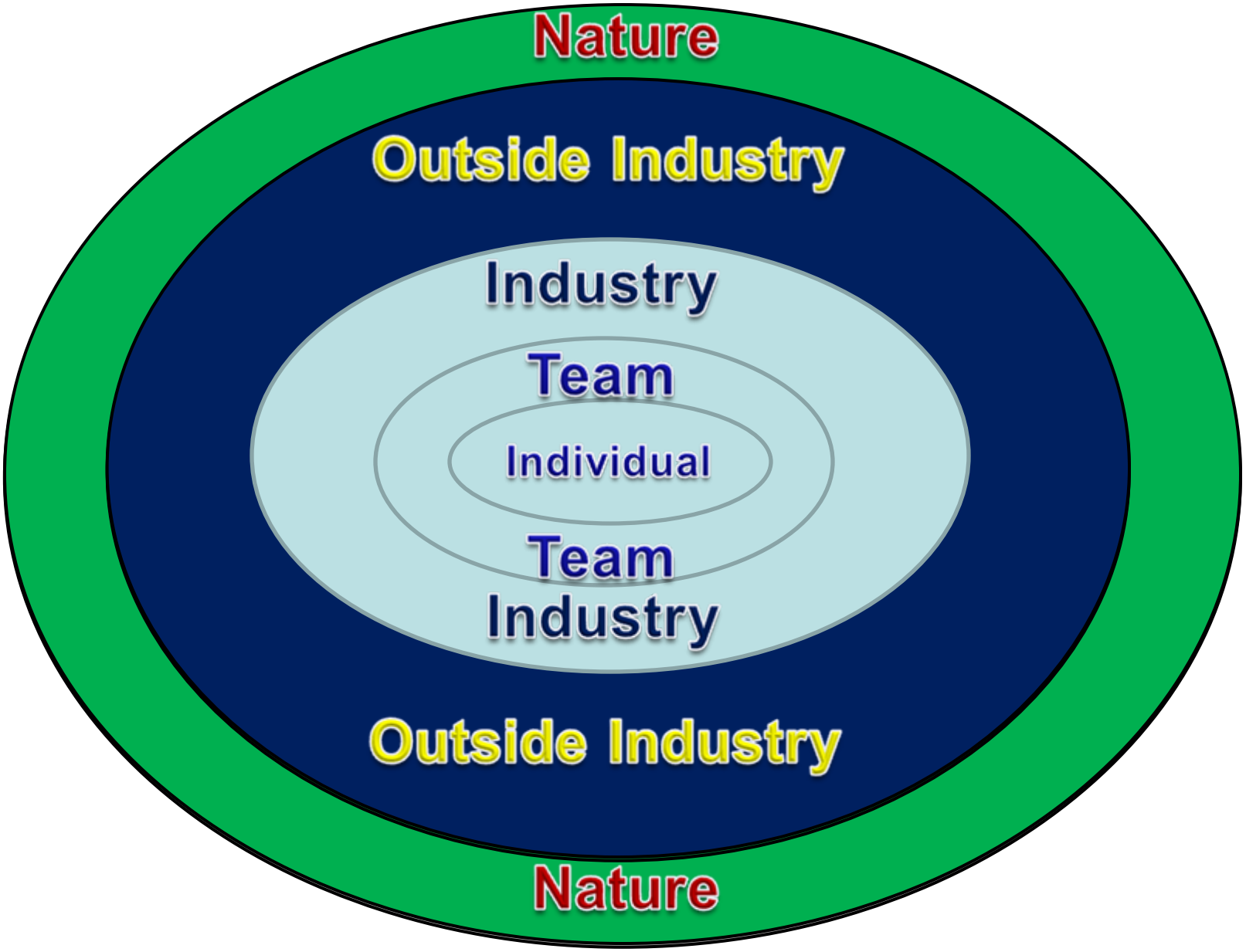


Model for Innovation Projects

2

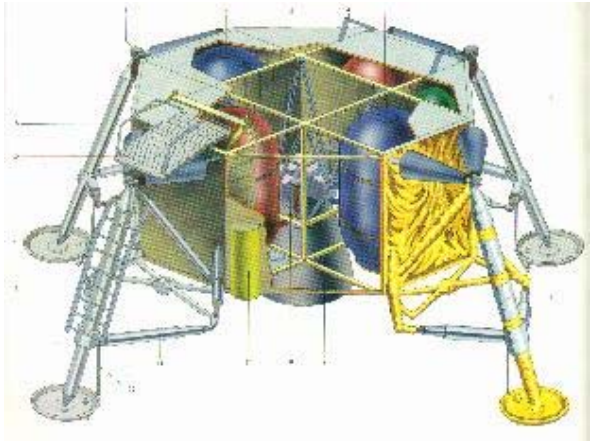
Look Beyond Your Industry For Ideas

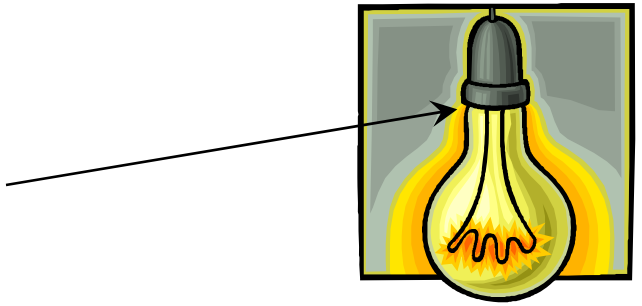
Where do Ideas Come From?



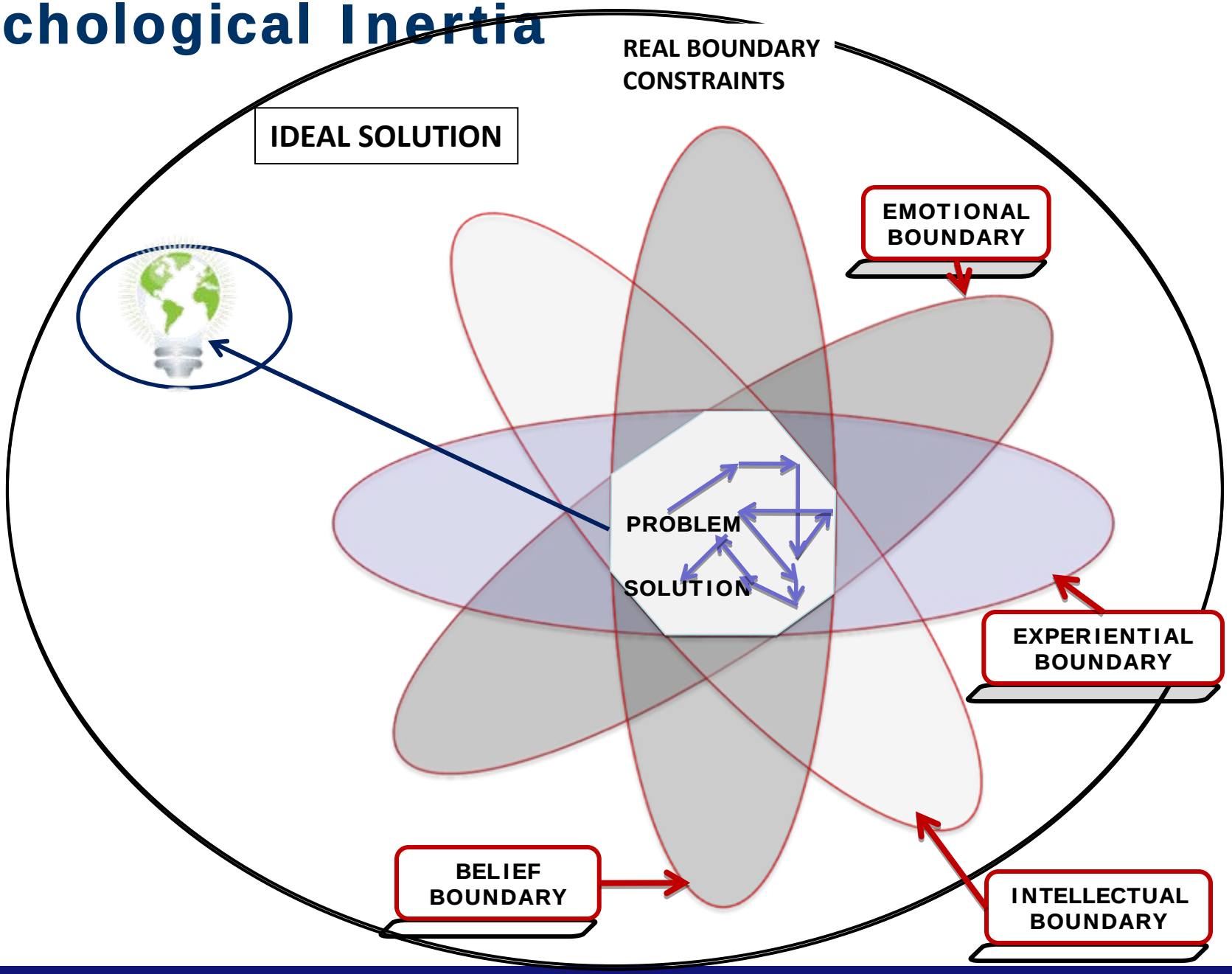
Russian Lunar Vehicle Light Bulb

- The Russians launched an unmanned Lunar Probe to the moon's surface with the intention to transmit TV pictures to the Earth. A projector using a light bulb was designed to illuminate the lunar surface ahead of the vehicle. However, existing light bulbs would not survive the impact of landing on the Moon surface.
- The most durable bulbs were ones used in tanks, but even those bulbs would crack at the joint between the glass and the screw base during tests.
- Problem – How to keep the light bulb from cracking at the interface between the glass bulb and the base?

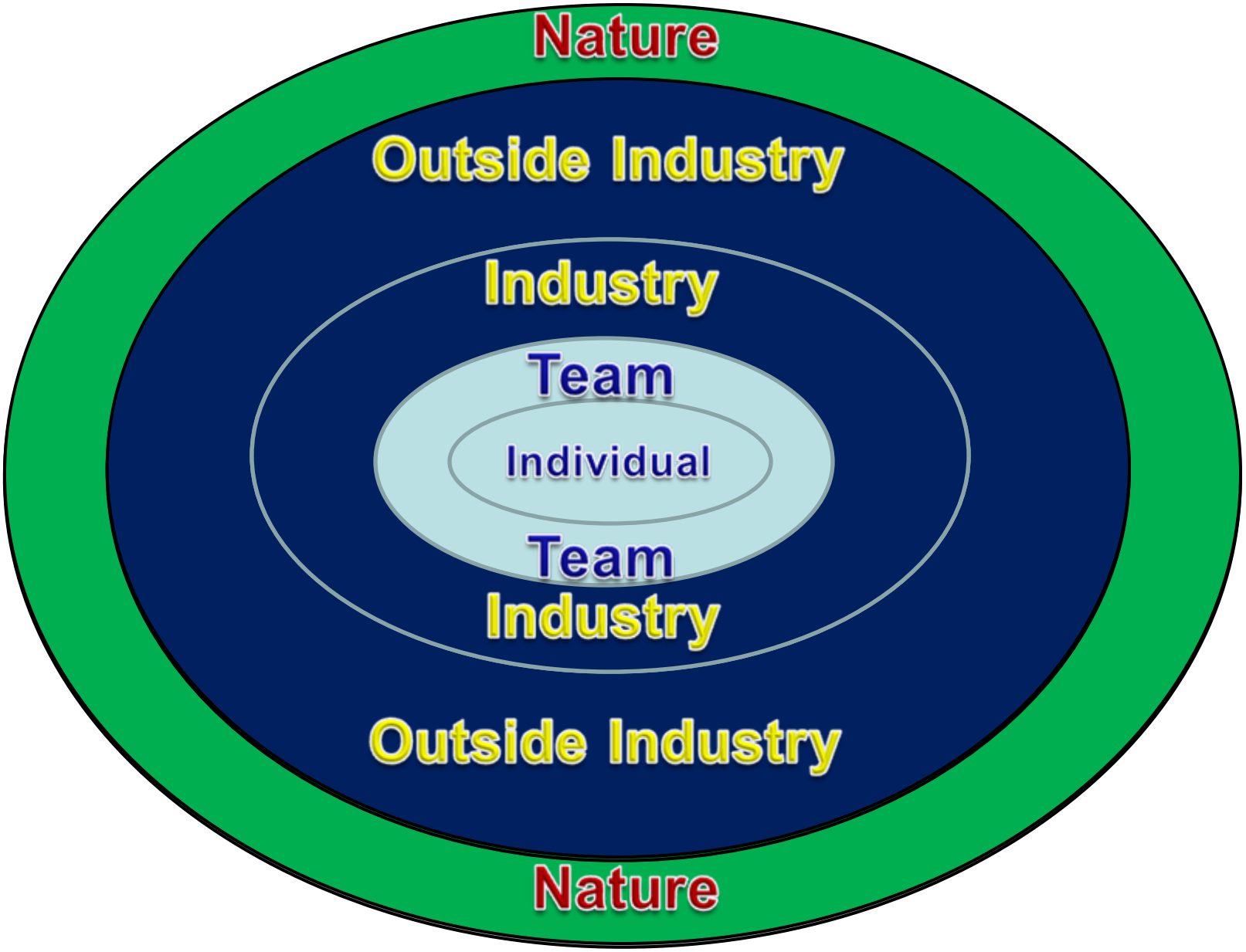




Psychological Inertia



Where do Ideas Come From?

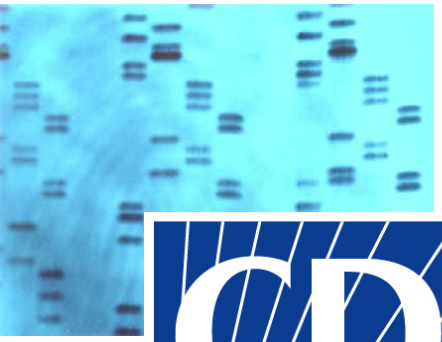


Catching Errors in New Car Models



- GM had a problem. It took GM over 70 days to track an error introduced while assembling a new car model
- GM used Process Benchmarking and Forced Association techniques to innovate
- Who is good at catching errors very quickly?
  - Answer: CDC

Center for Disease Control



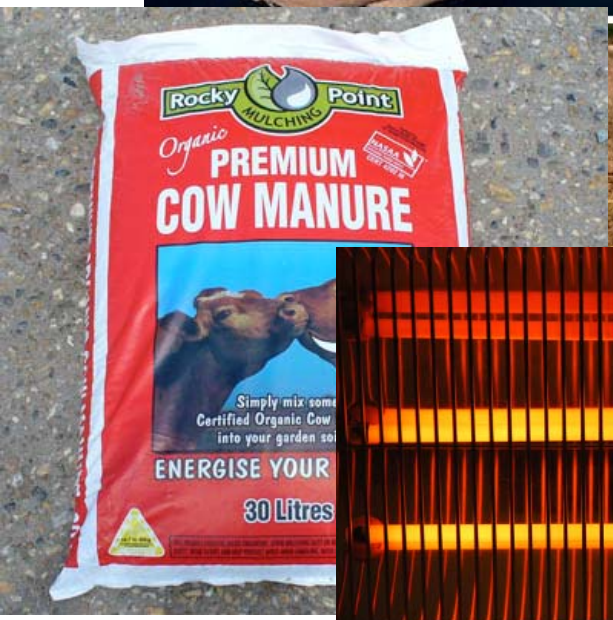
CENTERS FOR DISEASE CONTROL AND PREVENTION



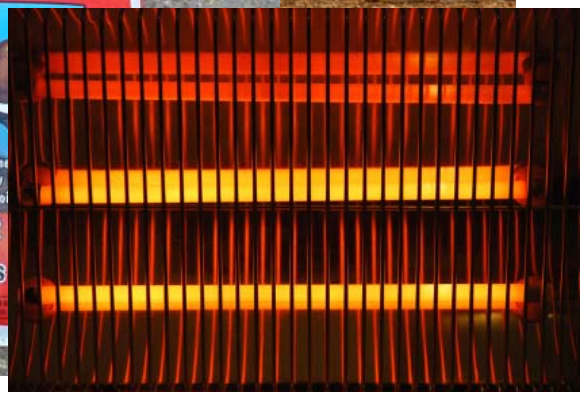
- CDC is able to track down the source of food poisoning within 72 hours of event
- By adapting the principles from CDC, GM reduced the time it takes to track vehicle errors from 70 days to less than 10 days resulting in savings of billions of dollars from recall expenses

Dairy Farm Steals a Page from Frozen Orange Juice Industry







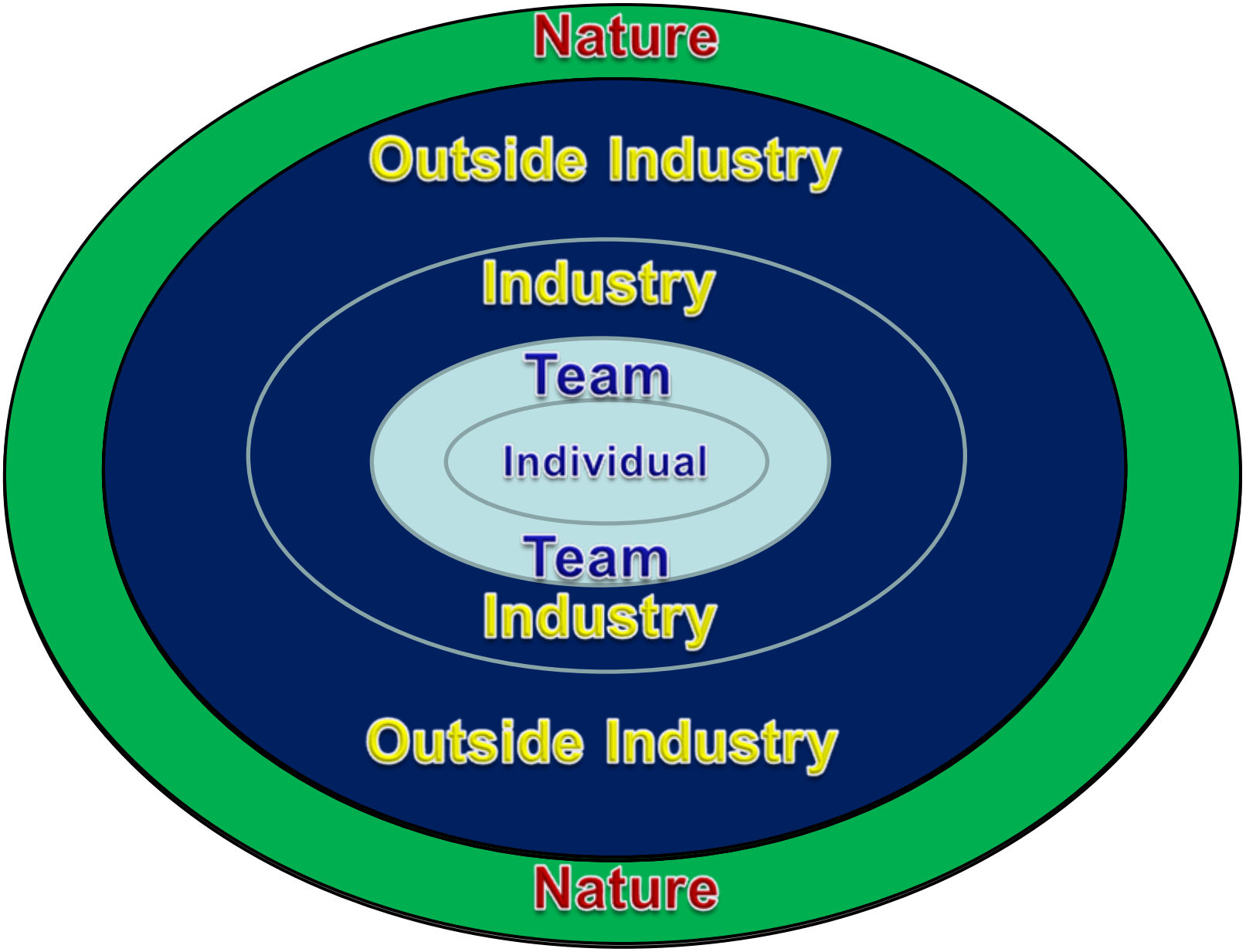








Where do Ideas Come From?



Kevlar vs Spider Webs

vs



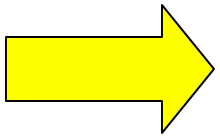




Cricket Inspired Speakers





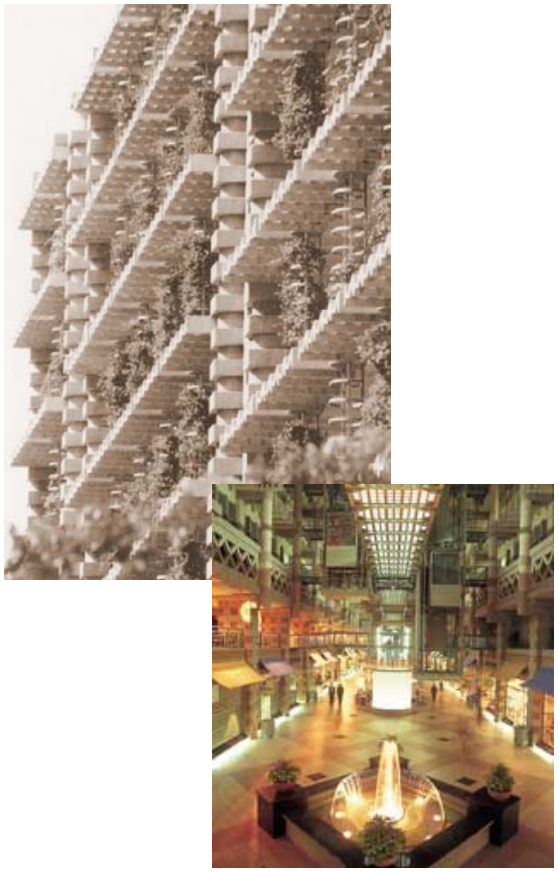




Imagine making high-end audio speakers based on a cricket that uses its burrow to amplify sound. New Klipsch speakers are created by studying how Egyptian mole crickets amplify sounds

Termite Inspired Building





A termite mound can seem eerily like a skyscraper, especially when you consider the mount's efficient regulation of air flow, temperature and humidity.

Solving World's Water Problem



Namibian Beetle



Pill Bug


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EMPLOYEE AND CUSTOMER INNOVATION THROUGH TECHNOLOGY



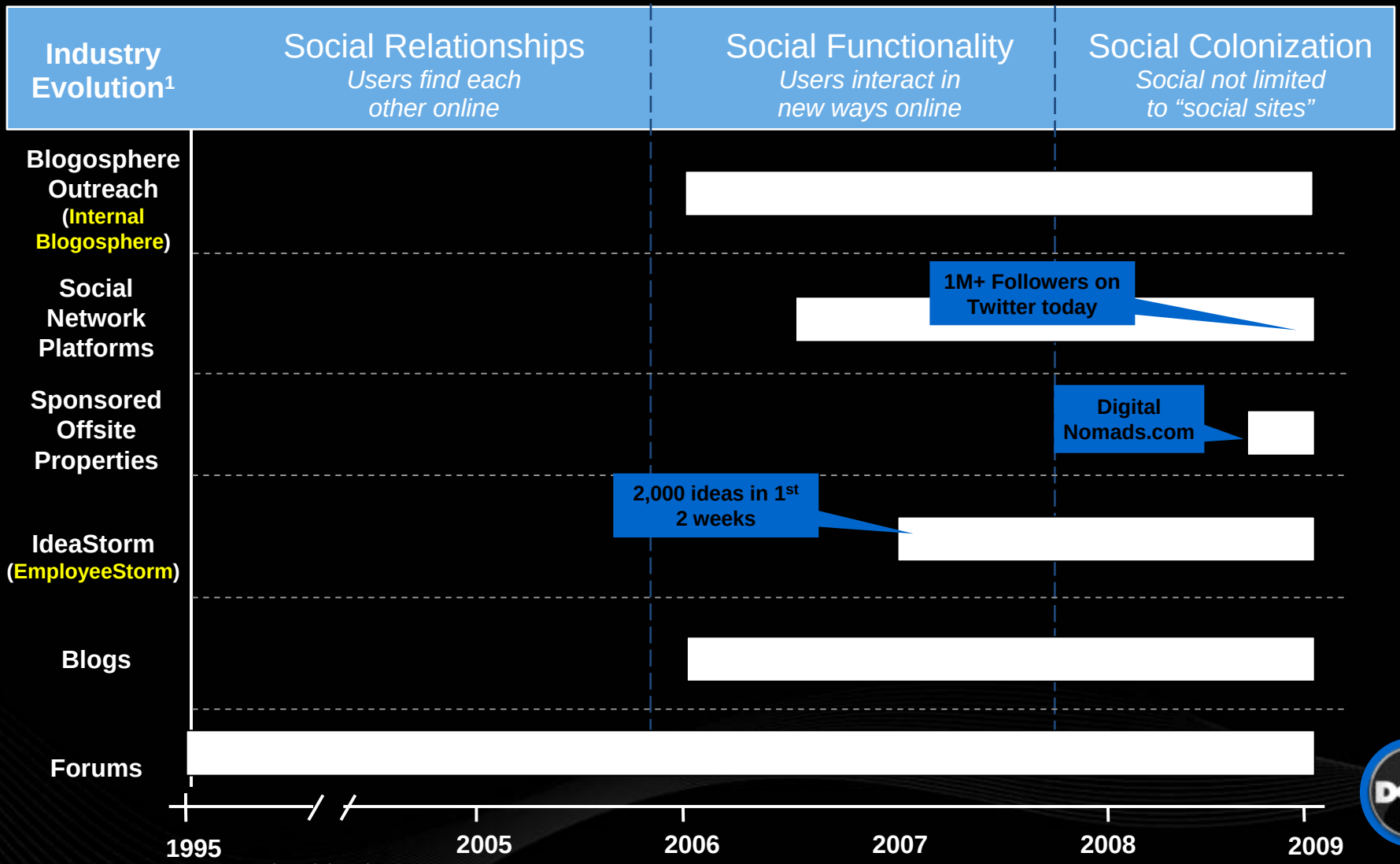
Christa Semko
Dell Inc.

"We spend a tremendous amount of time communicating. We have to talk in real-time...because we're in a real-time business. A sense of urgency about communicating and solving problems is imperative."

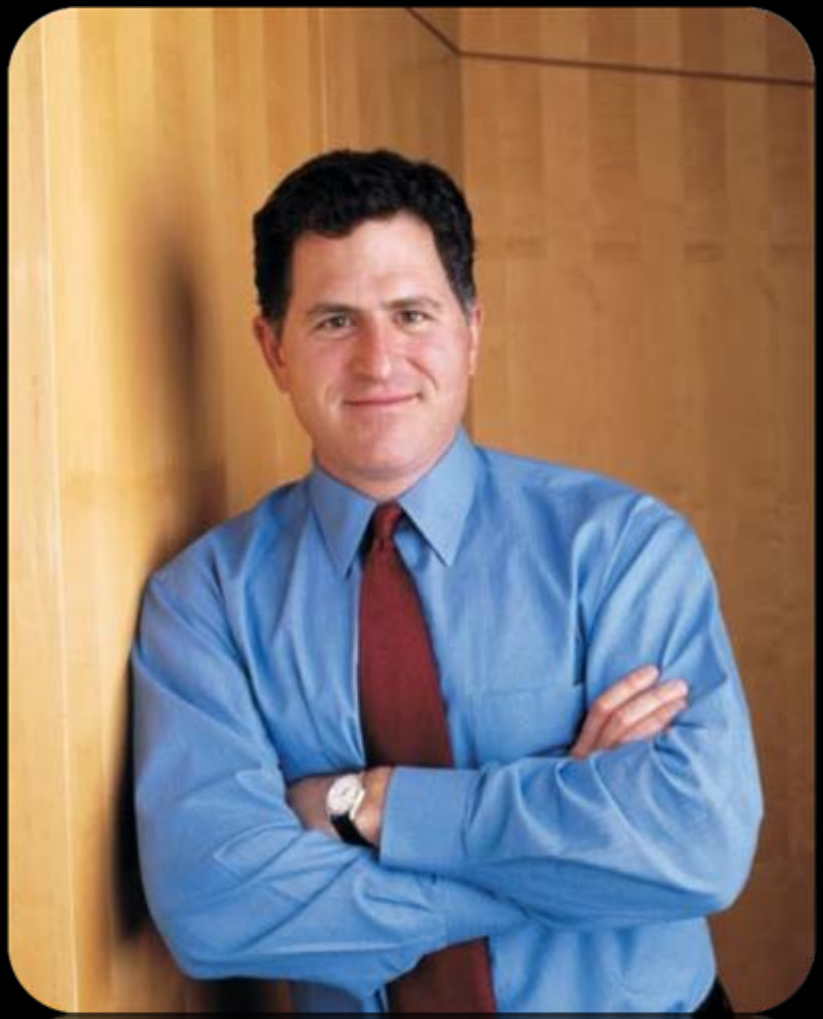
- Michael Dell



DELL WAS AN EARLY ADOPTER AND INNOVATOR IN ONLINE COMMUNITY SPACE



1 Forrester, "Future of Social Web"



"A company this size is not going to be about a couple of people coming up with ideas. It's going to be about millions of people and harnessing the power of those ideas."

- Michael Dell

MANAGING OUR IDEA GENERATION SITES

IDEASTORM

- Public POSTS ideas for Dell products and services
- Community COMMENTS or VOTES on ideas (+10 points for each promote and -10 points for each demote)
- Popular ideas float to the top via the wisdom of the crowds
- Dell responds with Ideas in Action (on Direct2Dell)

EMPLOYEESTORM

- Employees POST ideas for employee-specific items (HR, Facilities, Cafeteria) and/or customer-specific items (Sales, Marketing, Products)
- Employees COMMENT or VOTE on ideas (+10 points for each promote and -10 points for each demote)
- Popular ideas float to the top via the employee opinions
- Dell responds with Ideas in Action (on One Dell Way)

IDEASTORM
LAUNCHED FEBRUARY 2007



OBJECTIVE:

Encourage ideas, feedback, input and dialogue from customers

RESULTS:

- 12,000+ ideas generated by the community
- ~700,000 promotions of ideas
- 87,000+ comments
- ~400 ideas Implemented by Dell

www.ideastorm.com

EMPLOYEESTORM
LAUNCHED JUNE 2007



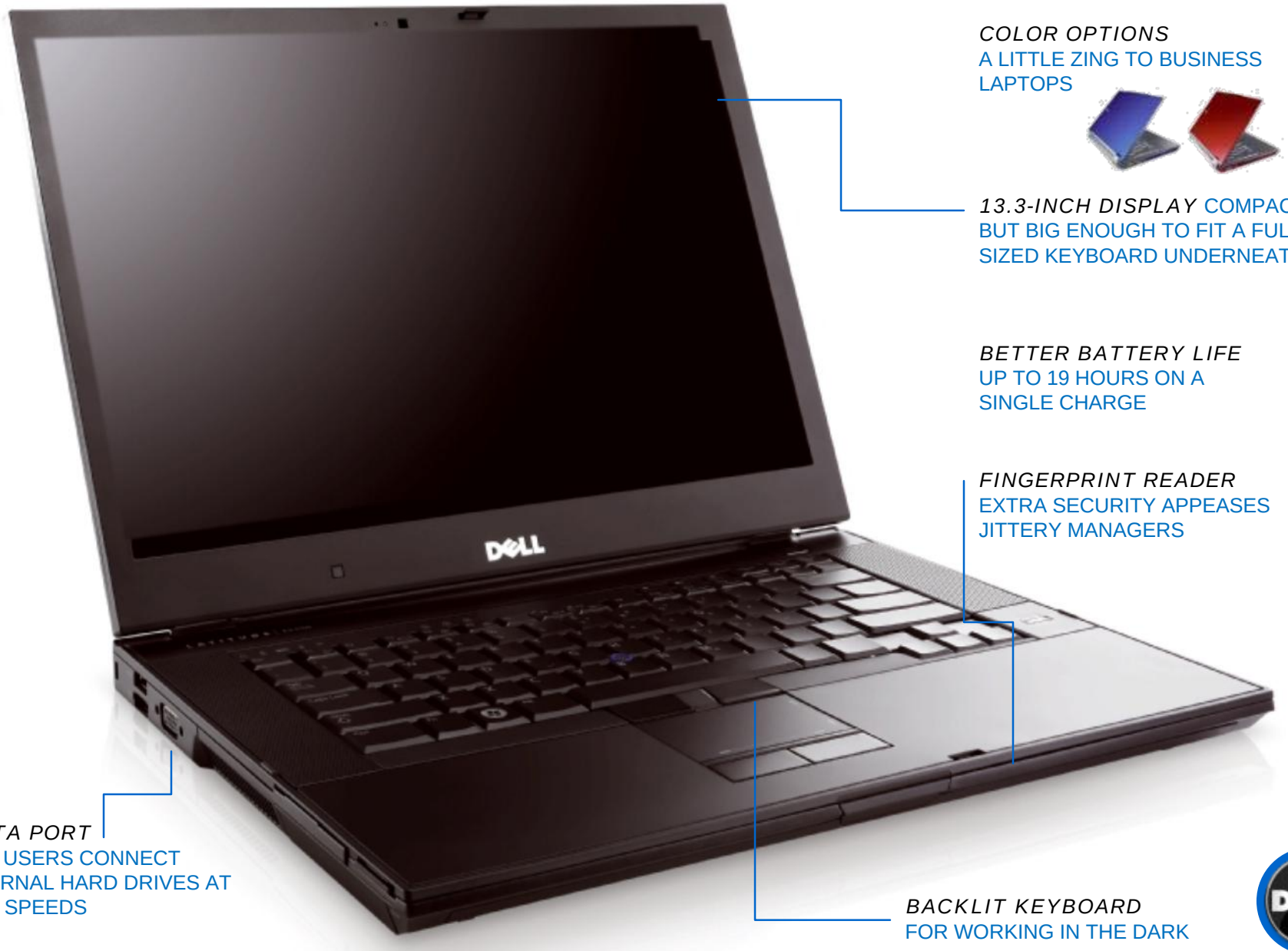
OBJECTIVE:

Encourage ideas, feedback, input and dialogue from employees

RESULTS:

- 5,000+ ideas generated by employees
- 272,000+ votes on ideas
- ~25,000 comments
- 200+ ideas implemented by Dell

CASE STUDY – LATITUDE (AUG. 2008)



COLOR OPTIONS
A LITTLE ZING TO BUSINESS LAPTOPS

13.3-INCH DISPLAY COMPACT BUT BIG ENOUGH TO FIT A FULL-SIZED KEYBOARD UNDERNEATH

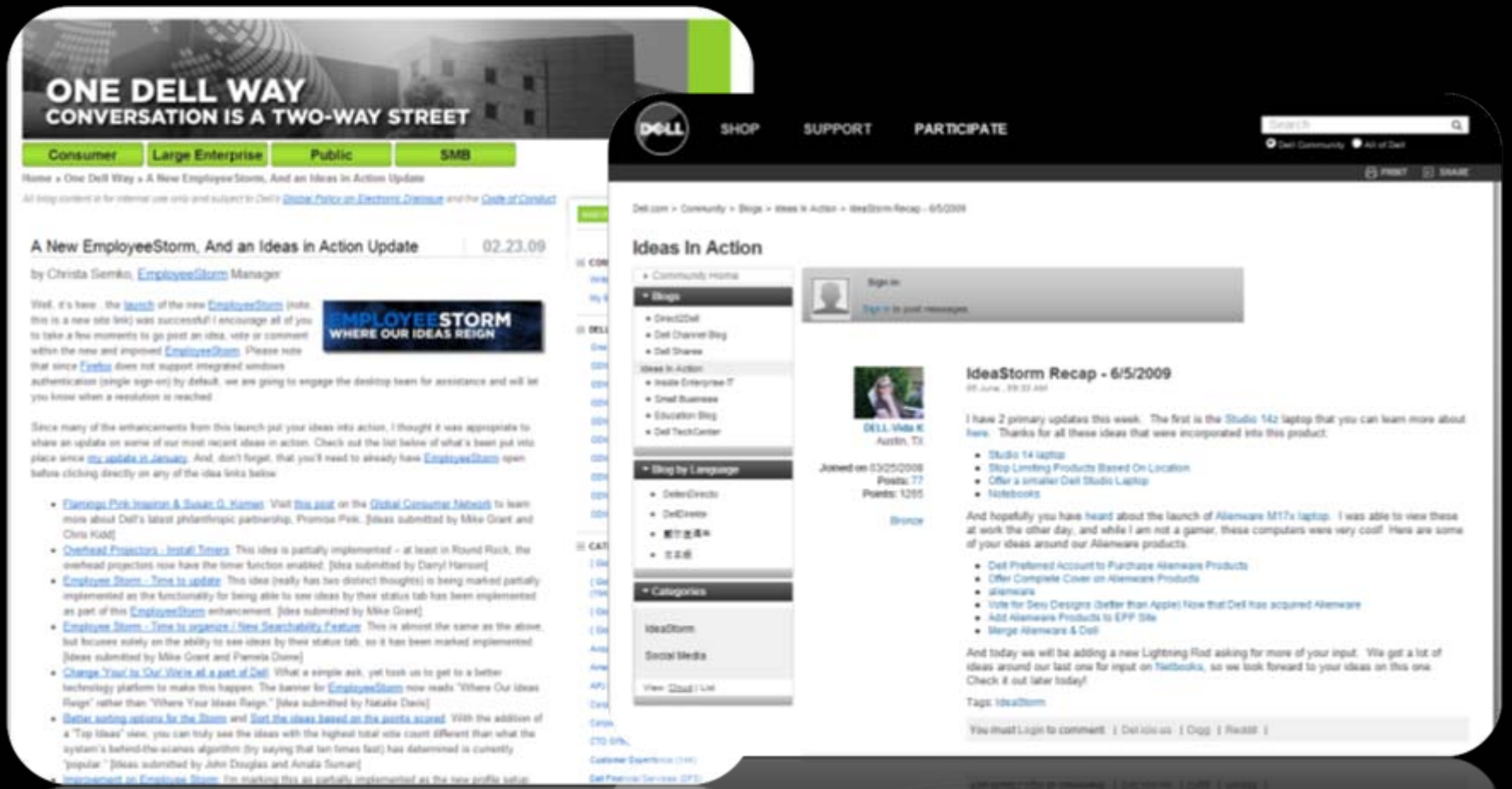
BETTER BATTERY LIFE
UP TO 19 HOURS ON A SINGLE CHARGE

FINGERPRINT READER
EXTRA SECURITY APPEASES JITTERY MANAGERS

eSATA PORT
LETS USERS CONNECT EXTERNAL HARD DRIVES AT FAST SPEEDS

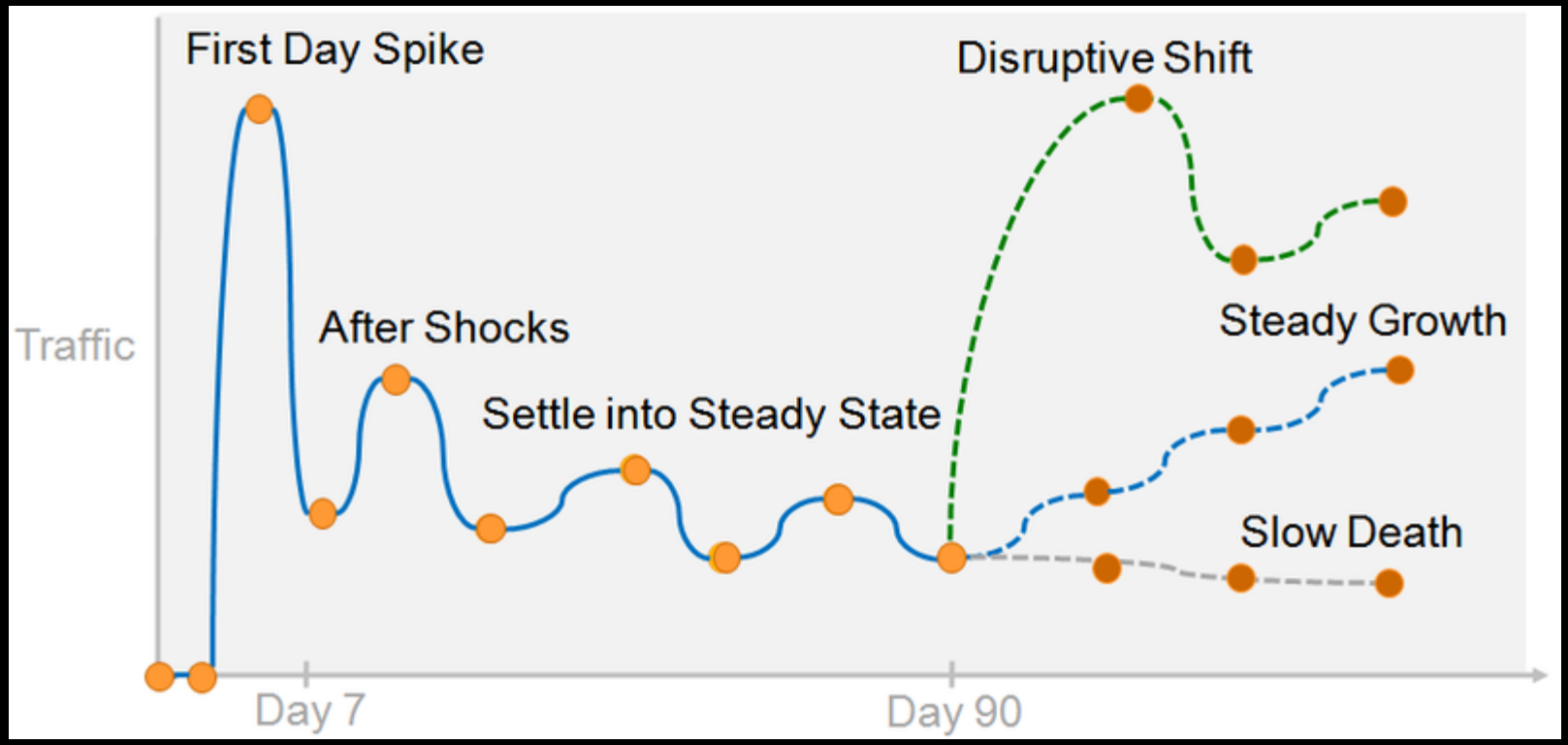
BACKLIT KEYBOARD
FOR WORKING IN THE DARK

REGULAR FOLLOW-UP INTERNALLY AND EXTERNALLY




KEY LESSONS ALONG
OUR JOURNEY

#1 - BE PREPARED FOR THE INITIAL SPIKE OF IDEAS



- IdeaStorm received 2,000 ideas in first 2 weeks
- Community expects immediate response/engagement

Source: http://blogs.salesforce.com/ideas/2008/07/what-should-we.html

#2 – EXPECT AND ACCEPT NEGATIVE COMMENTS

- Transparency is the key to success.
- Admit your mistakes – take ownership.
- Community expectations on feedback will always be high. Better to communicate “you don’t know” or “are reviewing” than nothing at all.
  - Remember, social media is about two-way dialogue and the company and leaders’ voice is critical to that dialogue
  - Caveat – must walk to the fine line between transparency and corporate sensitive information

#3 – INTERNAL INPUT IS AS CRITICAL AS EXTERNAL INPUT

- Don’t leave employees out of the mix
  - Lesson learned – may be better to start efforts with employees FIRST
- Dell has a mirrored social media environment internally and externally
- Responding to employees concerns and comments is critical to encourage continued participation

#4 – HIRE THE RIGHT PEOPLE TO REPRESENT YOUR COMPANY ONLINE

- Passion
  - People who are truly passionate about social media – live it inside and outside of work.
  - People who your community would accept and see as one of their own.
- Online Experience/Personality
  - You can not judge a good online personality from an in-person interview. If you can find them online, READ. Someone might be great online and awkward in person.
  - People who aren't afraid of being in the public (picture, name, etc).
- Communication Skills
  - Need to be able to walk away. Personality should not be that of a need to win every argument or have the last word.
  - People who are talkative and can build relationships with strangers.
  - Ability to balance the relationship/customer aspect with planned messaging and other communication goals.

#5 – IDEA MANAGEMENT IS THE SECRET SAUCE TO IDEAS SUCCESS

- Reporting
  - Detailed for appropriate business unit
  - Executive overview
- Idea grouping and categorization
  - Align right ideas with right POC / SME
  - Idea Assignment, tracking, nagging, ownership
  - Balance the push and pull of information
- Historical information tracking


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IBM Global Business Services

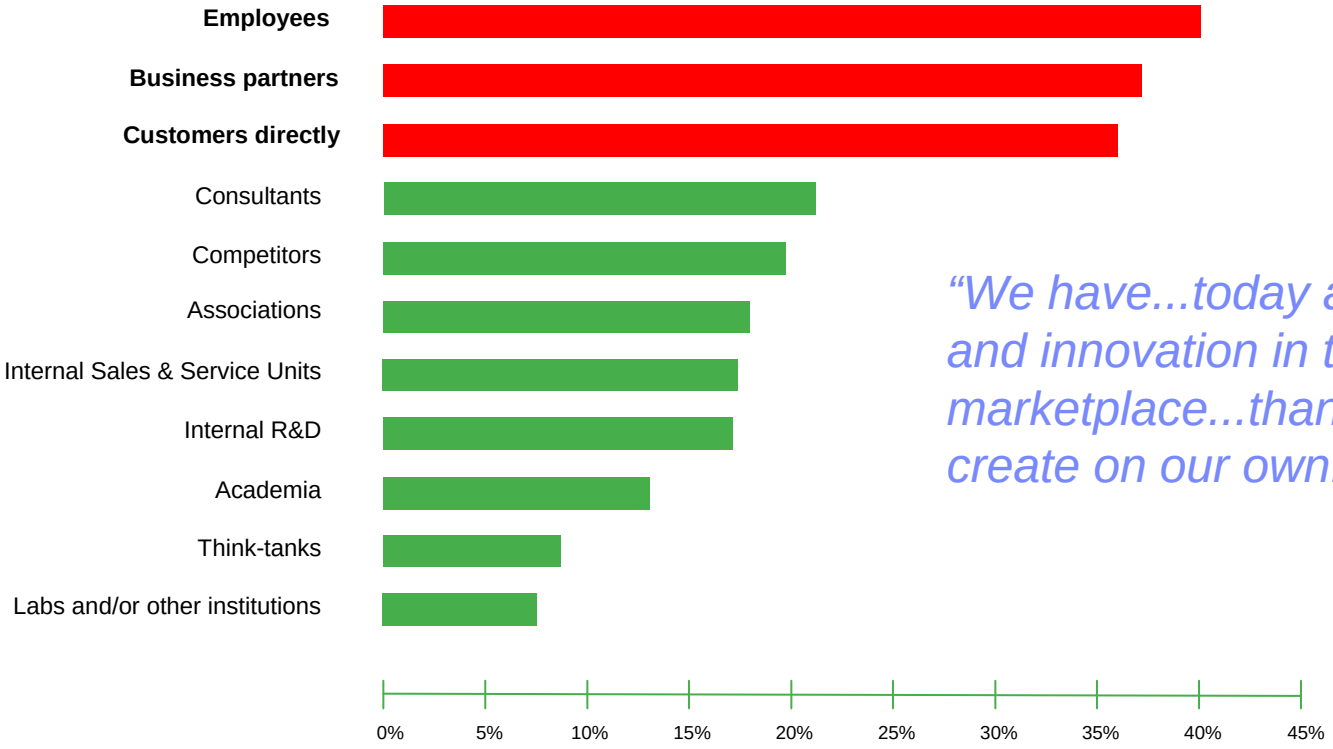
Building a Collaborative Innovation Culture

Montressa Washington
Human Capital Management
IBM Global Business Services
montress@us.ibm.com

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Your Workforce is your #1 Innovation source

CEOs: Top sources of new ideas and innovation
Collaboration sparks innovation



"We have...today a lot more capability and innovation in the [competitive] marketplace...than we [could] try to create on our own."

IBM Institute for Business Value, CEO Study 2006

© Copyright IBM Corporation 2008

Today's business challenges require new ways to mobilize and focus the workforce on major change agendas

Validate, Align, Operationalize

- Are your innovation priorities broadly understood by your stakeholder community?
- Can your company tap into the expertise of the entire workforce or ecosystem to address strategic business issues?
- Do you have a great, revenue-producing idea, but are not able to implement or scale it?
- Are you looking to catalyze and focus an innovation agenda?
- Are you in the midst of defining broad, urgent or strategic transformation programs?
- Is it time to rethink your organization's values and how to bring them alive in daily operations?
- Do you need immediate employee feedback about important, strategic issues?



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An introduction to Jams

- **Massive** on-line **discussions** using the internet
- Pre-defined **topics** focused **on strategic** and **enterprise critical issues**
- Time limited event with **participation from tens of thousands**, even hundreds of thousands, anywhere in the world
- Moderators and facilitators guide **participants** to **build on each other's ideas**
- **Process** to engage participants in real-time to **generate deeper insights**
- **Real-time text analysis** and **mining** to highlight emerging trends and distill actionable results



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How would my organization use Jams / MiniJams?





- Strategic Planning Process
- Environmental/Health Challenge
- Six Sigma
- Citizen/Customer Focus
- Blue-Sky Innovation
- Cost Reductions & Time Savings
- Expanding/Declining Market Shares
- Product Launch Innovation
- Business Process Efficiency
- CEO Challenges
- Business Transformation
- Problem Identification
- Crisis Resolution
- Meeting Facilitation (including Offsites)
- Voice of Customer (VOC)
- Merger Integration
- Best Practice Sharing
- Employee Engagement
- Expert Identification and Knowledge Sharing
- Project Resurrection
- Community Building
- Open Innovation…





The possibilities for collaborative innovation are endless!

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Several success stories of utilizing Jam



- First **industry-wide** virtual collaboration event to address the challenges facing the North American supplier industry
- Over **150 companies** with participants ranging from CEOs to middle managers and engineers
- Results: Redefined the Supplier OEM relationship. Addressing multi-million dollars returnable container issue

---



- CEO sponsored to identify ideas to realize the company's new strategy with it's new values as the framework
- Over 1/3rd of Nokia participated from 40 countries including factory workers, sales teams, R&D and manufacturing
- Results: Nokia-wide restructuring to focus revenue growth in expanding AP consumer markets

---



- The World Urban Forum (WUF) was established by the United Nations to examine rapid urbanization and its impact on cities, economies and policies
- HabitatJam was the largest brainstorming ever on urban sustainability bringing together not only NGOs, politicians and academia – but the slum dwellers whose lives were directly impacted by this body
- Results: 8k+ ideas netted down to 70 – all presented and adopted at the WUF3 conference as it official platform

---



- CEO sponsored to generate practical ideas to help drive and realise the new values into the company.
- Over 1/2 of Lilly participated from 40 countries including factory workers, sales teams, R&D and manufacturing
- Results: Greater adoption of new values program, and hundreds of ideas, one example in SCM packaging saved $14M

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Select output from Lilly's Vision Jam

Backup

- Half of Eli Lilly's global population came together to help the company **realize it's new values** using the Jam to **generate practical ideas** to help drive the new values into the organization.
- **New corporate responsibility framework** to align with ideas and insights from the Vision Jam
- **"Green chemistry" initiative** has demonstrated potential for a 100-fold reduction in use of hazardous raw materials
- **"Global Service Day"** involved more than 20,000 Lilly employees in service projects worldwide that improved their local communities and helped patients
- Innovative packaging approach cutting waste and **cost saving more than $14 million**
- **Met four of six 2010 environmental and safety goals** early leading to more aggressive goals for 2013



"I am convinced the Jam will be remembered as a transition point in Lilly's history to drive change."

– Eli Lilly CEO, Sidney Taurel

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How are results compiled?

Texting & data mining analysis

- Using COBRA – a proprietary text-mining tool can identify emergent themes in real-time and at milestones.
- Run custom reports to determine content themes
- Poll and statistics will be provided
- Real time business analytics





Strategic insight analysis

- Review transcripts and extracting detailed ideas not captured through tools
- Grouping, Segmentation analysis, Value Driver analysis, Heritage Influence, Strategic KPI analysis, Mind maps, Organizational Culture Profile analysis
- Connecting dots between different discussion to determine mega themes

Data driven strategic actions

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Several analytical outputs from Mini Jam using text and data mining tools

Social Networking

- Drives additional participants to live event and identifies natural champions for post event implementation



Viral registration referral program

Collective Intelligence

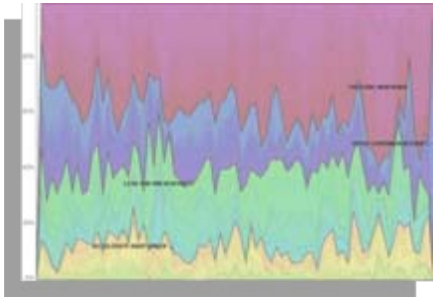
- Real-time business analytics on emerging themes during live event and in post event analysis



IBM Research data analytics tool (COBRA)

Data Visualization

- Monitor rate of participation by location, job role, other demographics during live event and as part of post event analysis



IBM Research data visualization tool (ManyEyes)

Other reports :

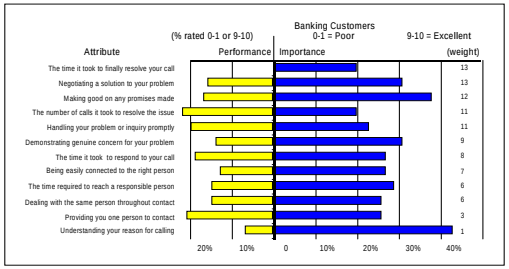
- Top rated posts
- Final list of Hot Ideas and Focused Discussion Posts
- Final participation data (total log-ins, unique posts, unique users, total posts by forum, etc.)
- Affinity, Sentiment and Theme reports from COBRA
- Export of all user data & posts

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Insights using strategy tools (where applicable) leveraging Jam data

Customer Value Drivers

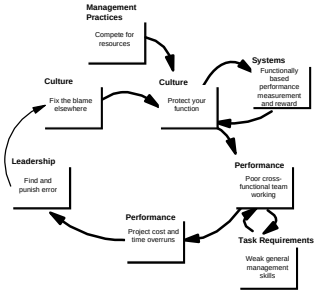
- **Purpose**: Identify and rank value drivers (quality, service, cost, and time) in importance to the customer or other stakeholders – Jam poll data can be utilized



- **Possible Outputs**: Identify important, value drivers and relative weights

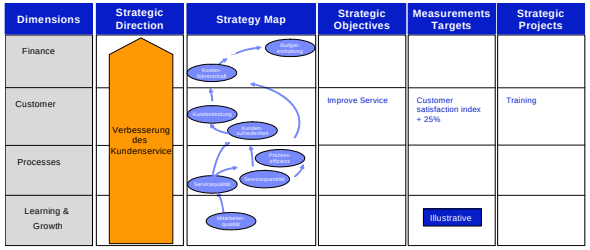
Heritage Influence Maps

- **Purpose**: Understand potential opportunities and constraints in taking advantage of business opportunities
- **Possible Outputs**: Mapping of interdependencies key issues as identified through COBRA and indentifying roadblocks to success



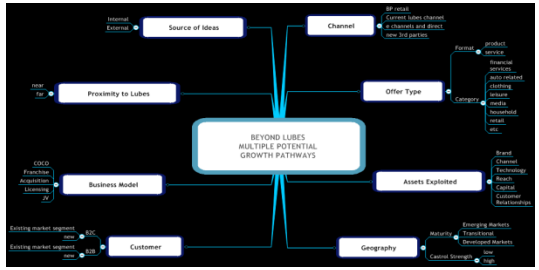
Strategic KPI Analysis

- **Purpose**: Focus on the KPIs, which drive company's strategy and vision.
- **Possible Outputs**: Determine the primary influencers/ KPIs to achieve company direction (i.e. brand heritage etc) and objectives



Mind Maps

- **Purpose**: Provides a structure to link and illustrates an overall structure to information gathered from miniJam.
- **Possible Outputs**: Map discrete themes identified from Data Cloud tool to view additional details and determine linkages



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APPENDIX

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Peek inside a MiniJam

- Features multiple tabs: **Home** (default view), **Hot Ideas**, **Themes**, **About the Jam**, and **MyJam**

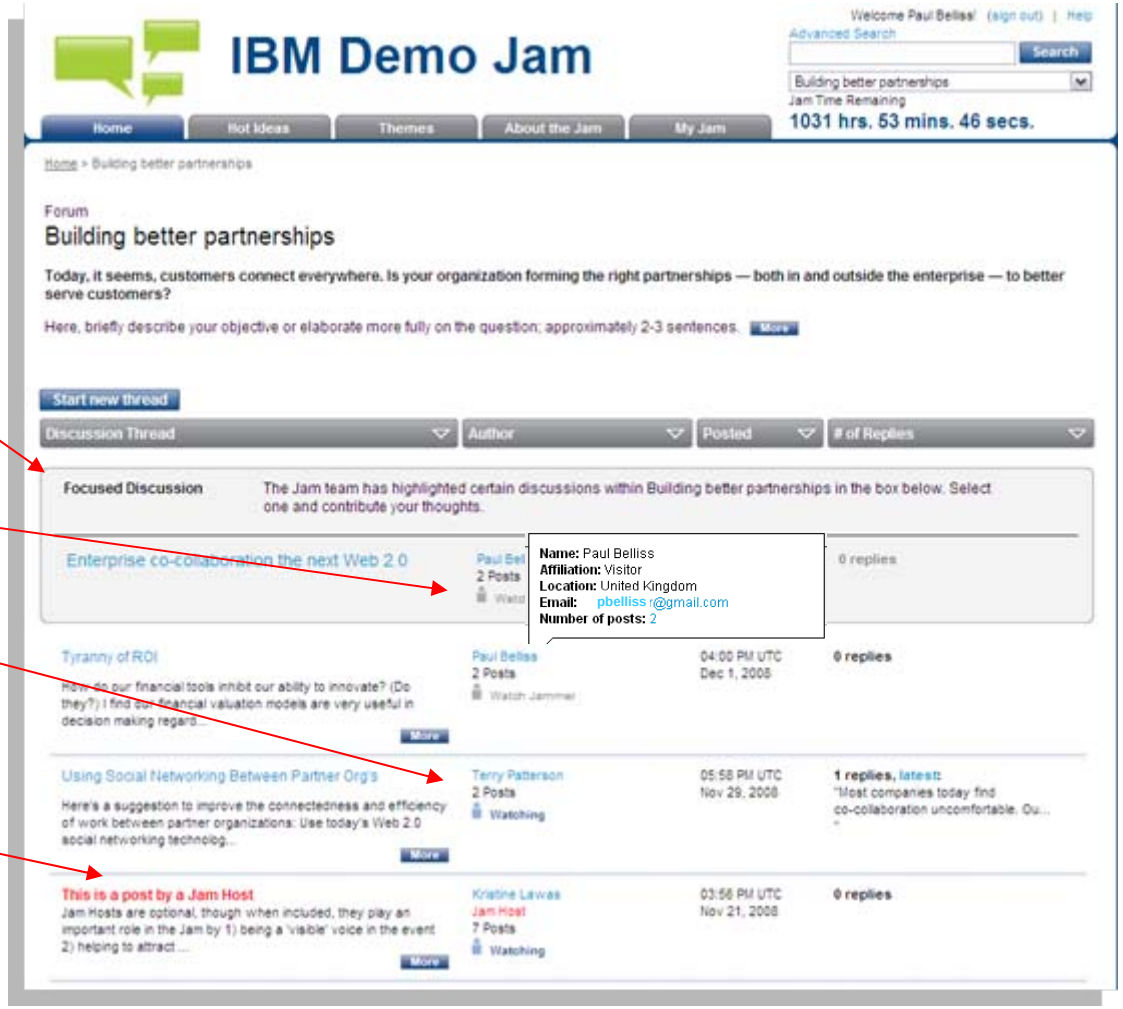


- **Jam Dashboard**
  - Jam statistics
  - "What's new" since Jammer last logged in
- **Quick polls** *(get the immediate pulse of participants)*
- **Jam Alert!** to drive awareness and traffic to specific ideas or topics
- Multiple **discussion forums** covering specific business challenges

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Peek inside a MiniJam – Discussion Forum page

- **Focused Discussion**
  - Facilitators promote threads to draw awareness and promote deeper dialogue
- **Jammer's "business card"** to provide quick background on person
- **'Watch Jammer'** to track people of interest aggregated on MyJam tab
- **Jam Hosts** help guide and steer conversations given the nature of their role within the organisation



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Peek inside a MiniJam – Discussion Thread level

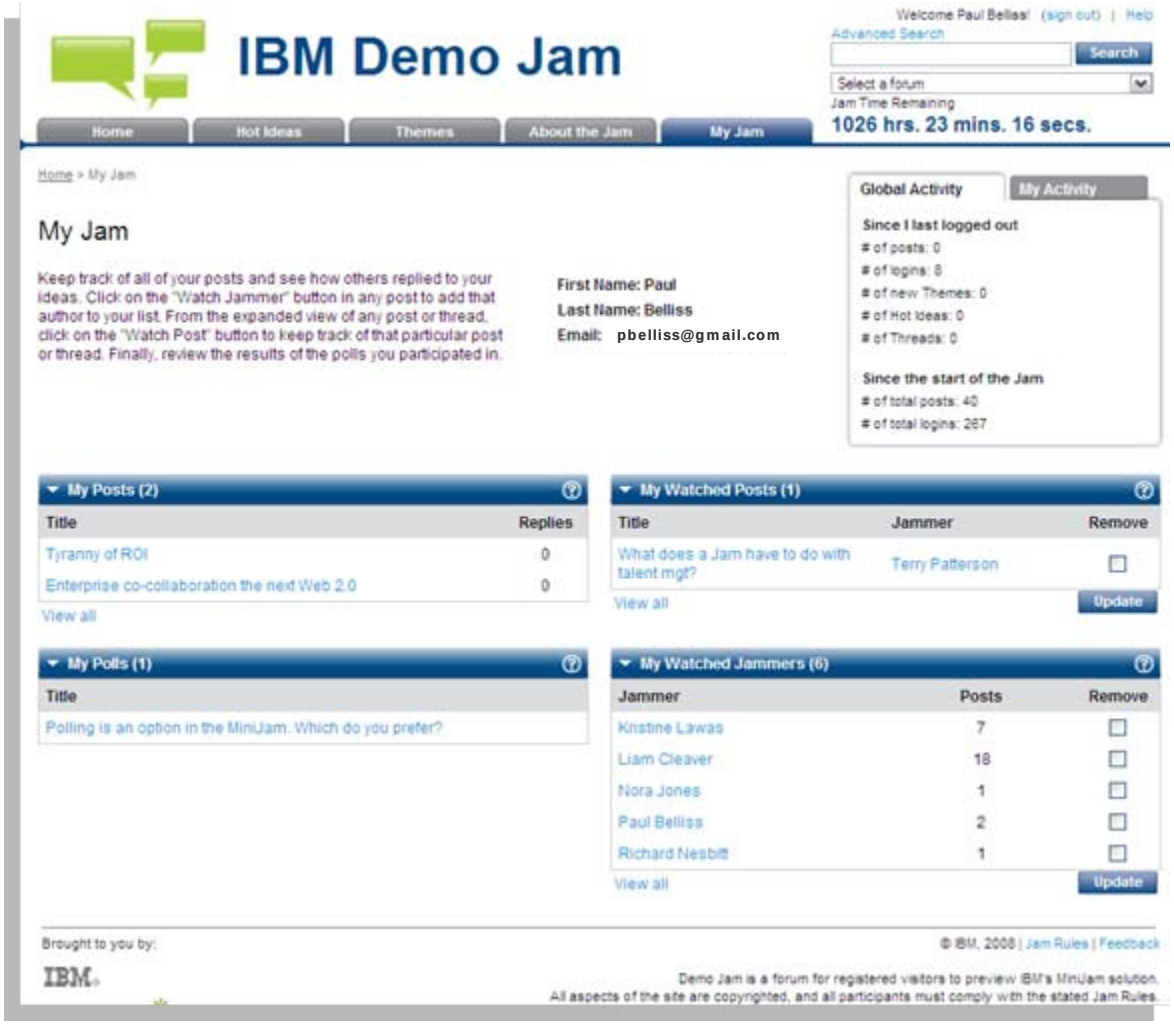


- **Rating** a post is an optional feature and results are tallied in the Jam admin tool
- **'Watch Post'** to track a discussion thread of interest and quickly find via the MyJam tab
- **Facilitate Comment** is how the client's trained facilitators promote content during the event
- **Admin Comment** is accessible only by the event administrator to take action on a post in the event a participant's comments violate the agreed to Jam Rules

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Peek inside a MiniJam – My Jam tab

- **'My Posts'** allows you to keep track of your posts and any replies
- **'My Watch Post'** to track a discussion of interest or one you want to find quickly over the course of the Jam
- **'My Watch Jammer'** to track individuals you work with, respect, or appreciate their perspective on a given topic
- **'My Polls'** to view the results of the polls you participated in
- **'My Network'** to find participants of the most interest or relevance to you in the event



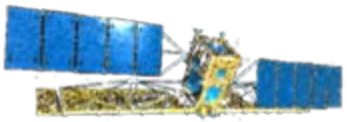
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VIRGINIA BEACH


U.S. COAST GUARD
COAST GUARD
INNOVATION
UNLOCKING THE POWER OF IDEAS

UNCLASS

National / Naval Ice Center (NIC)





NIC Brief
Session on Coast Guard Missions and Tomorrow

USCG Innovation Expo
18 November 2009

Dr. Pablo Clemente-Colón, Chief Scientist



USCG



USN



NOAA

The National Ice Center (NIC) Mission and Structure

- **Tri-agency organization**
  - 50 military and civilian personnel in Washington, D.C. metro area
  - Global sea ice analysis and forecasting
- **International Partnerships**
  - North American Ice Service (NAIS)
    - Canadian Ice Service (CIS)
    - International Ice Patrol (IIP)
  - International Arctic Buoy Programme (IABP)
  - International Ice Charting Working Group (IICWG)











NAIS IAPB IICWG

Mission: provide the highest quality timely, accurate, and relevant snow and ice products and services to meet the strategic, operational, and tactical requirements of U.S. national interests across a global AOR.

NIC Organization Structure



United States Fleet Forces Command

Commander Naval Meteorology & Oceanography Command (CNMOC)

Naval Oceanographic Office Stennis Space Center, MS (NAVOCEANO)

NAVICECEN Naval Ice Center



NOAA

National Environmental Satellite, Data & Information Service (NESDIS)

Office of Satellite Data Processing & Distribution (OSDPD)/ Center for Satellite Applications & Research (STAR)

National Ice Center



COMMANDANT United States Coast Guard

Operations Directorate (CG-3)

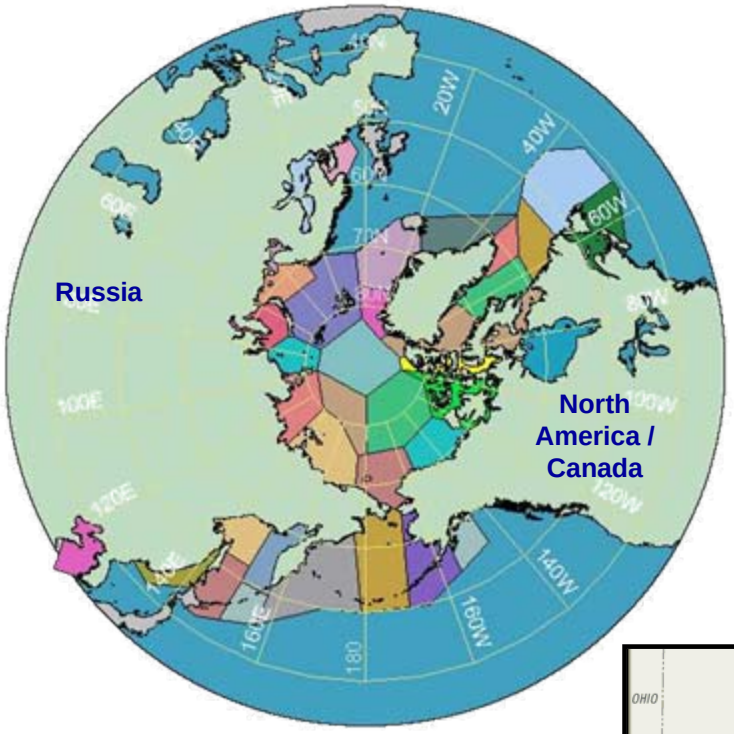
Waterways Management Directorate (CG-3PW)

Office of Maritime Transportation System (CG-3PWM)

Mobility & Ice Operations Division (CG-3PWM-3)

National Ice Center

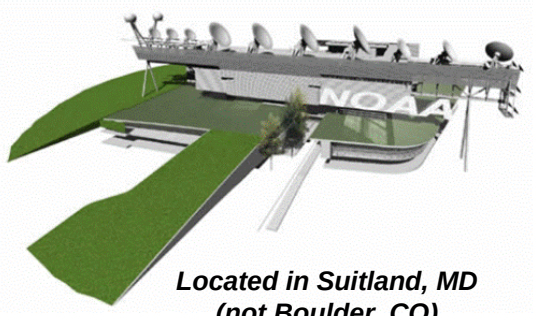
NIC Area of Responsibility - Global



Arctic (including Sea Of Japan, Sea of Okhotsk, and Yellow Sea)



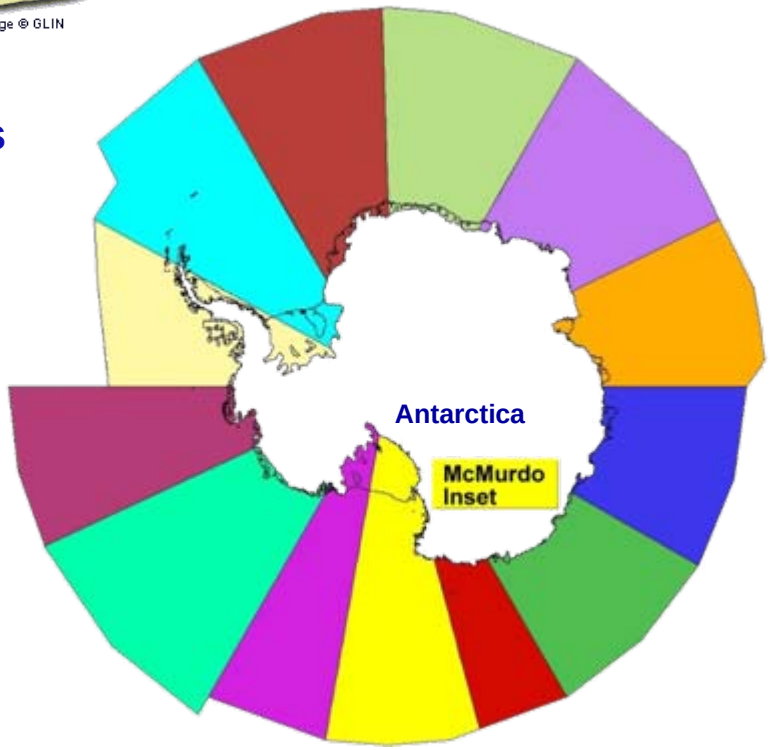
Great Lakes



Located in Suitland, MD (not Boulder, CO)



Chesapeake / Delaware Bays

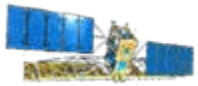


Antarctic

Operations and Product Generation

Human, Derived, Automated, and Reconfigured

Inputs



Satellites



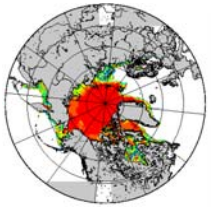
Aircraft



Surface Obs



Buoys



Models

Expert Ice Analyses, Forecasting, and Quality Control



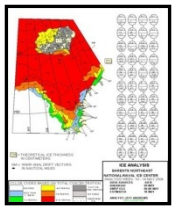
Data Fusion



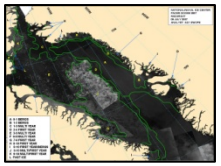
Derived Data Automation

Direct Data Dissemination

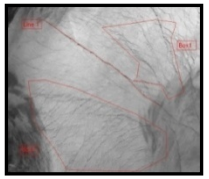
Products



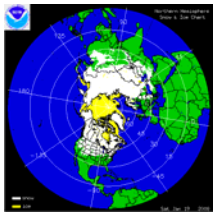
Hemispheric and Regional Ice Charts



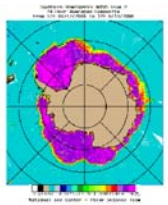
Annotated Images



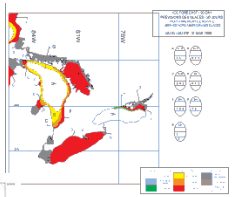
Fractures, Leads and Polynyas (FLAP)



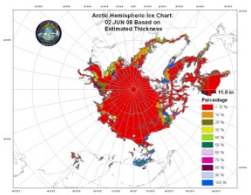
IMS snow and ice maps



Microwave Sea Ice Concentration products



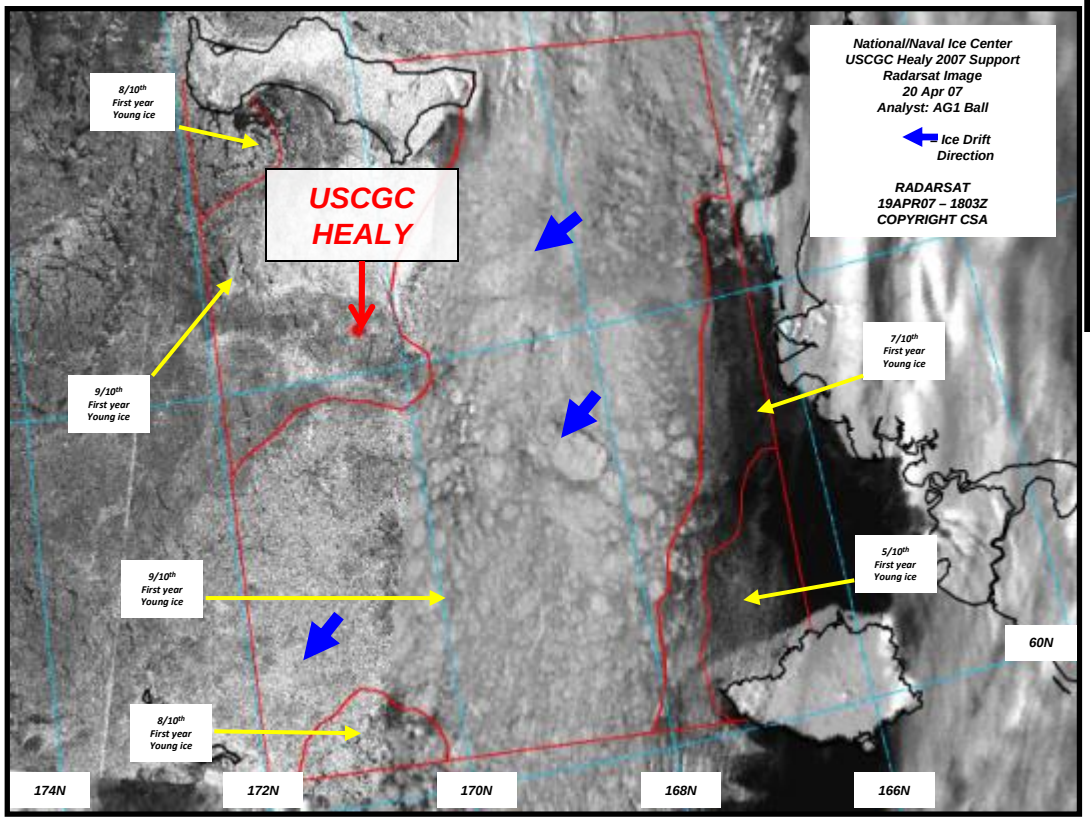
Ice Forecast Outlooks



Ice Thickness Estimations

Safety of Navigation, Life & Property

USN, NSF, CCG, USCG



Support provided for Spring 07 USCGC HEALY cruise



CCGS Wilfred LAURIER



USS ALEXANDRIA

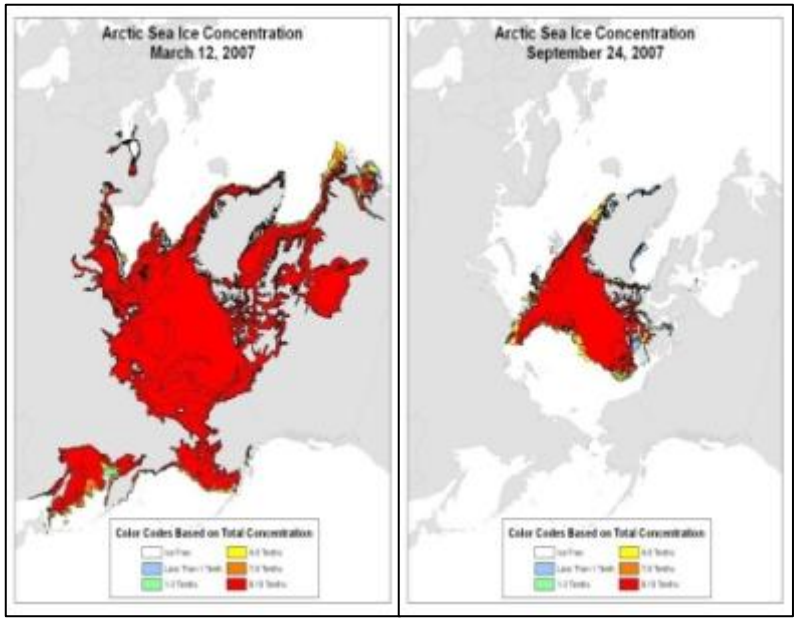
"Our use of Arctic transits to support higher presence levels in the PACOM AOR is an example of how we are making full use of every asset we have in the most productive way we can"

VADM MUNNS, COMSUBFOR

Mission Planning

US Submarine Forces, Arctic Submarine Lab, US Coast Guard

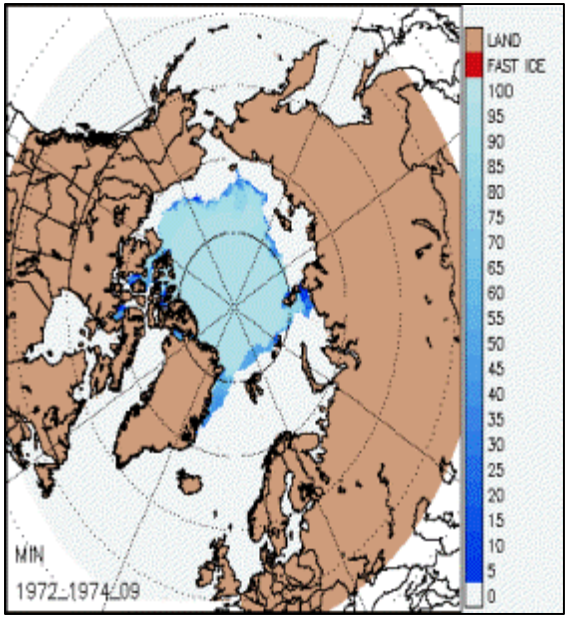
Intra-annual Extreme Ice Conditions



Ice Area = 14.16 million sq km

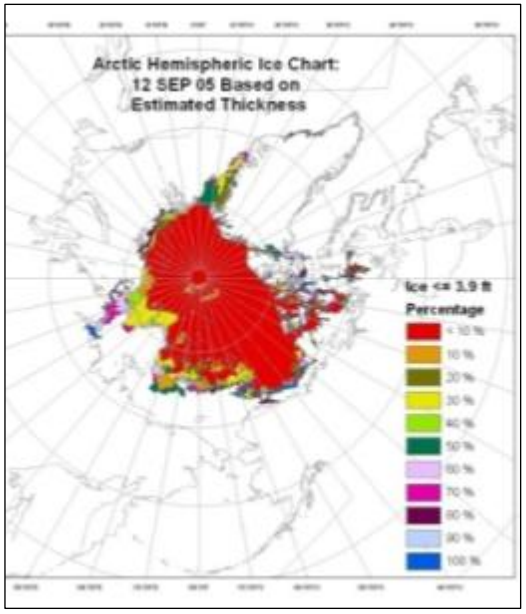
Ice Area = 3.98 million sq km

33 year Arctic Climatology dataset



Archived at NSIDC

Thickness inferred from stage of development



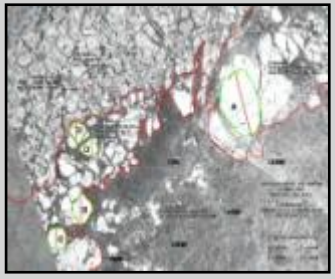
Used by ASL



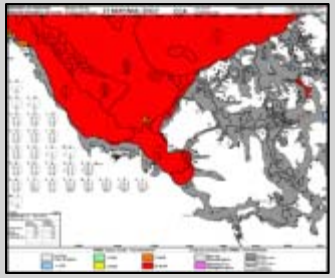
Surfaced submarine in Arctic



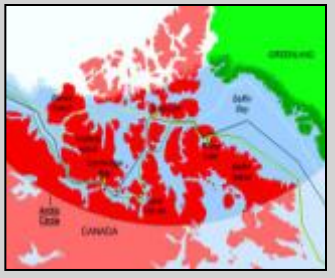
Environmental effects on ships



Floe identification for Ice Camp 2007



Arctic Seasonal Outlook

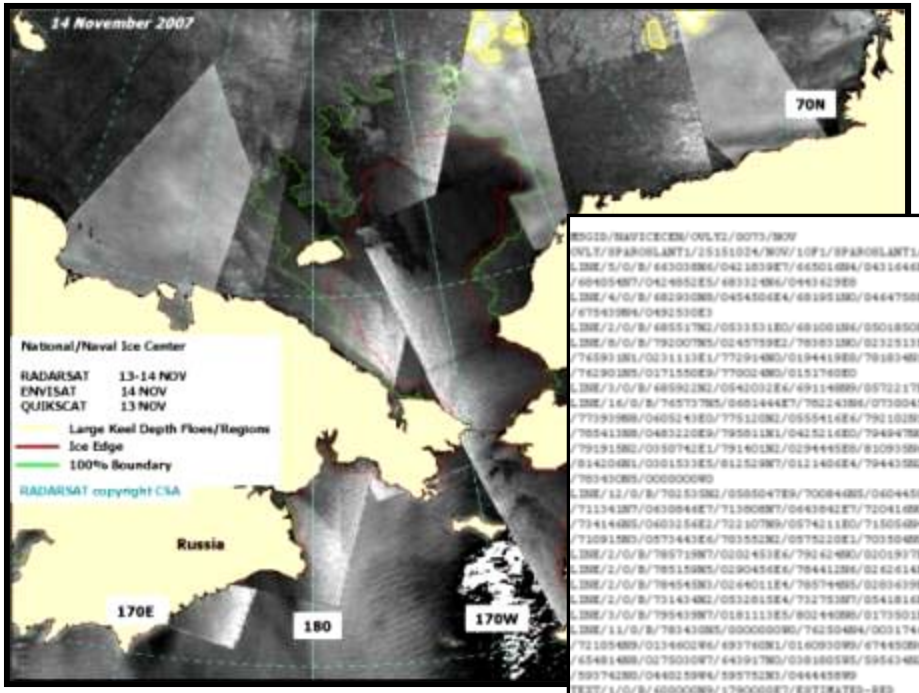


Northwest Passage Routes

Situational Awareness

US Submarine Forces, Arctic Submarine Laboratory

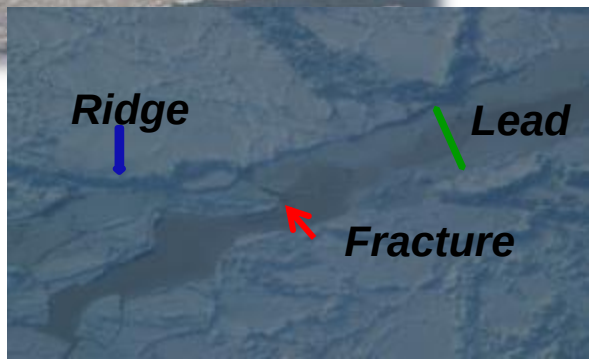
US Submarine Force	
Application	**Product**
•Safety of navigation through Arctic	Fractures, Leads and Polynyas (FLAP)
•Determines operational posture	Marginal Ice Zone (MIZ)/ Ice Edge
•Determine potentially deep (hazardous) keels	Arctic iceberg/floe analysis



Annotated Ice Edge/Large Floes







"This allowed [us] to evaluate and plan the final PD trip prior to the MIZ, determine when the arctic routine would commence and when the ship would enter the MIZ and pass under the ice canopy"

– USS ALEXANDRIA

Scientific Research Support

US Coast Guard, National Science Foundation, NOAA

- Daily annotated RADARSAT imagery
- Seasonal outlooks and forecasts
- Onboard analyst support
- Directly liaise with OPS and Science personnel



RV PALMER during Sep '07 Antarctic cruise

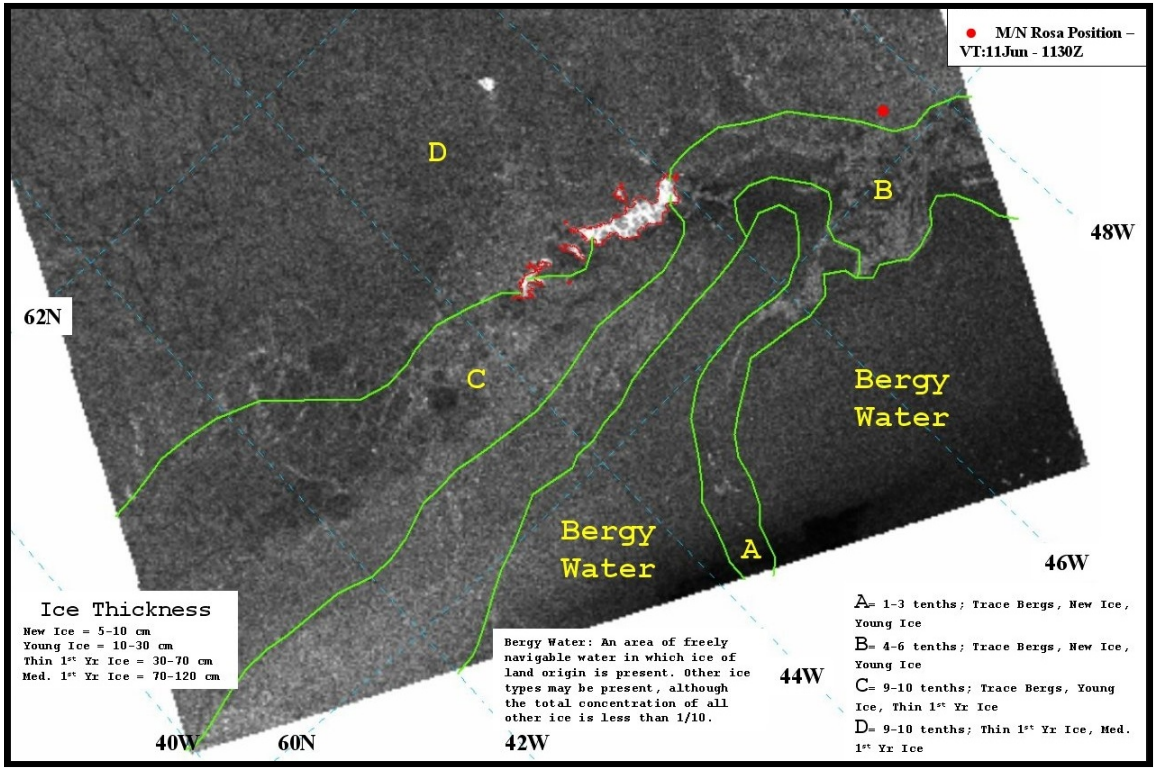




USCGC HEALY conducts operations in the Arctic, Sept "07

International Emergency

M/V ROSA





Operated by the Argentines

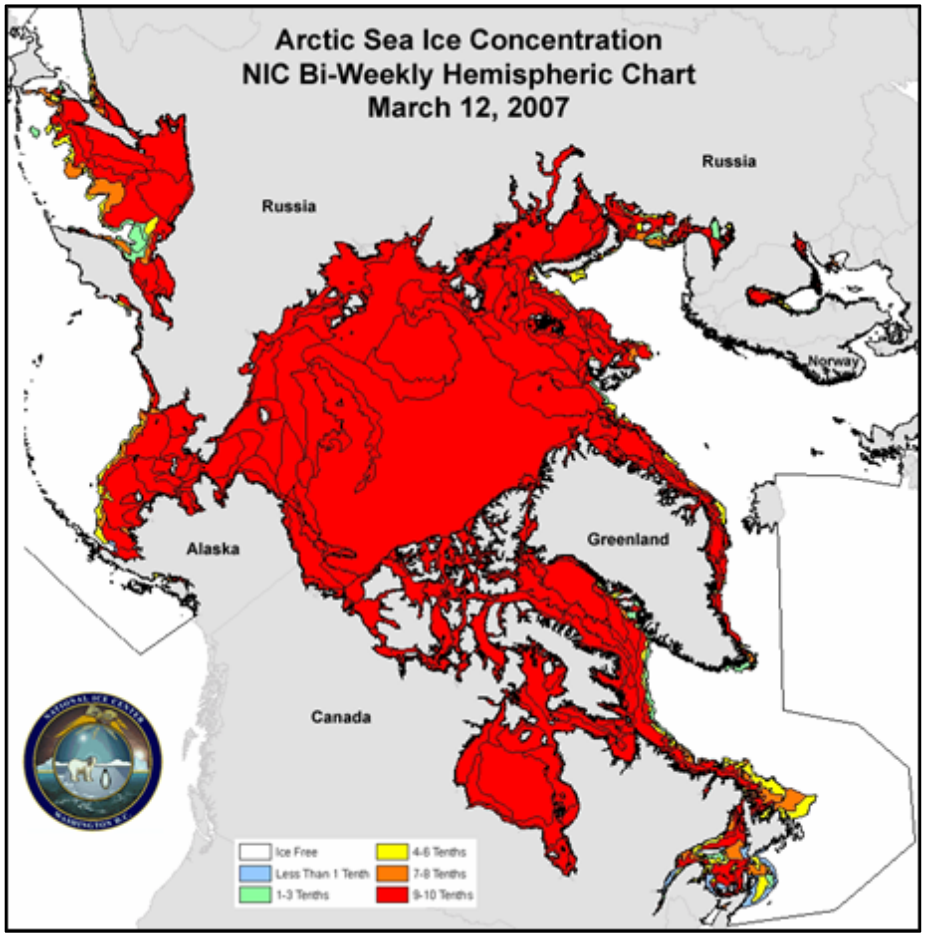
“We have received the requested satellital information and we are extremely gratiful for the important collaboration that you offered us. For your knowledge the satellital information was very useful to us. It was a relevant element in our planning during the assistance to the M/V "Rosa" ship in proximities to the Islas Orcadas during the 11, 12 and 13 june.”

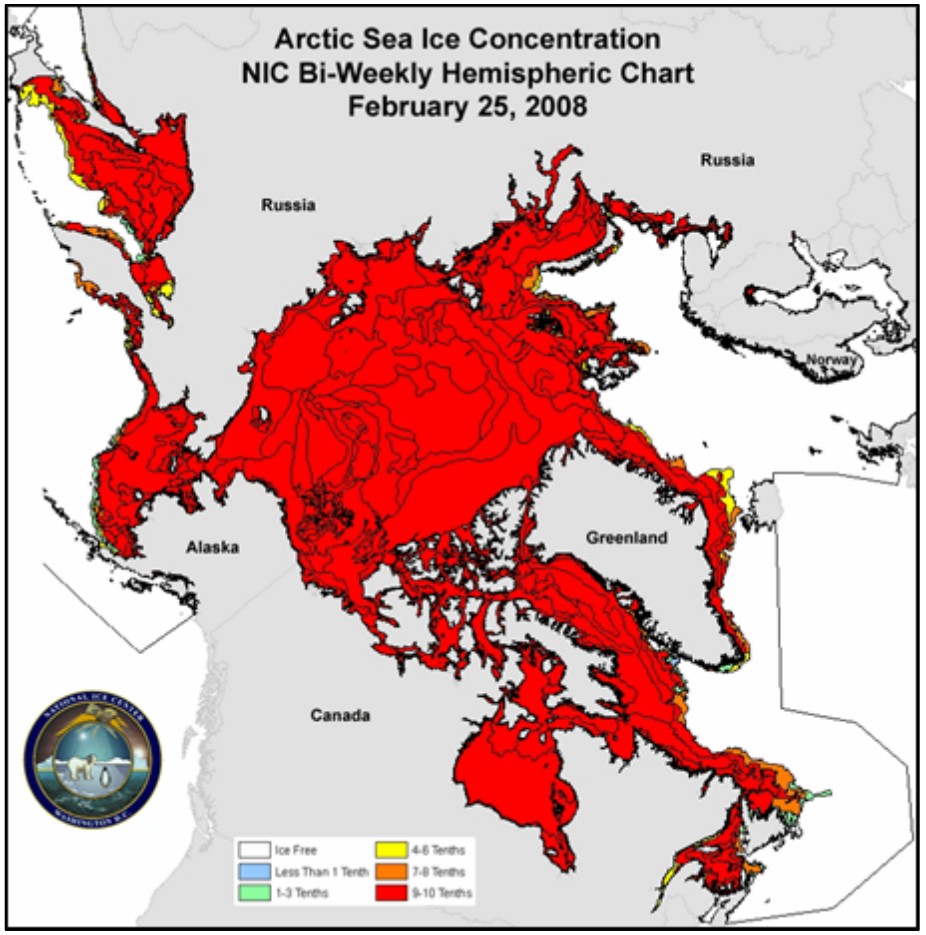
-- AGENCIA NACIONAL SAR MARITIMA, FLUVIAL Y LACUSTRE ARGENTINA



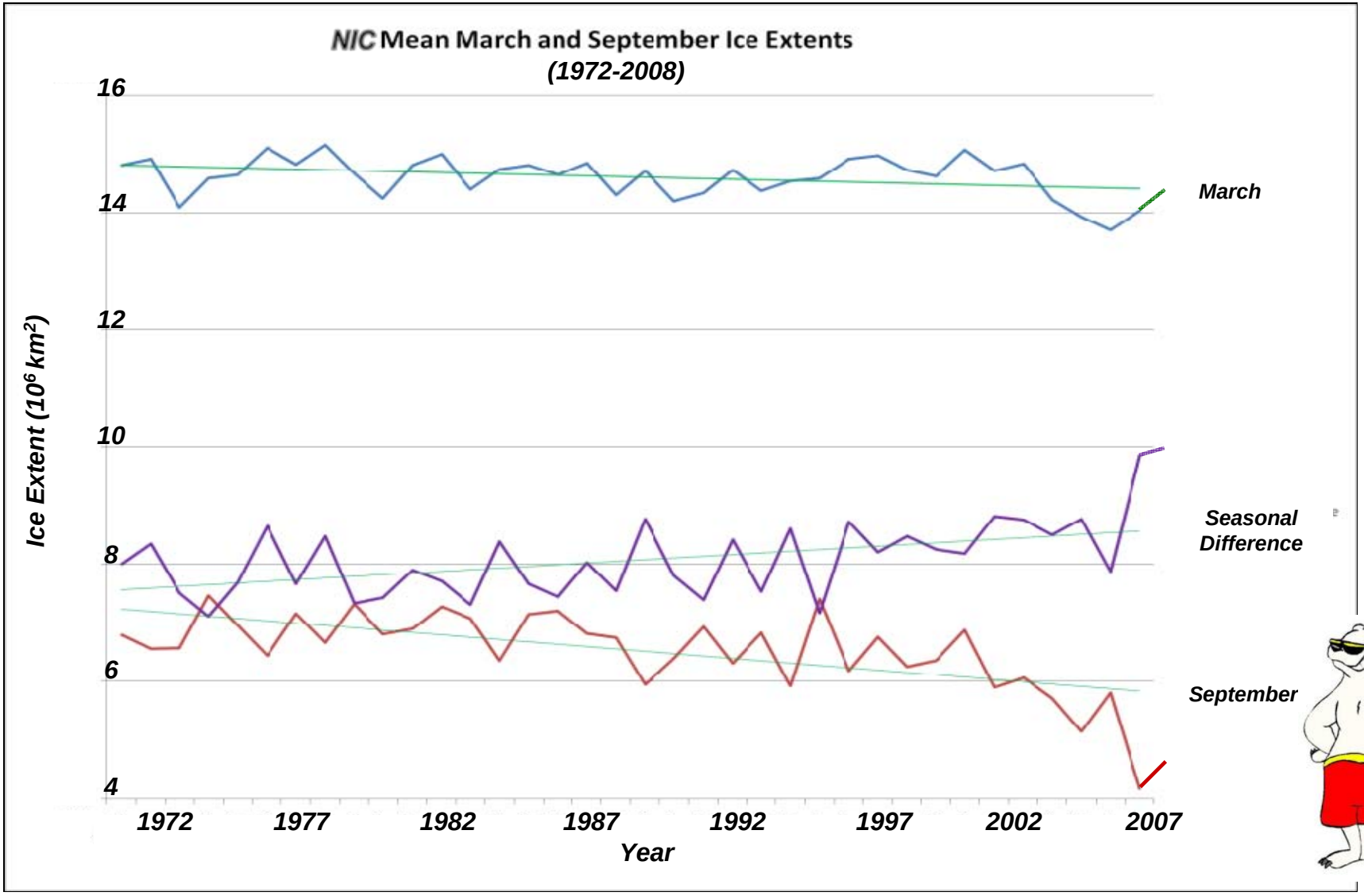
Panamanian Vessel
Refrigerated Cargo Ship

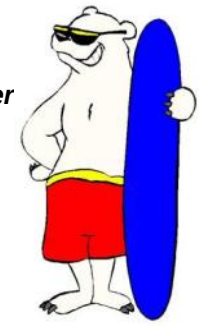
Arctic Sea Ice Retreat in 2007 and 2008



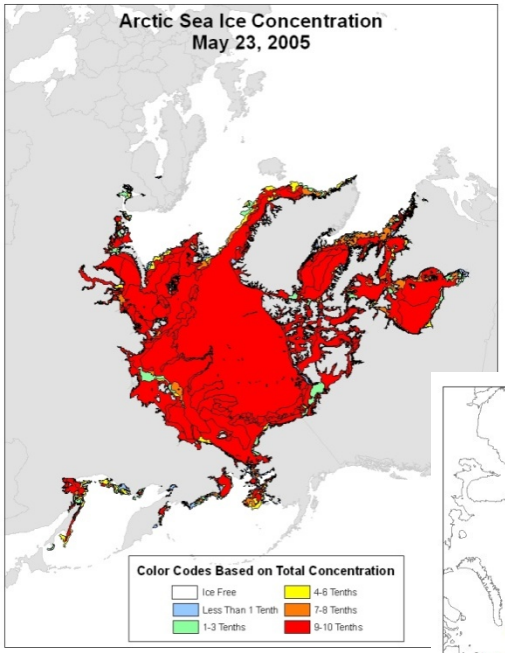


Arctic Sea Ice Extent Declining Trend

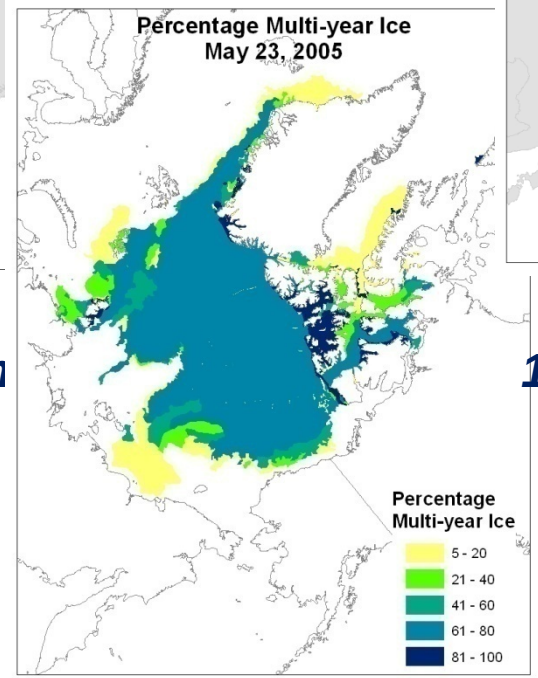




Arctic Sea Ice Extent vs. MYI Distribution

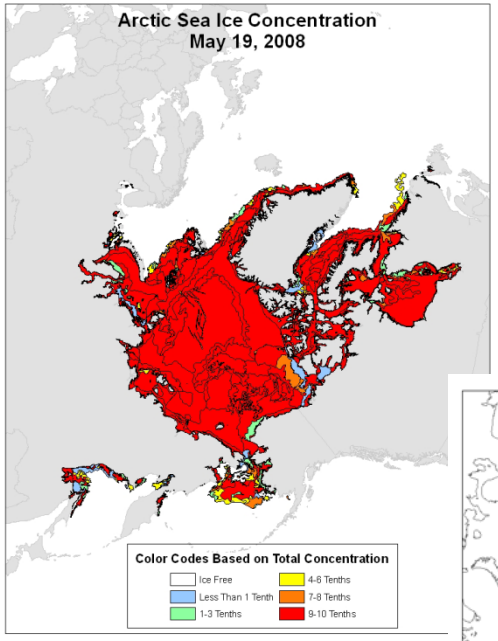


May 2005

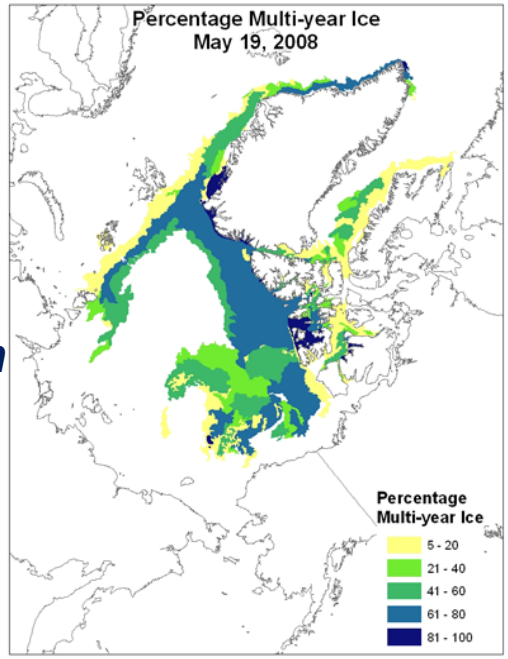


Total Ice Extent =
11.94 million sq km

MYI Ice Extent =
6.20 million sq km



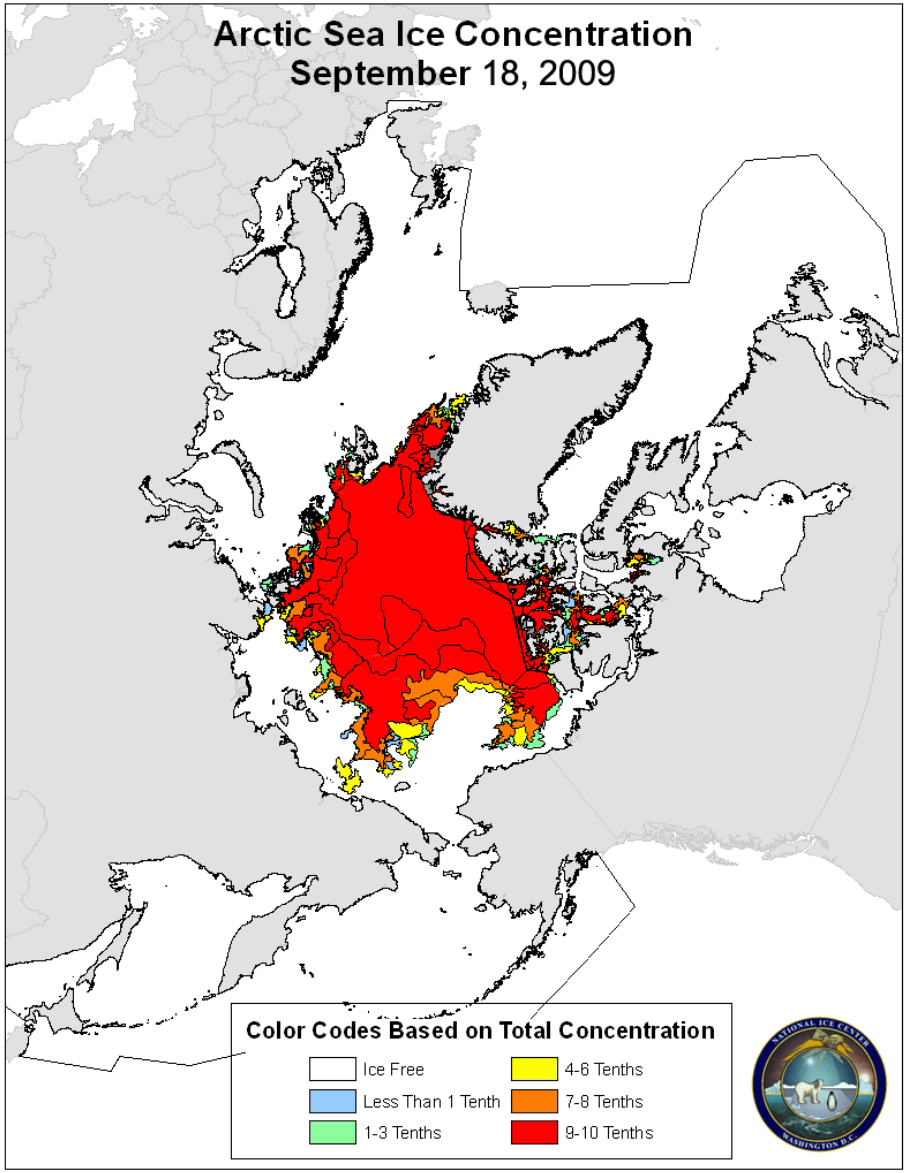
May 2008

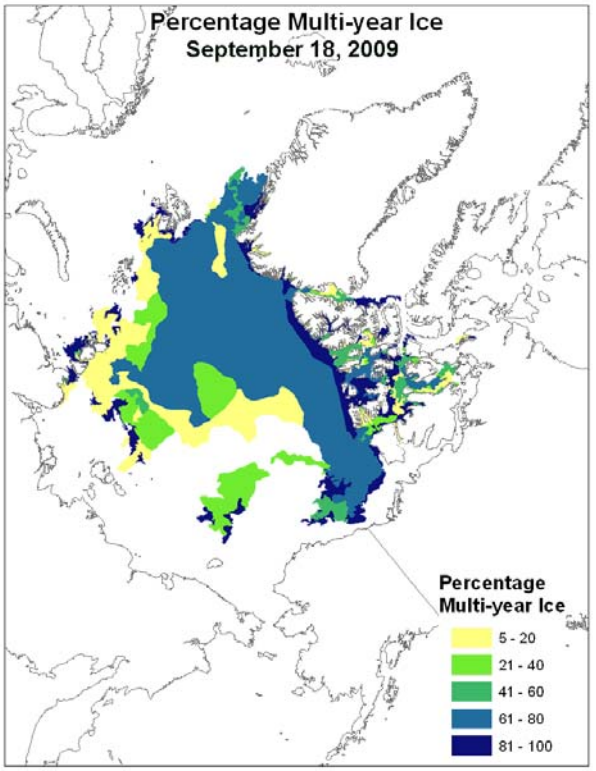


Total Ice Extent =
12.11 million sq km

MYI Ice Extent =
3.89 million sq km

2009 End of Summer Conditions
NIC Analysis - 18 September

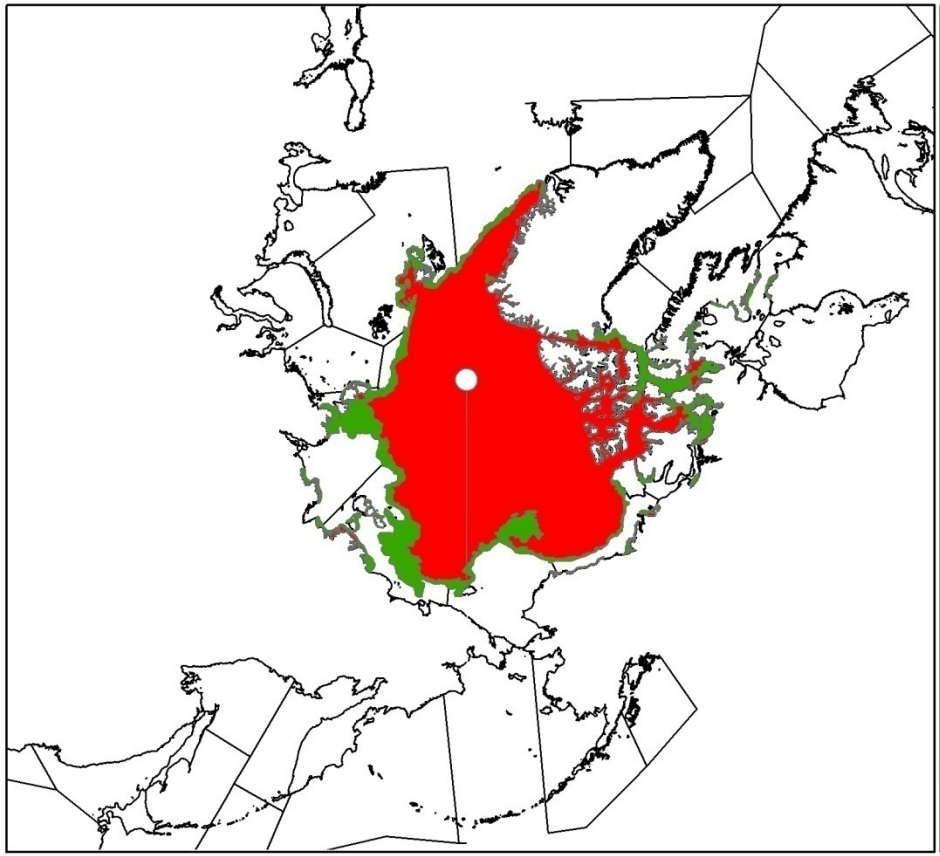




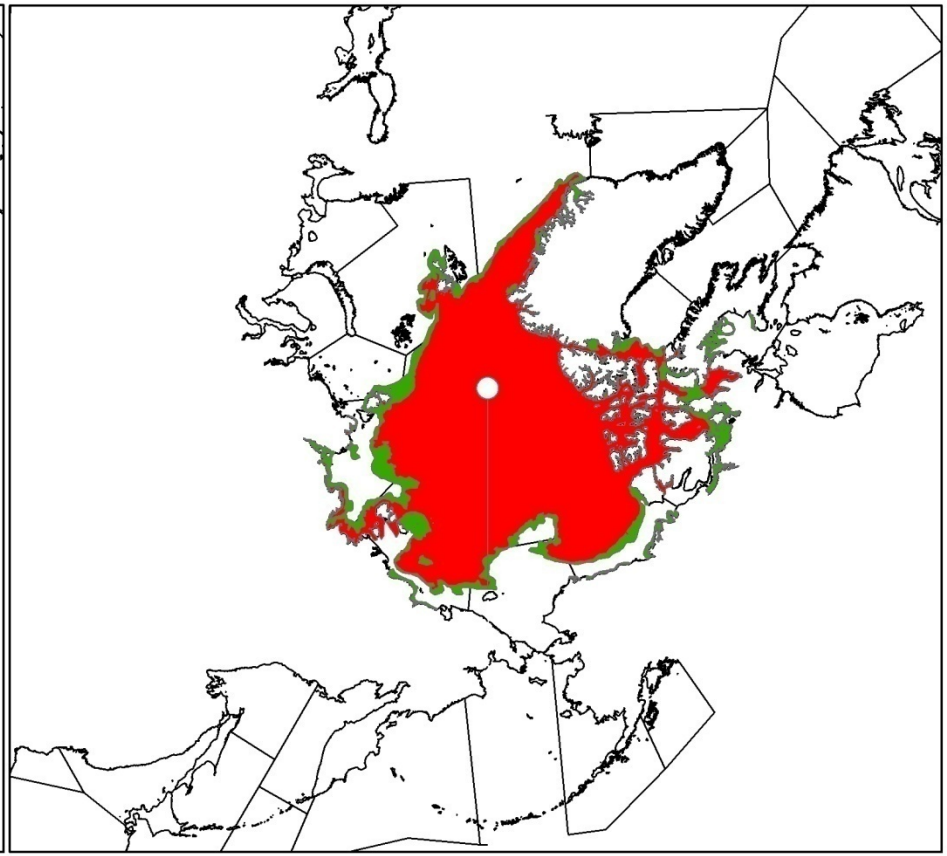
- *3rd lowest sea ice extent*
- *same or just below 2008 MYI extent*
- *more second year ice than in 2008*

Daily Ice Edge and Marginal Ice Zone (MIZ)

Changes in the Marginal Ice Zone Along the NSR



7 October 2009



13 October 2009

Ice Cover

ICECODE

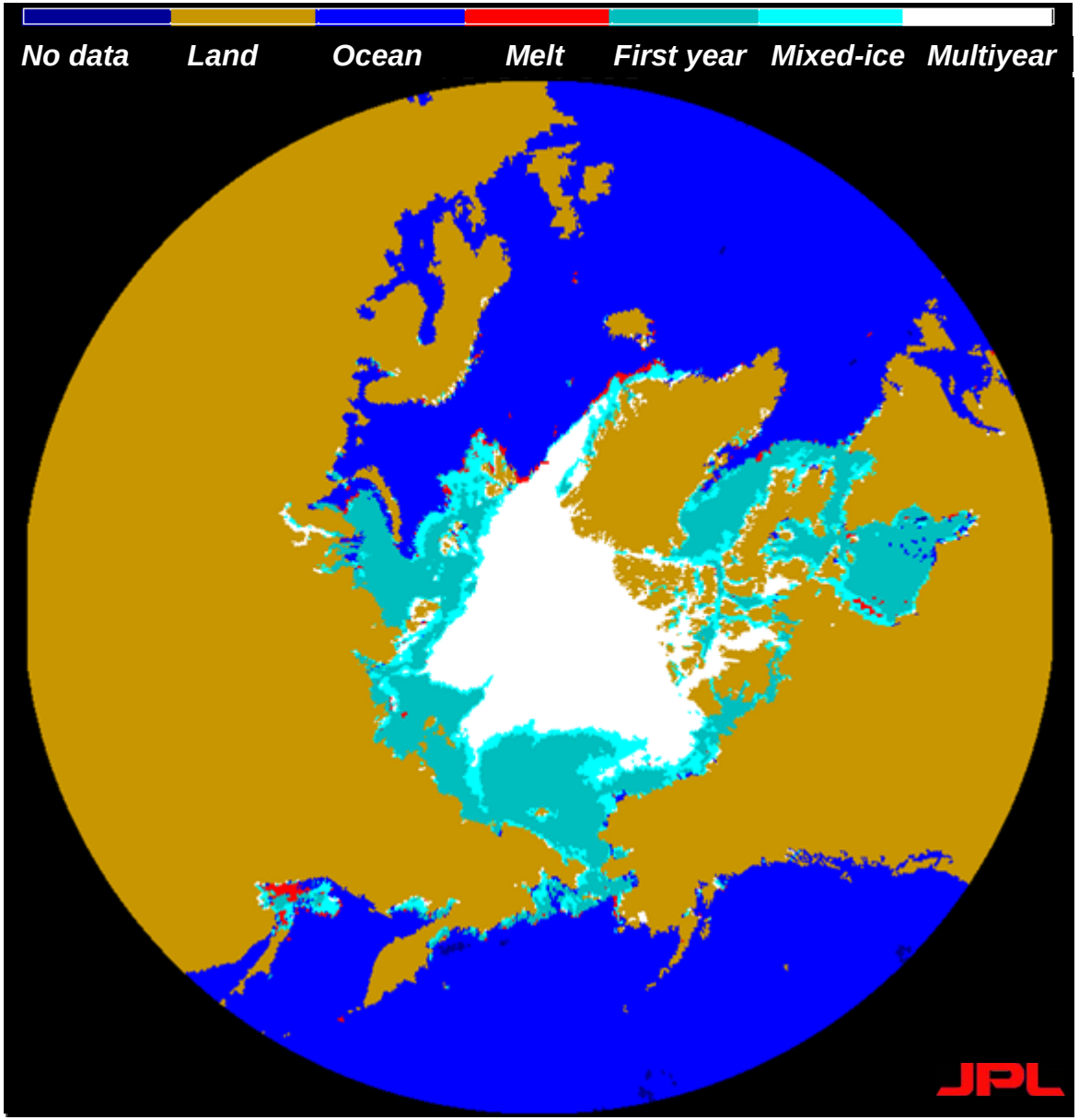
MIZ — CT18

Pack Ice — CT81

Arctic Sea Ice Cover on Winter Solstice

Sea ice class distribution on 21 December 2004

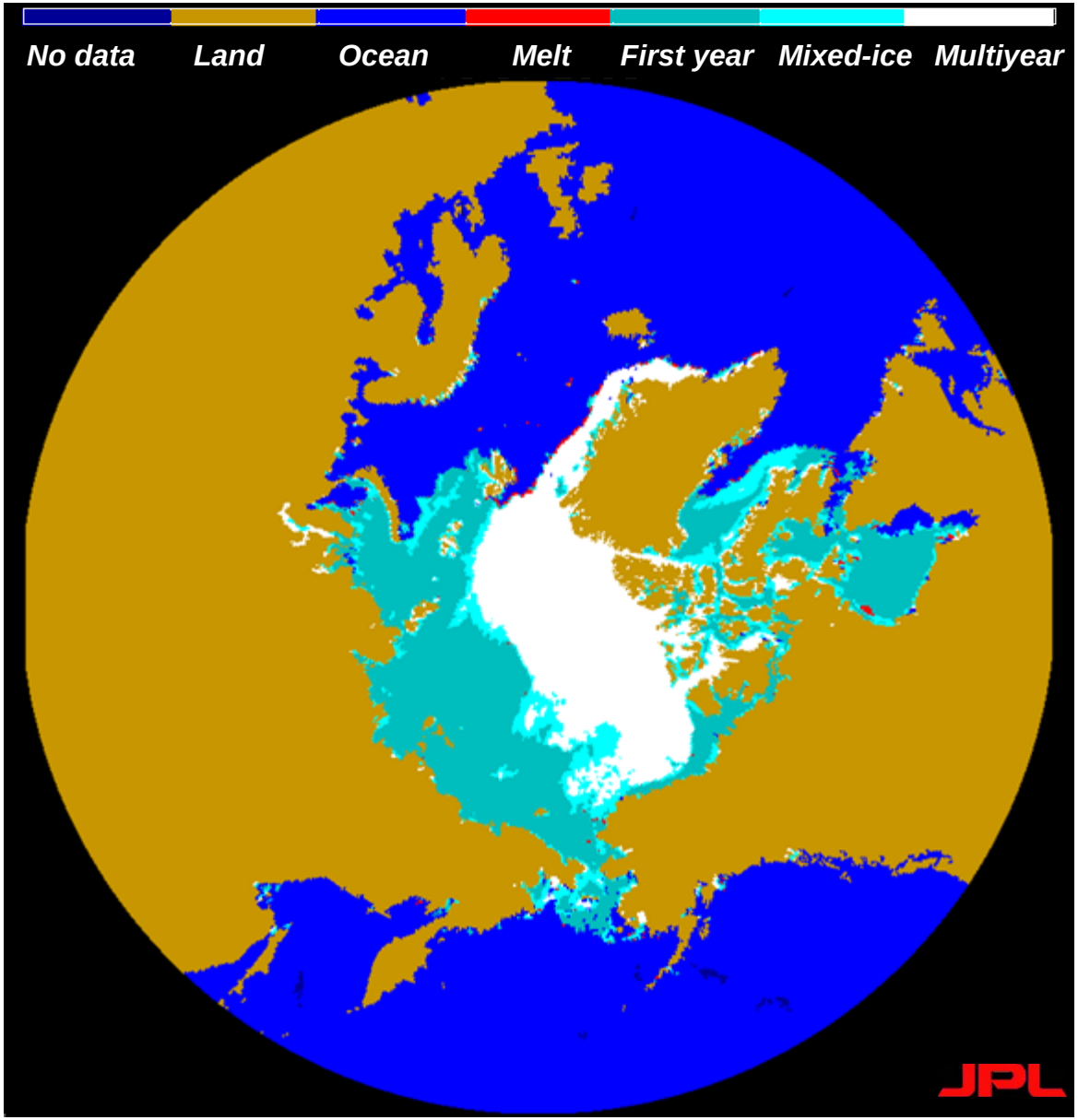
Multiyear ice class (white) represents the extent of the oldest and thickest part of the sea ice pack.



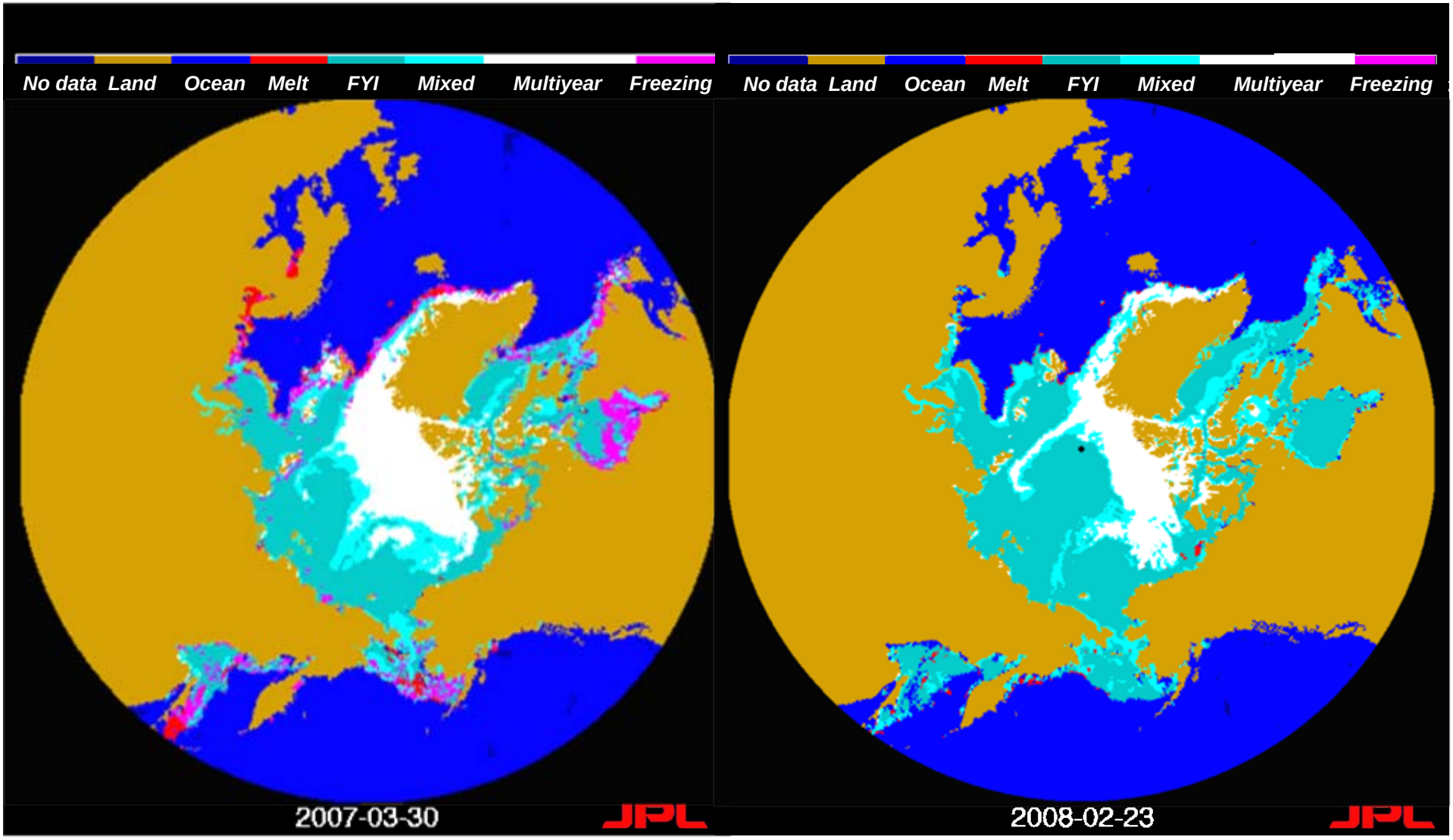
Arctic Sea Ice Cover on Winter Solstice

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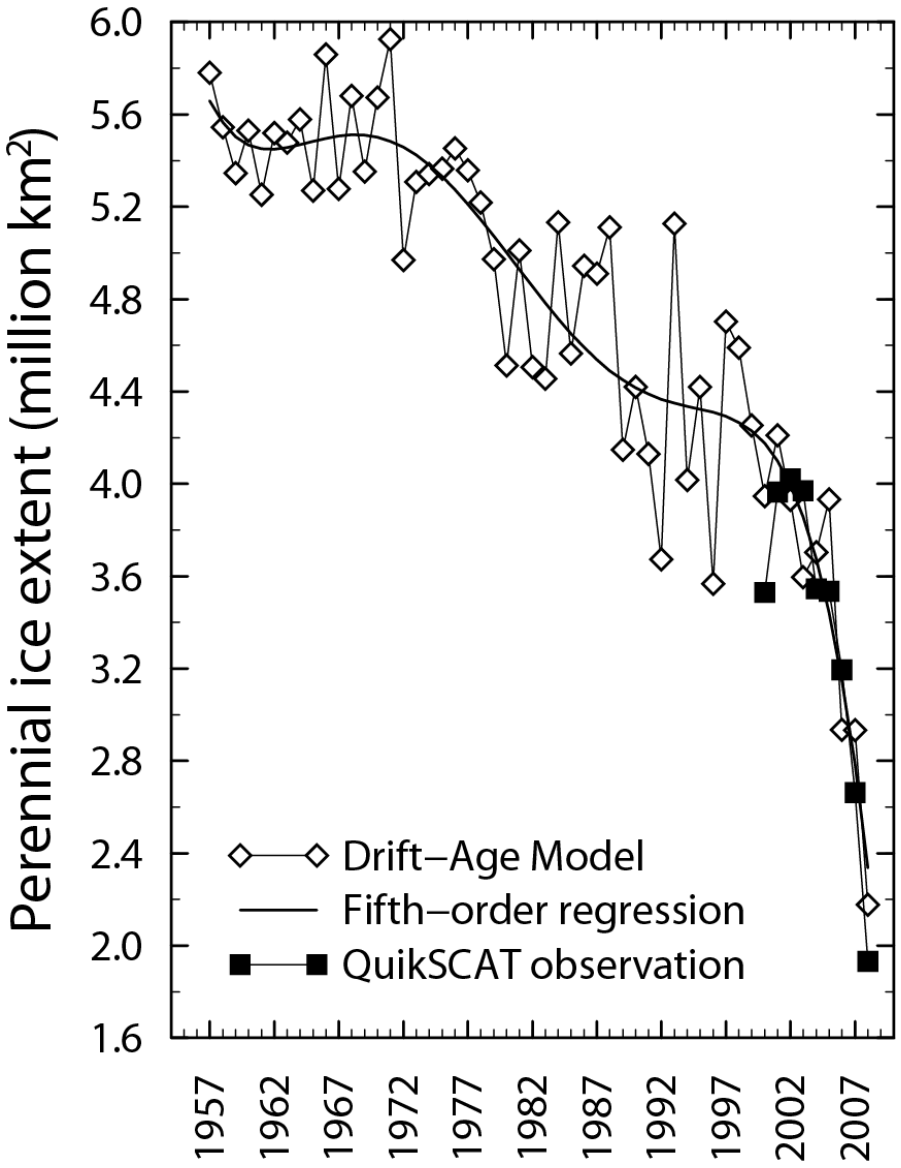


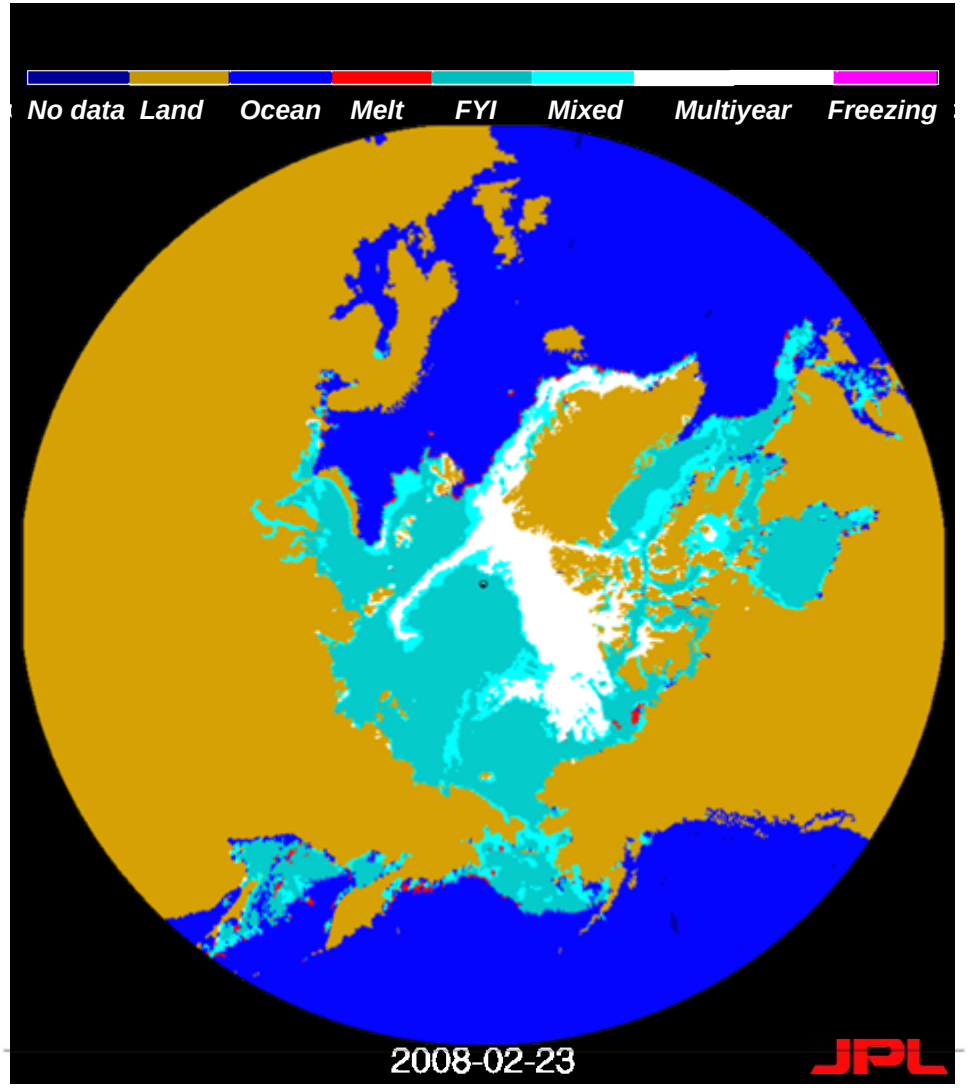
Arctic Perennial Sea Ice Change from Winter 2007 to 2008



Based on QuikSCAT Satellite Data

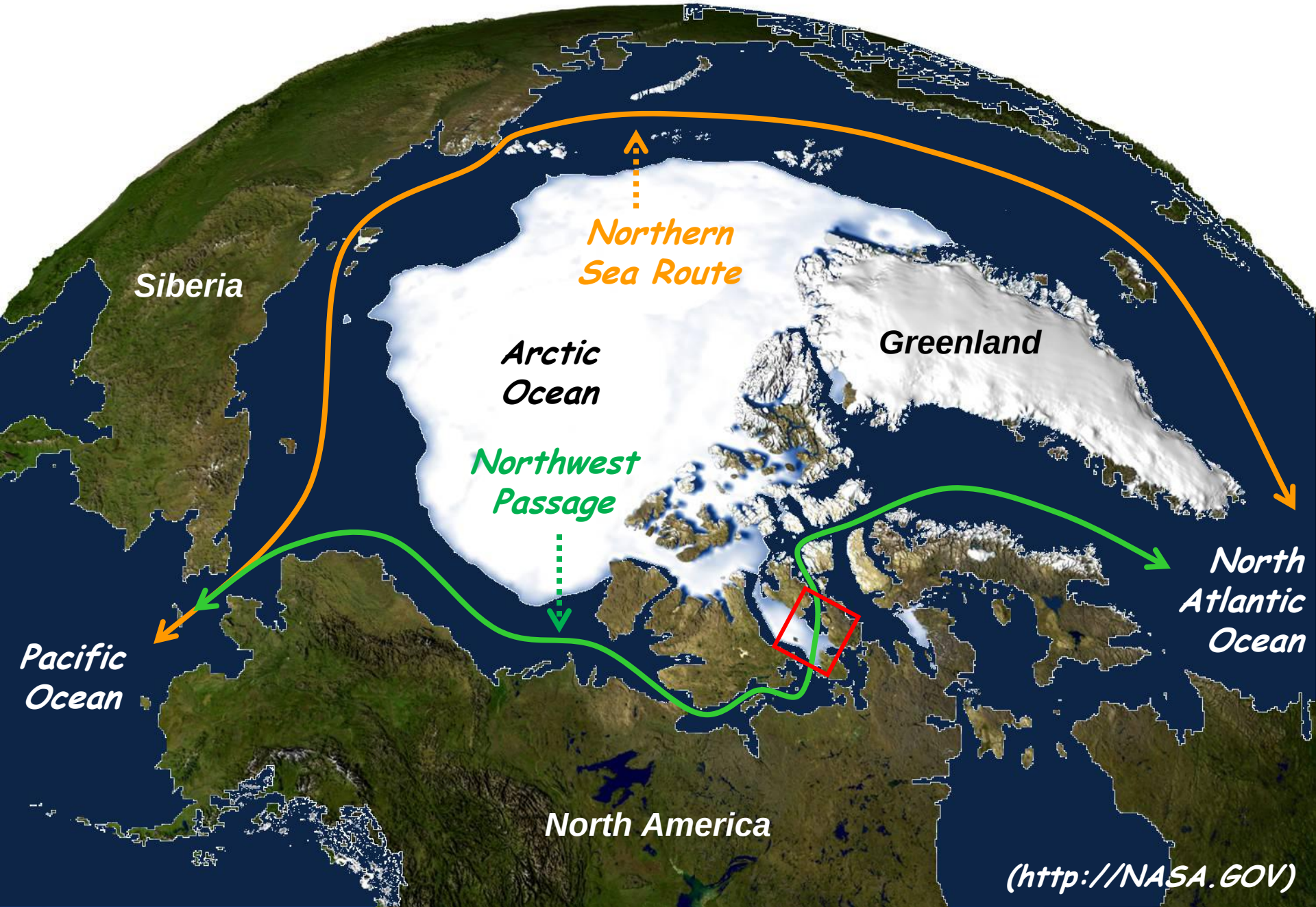
Arctic Perennial Sea Ice Change from 1957 to 2008



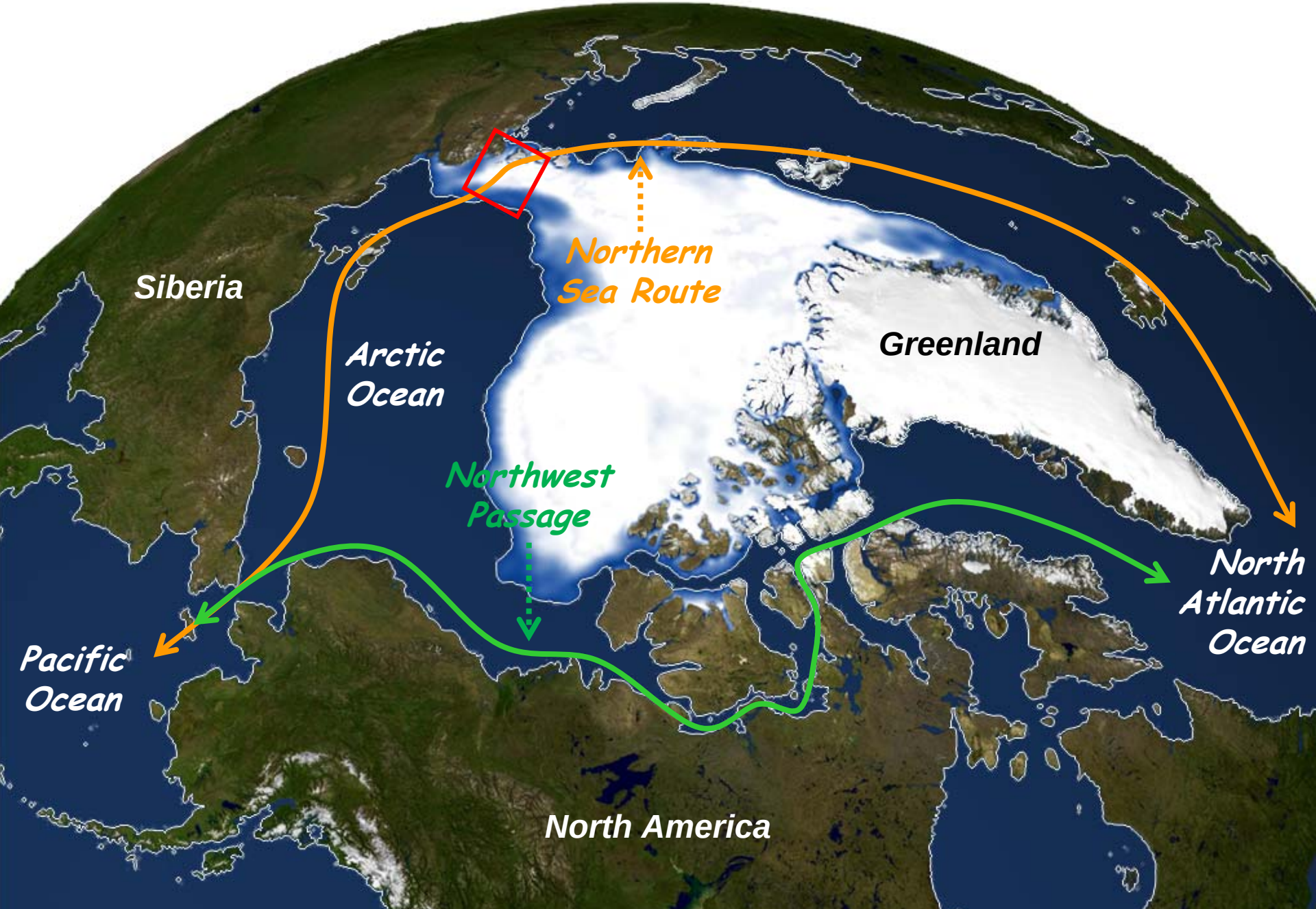


Rigor, Nghiem, Clemente-Colón, Perovich, Richter-Menge, Neumann, and Ortmeyer GRL, 2008.

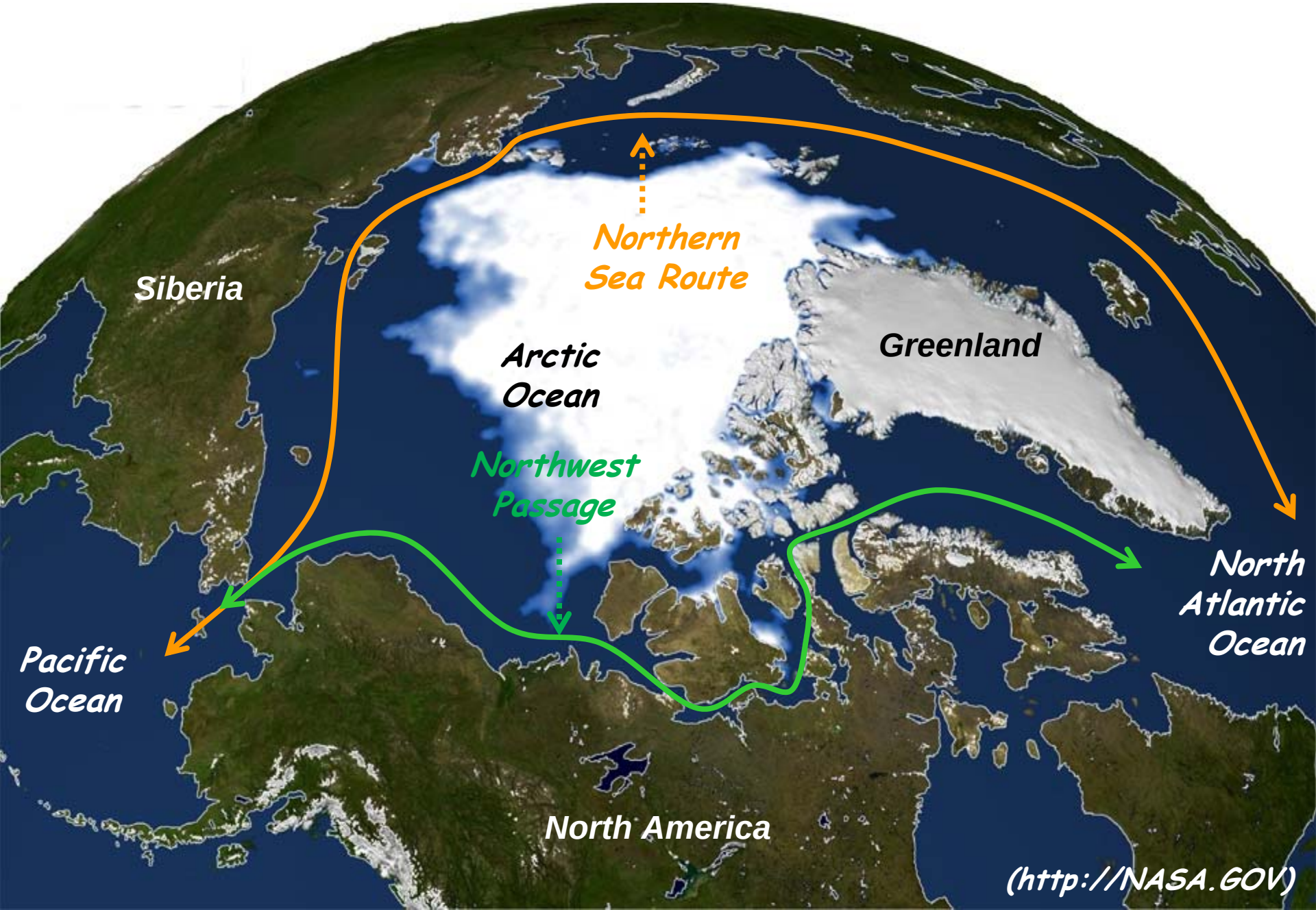
Arctic Routes and 2005 Sea Ice Minimum



Arctic Routes and 2007 Record Minimum



Arctic Routes and 2008 Sea Ice Minimum



Arctic Routes and 2009 Sea Ice Minimum



Ocean Watch Recovery and Deployment of IABP Buoys





At Gjoa Haven, Nunavut on 21 August 2009 - Sailed through ice bottle neck
Stopped in San Juan with crew visit to UPRM on 1-7 November 2009

First Commercial NSR Trans-Arctic Transit

Two multipurpose heavy lift project carriers, M/V Beluga Fraternity and M/V Beluga Foresight, successfully transited the Northeast Passage in summer 2009. Both vessels reached their final destination Rotterdam, with a delivery stop in Siberia, after travelling from Ulsan, South Korea.



What is next and when???



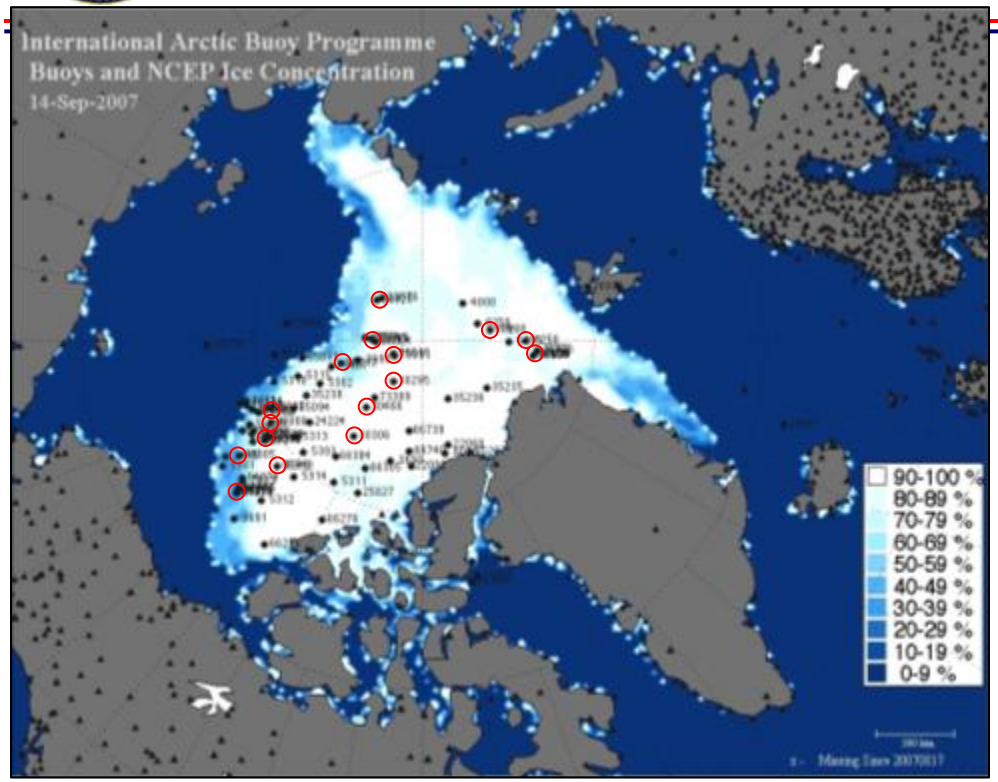
R/V XUE LONG Observed in the High Arctic 14 Miles Away from the Healy in 2008

- *Chinese-flagged, icebreaking cargo ship modified for research and logistics . It is China's only polar vessel.*
- *Government-owned, but not associated with the Chinese Navy. It is commanded and crewed by civilians.*
- *Operated by the Polar Research Institute of China, subordinate to the State Oceanographic Administration.*
- *Hosted 110 Scientists and deployed buoys for the IABP.*
- *Plan for a July-September 2010 Trans-Arctic attempt.*



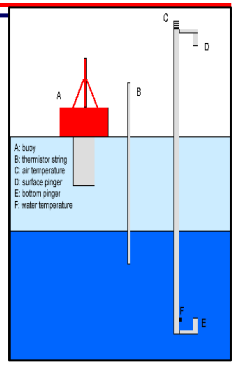


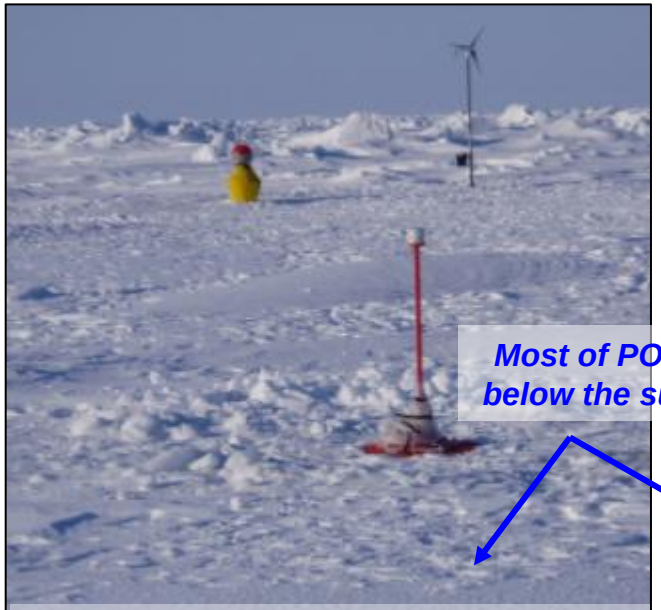
Sea Ice Retreat Imposes a Challenge to IABP





Ice Mass Balance buoy Monitors Air and Sea Ice (blue dots)





Most of POPS is below the surface



Polar Ocean Profiling System Monitors Air and Ocean (typically deployed w/ IMB buoys)

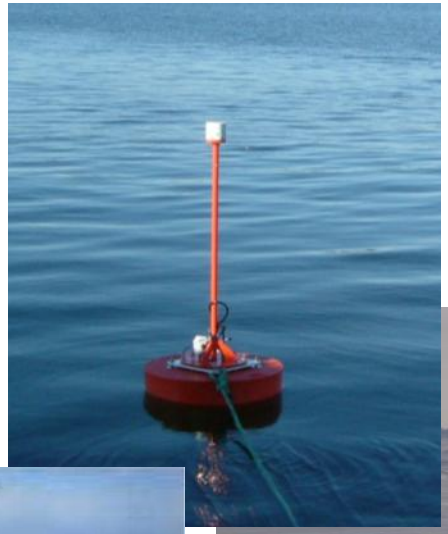


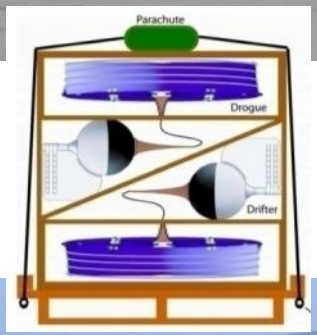
ICEX airdrop buoys are the backbone of the IABP (red dots)

New Seasonal Ice Beacons, Ocean Buoys, and Deployment Alternatives Needed



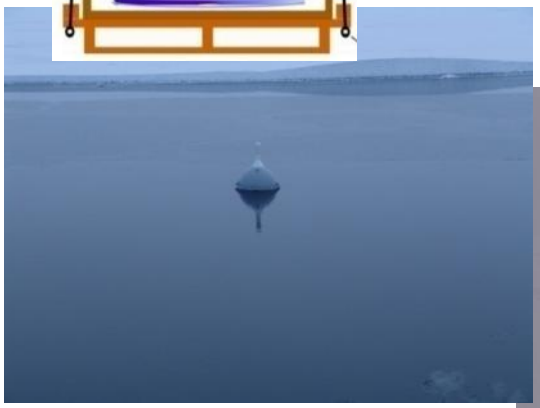
















Airborne Expendable Ice Buoys (AXIB)

(NOAA SBIR)

- Provides a low cost aircraft droppable seasonal buoy (with also surface deployment capability)

- Sensors/measurements include surface air temperature, surface pressure, GPS location, and Argos transmitter

- Replaces/Complements present ice beacons providing operation in ice and open water through freeze/thaw cycles

- On the ice testing in Lake Champlain, VT and two deployments in the Arctic during HLY0805

NIC co-manages the US Interagency Buoy Program with UW/PSC and coordinates US Arctic buoy activities within the IABP

Arctic buoy data are critical to NWS and many other users providing weather forecasts, NWP, and climate modeling

Arctic buoy data are used by NIC for operational ice chart analysis and supports the validation of satellite observations and sea ice models

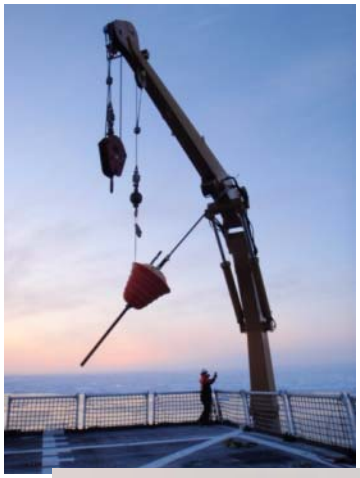






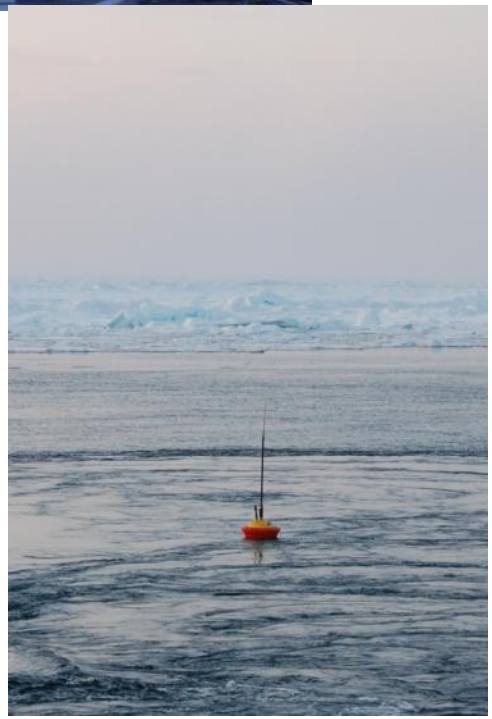
Provide alternatives to present White Trident C-130 drops over MYI

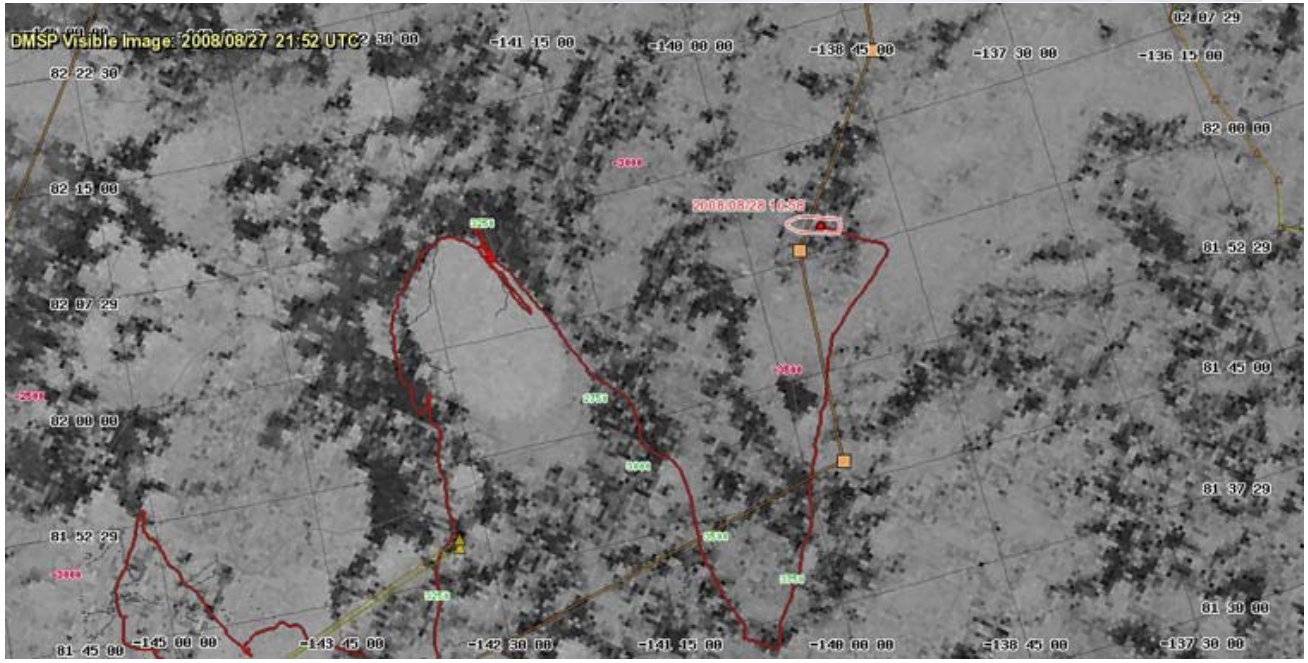
Deployment of the AXIB Seasonal Buoys From the Healy in 2008









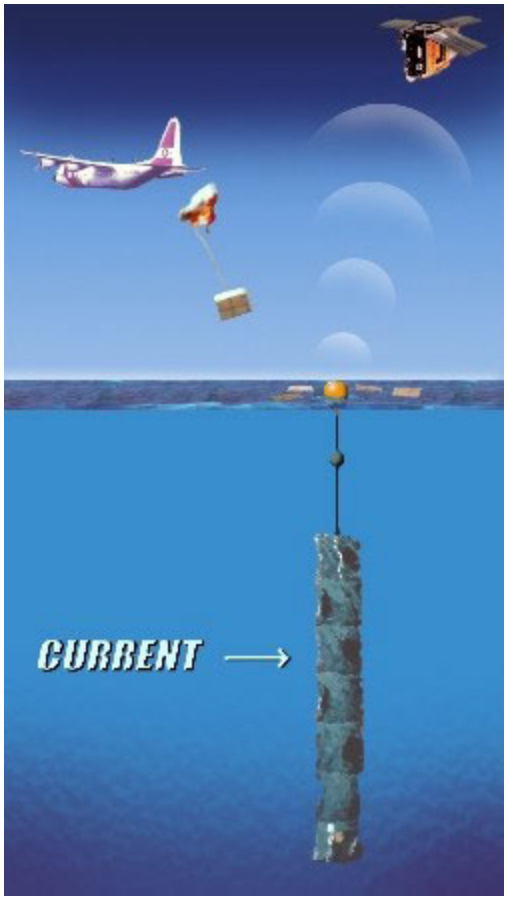


1st Buoy Airdrop by the USCG for the USIABP/IABP – WHITE TRIDENT Alternative

Buoy #89197
72.475N 157.955W
19 August 2009







Coast Guard deploys WOCE buoy in Arctic Ocean

20090819-G-0113H-WOCE Buoy Drop

Video by: Petty Officer 1st Class Jason Yonk

Edited by: Petty Officer 3rd Class Charly Hengen

Created: August 19, 2009

Released: August 19, 2009

Produced by: 17th Coast Guard District Public Affairs, Kodiak

Released by: 17th Coast Guard District Public Affairs, Kodiak

Run Time: 16 sec

NAIS Coordinated Support of U.S.-Canada UNCLOS Arctic Mapping in 2008 and 2009

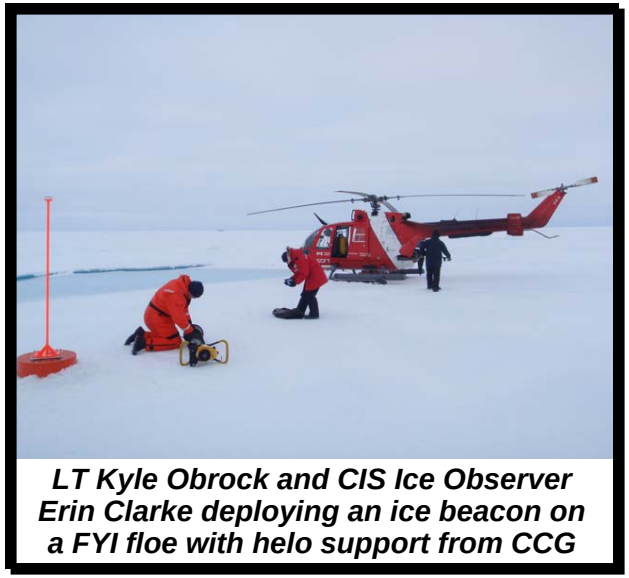
Joint US-Canada Extended Continental Shelf Mapping Cruises HLY0806 and HLY0905





Photo USGS

CCGS St. LAURENT and USCGC HEALY operating in the Arctic



LT Kyle Obrock and CIS Ice Observer Erin Clarke deploying an ice beacon on a FYI floe with helo support from CCG



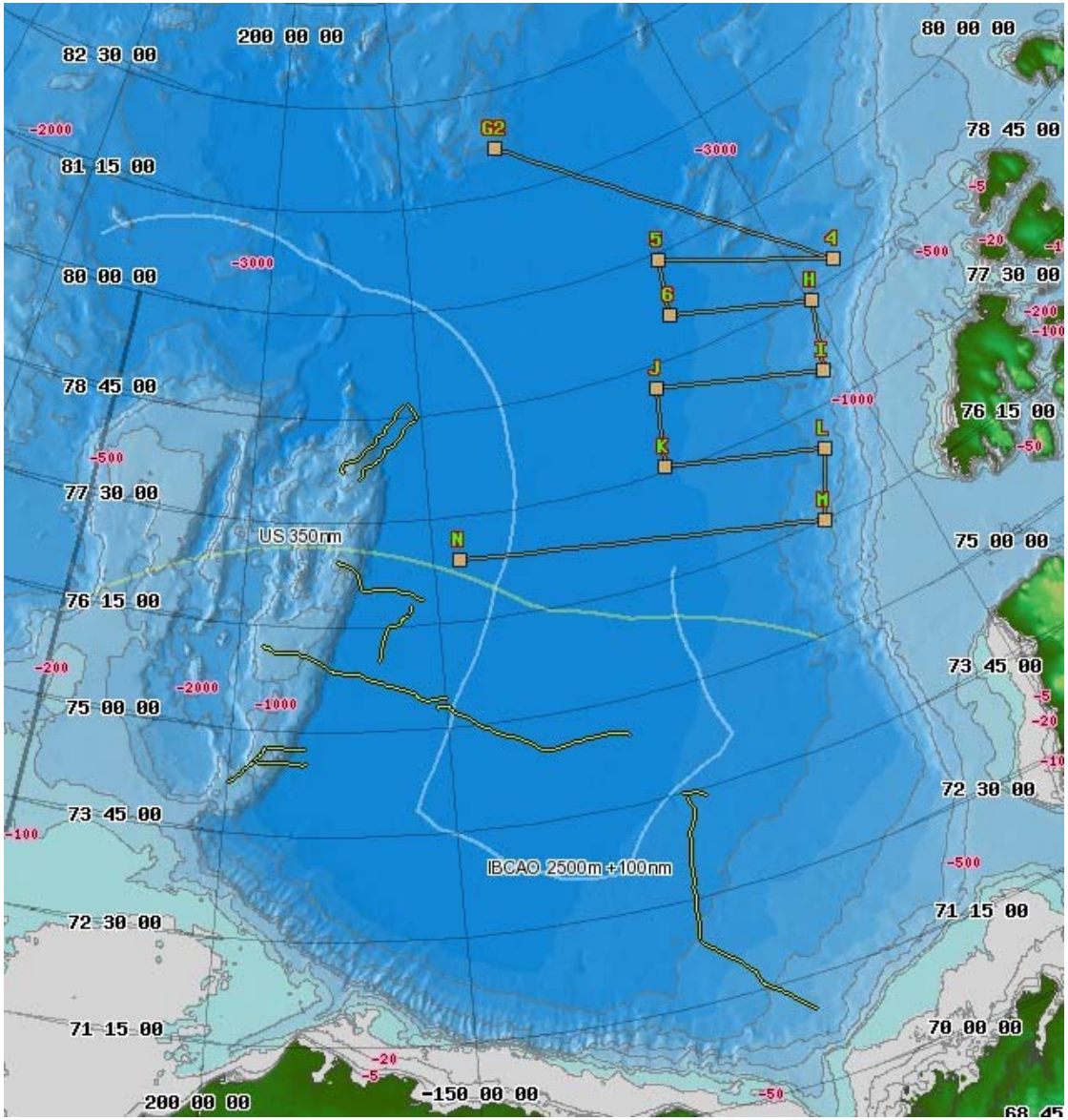
CAPT F. Sommer (USCGC HEALY) and CAPT M. Rothwell (CCGS LAURENT)



Photo USGS

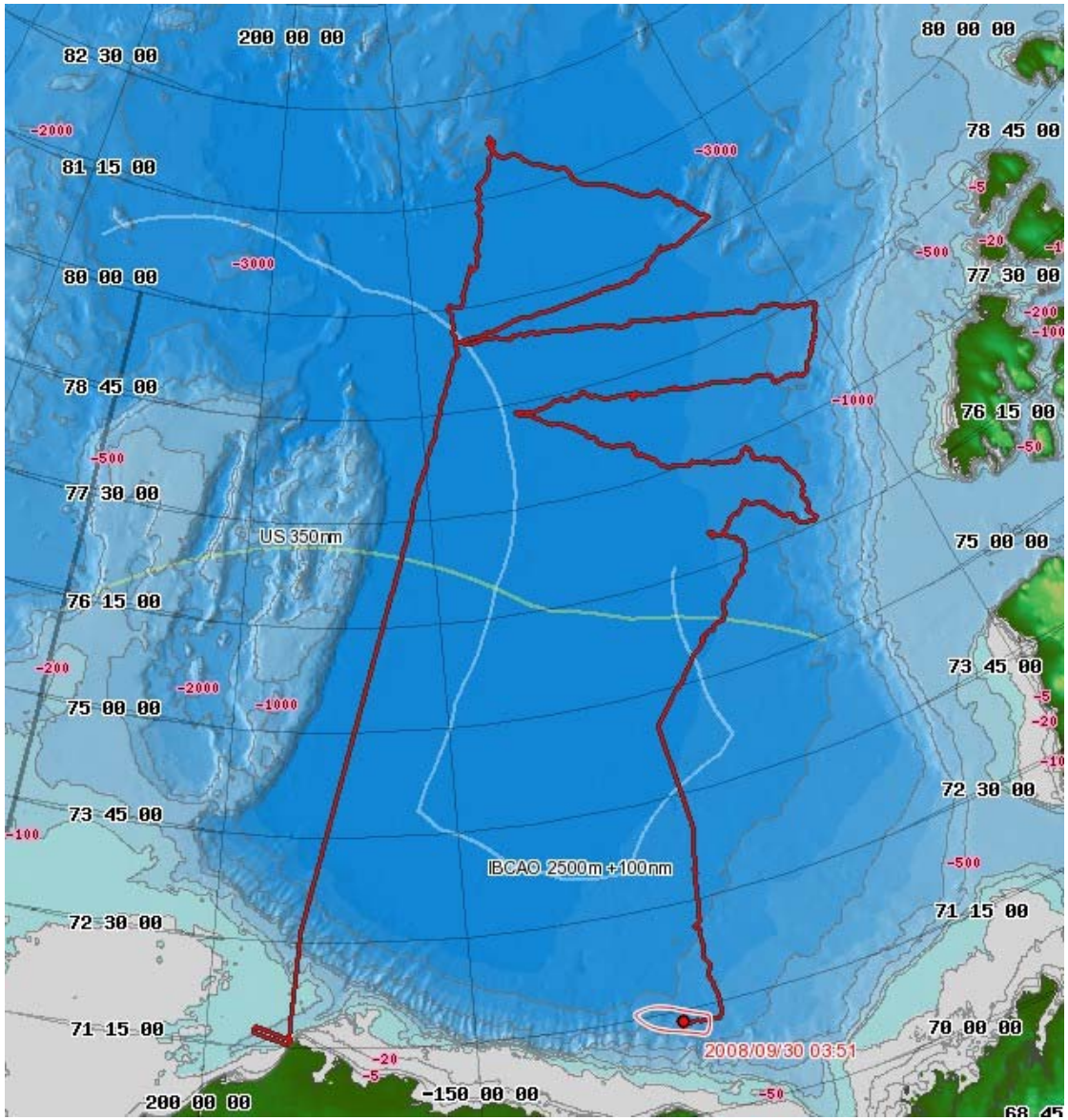
HLY0806 Cruise Track Plan



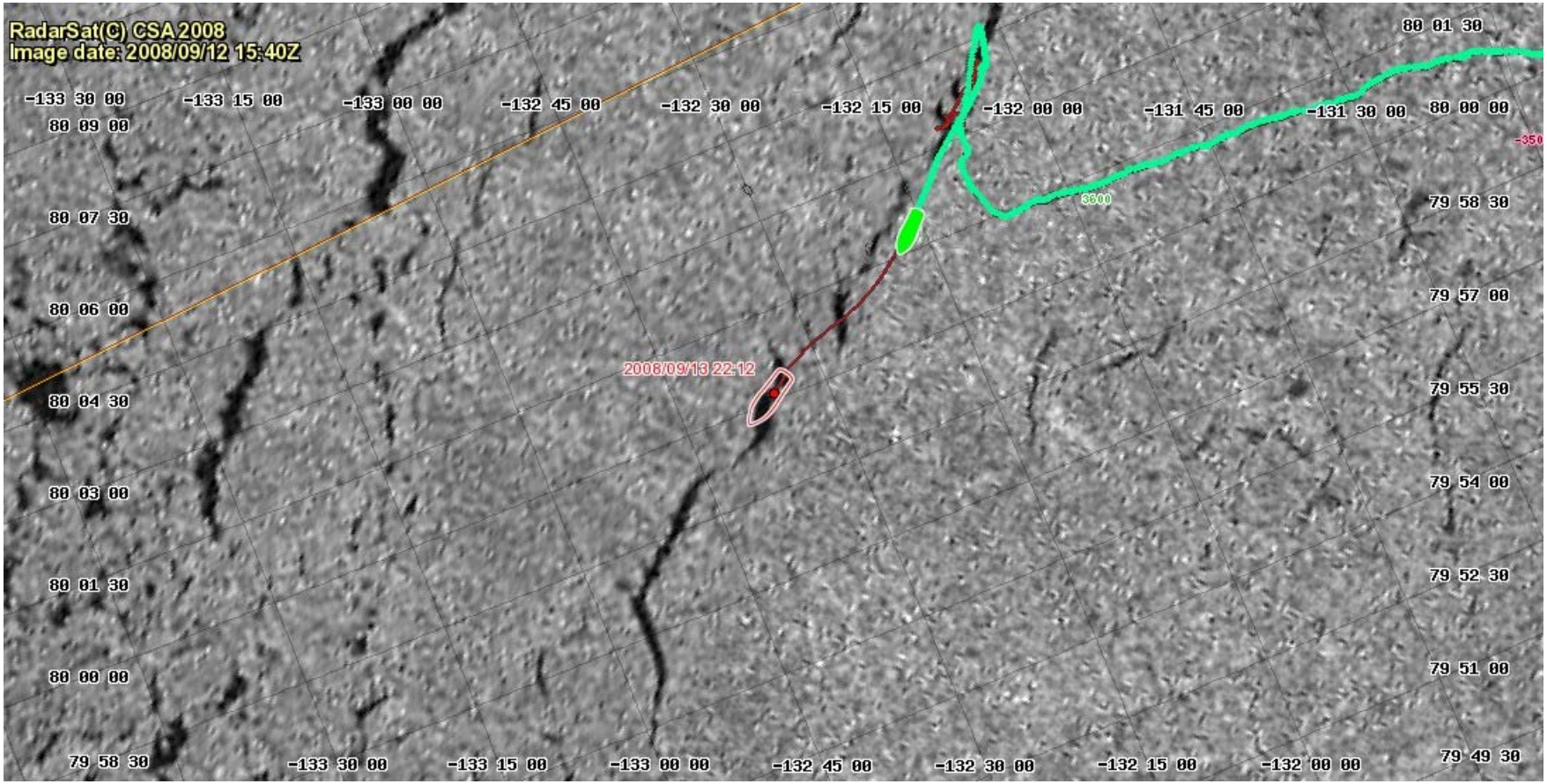


HLY0806 Cruise Actual Track

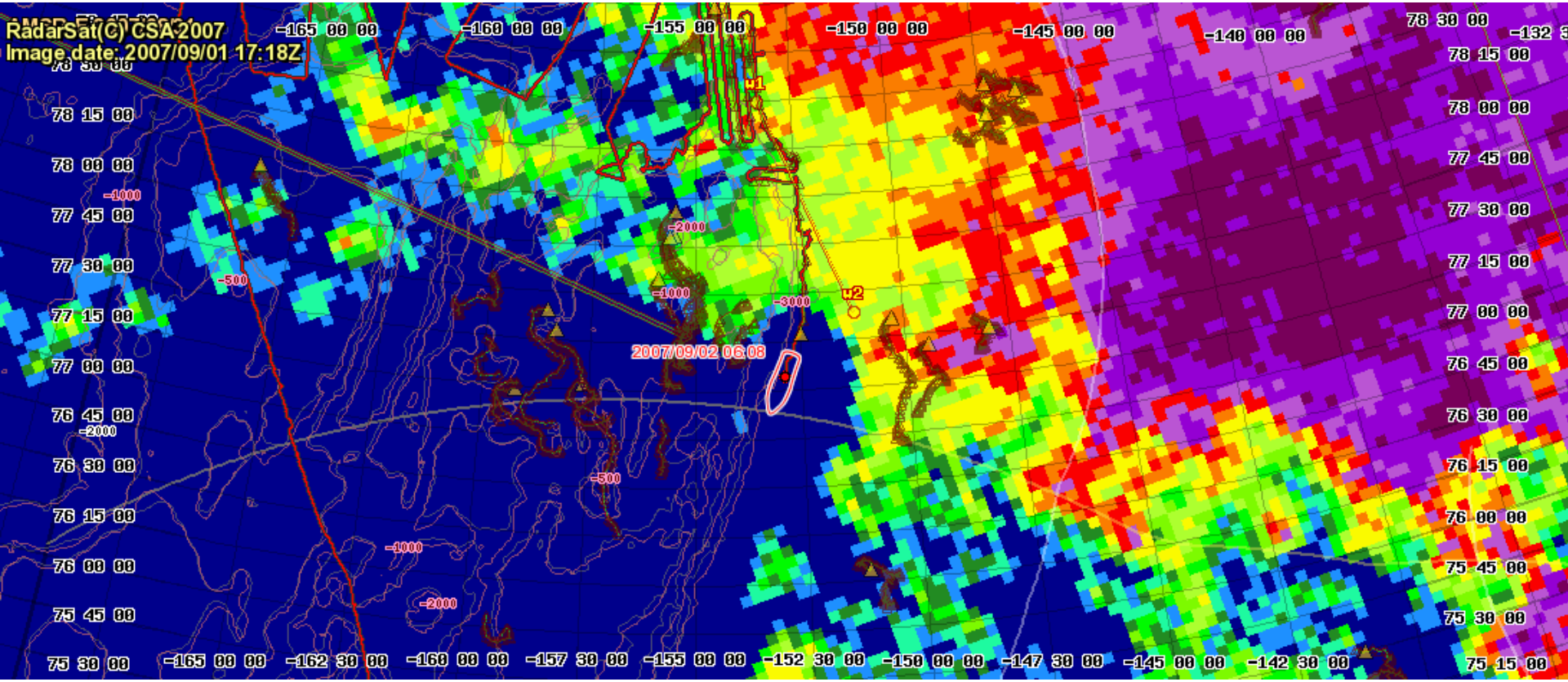




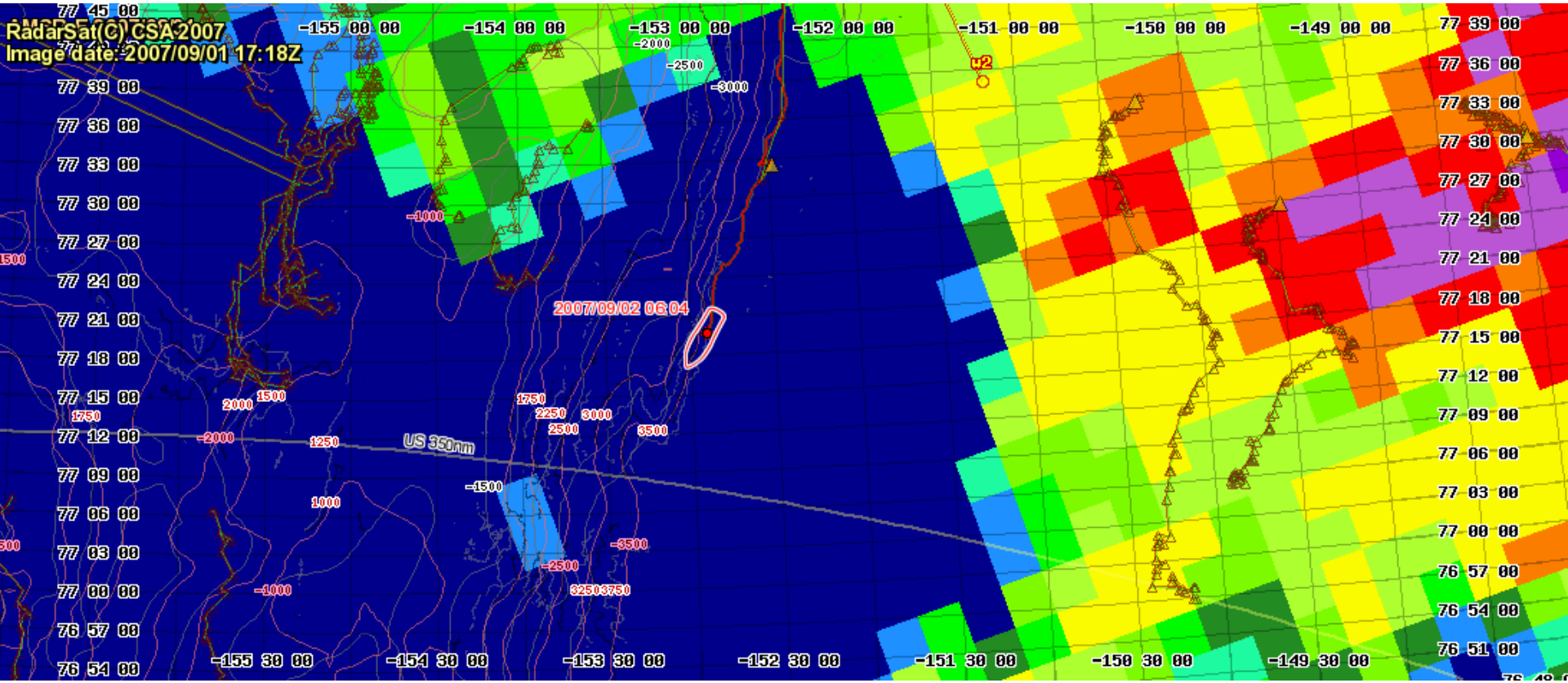
Healy Cruises Exploit Leads using SAR Imagery



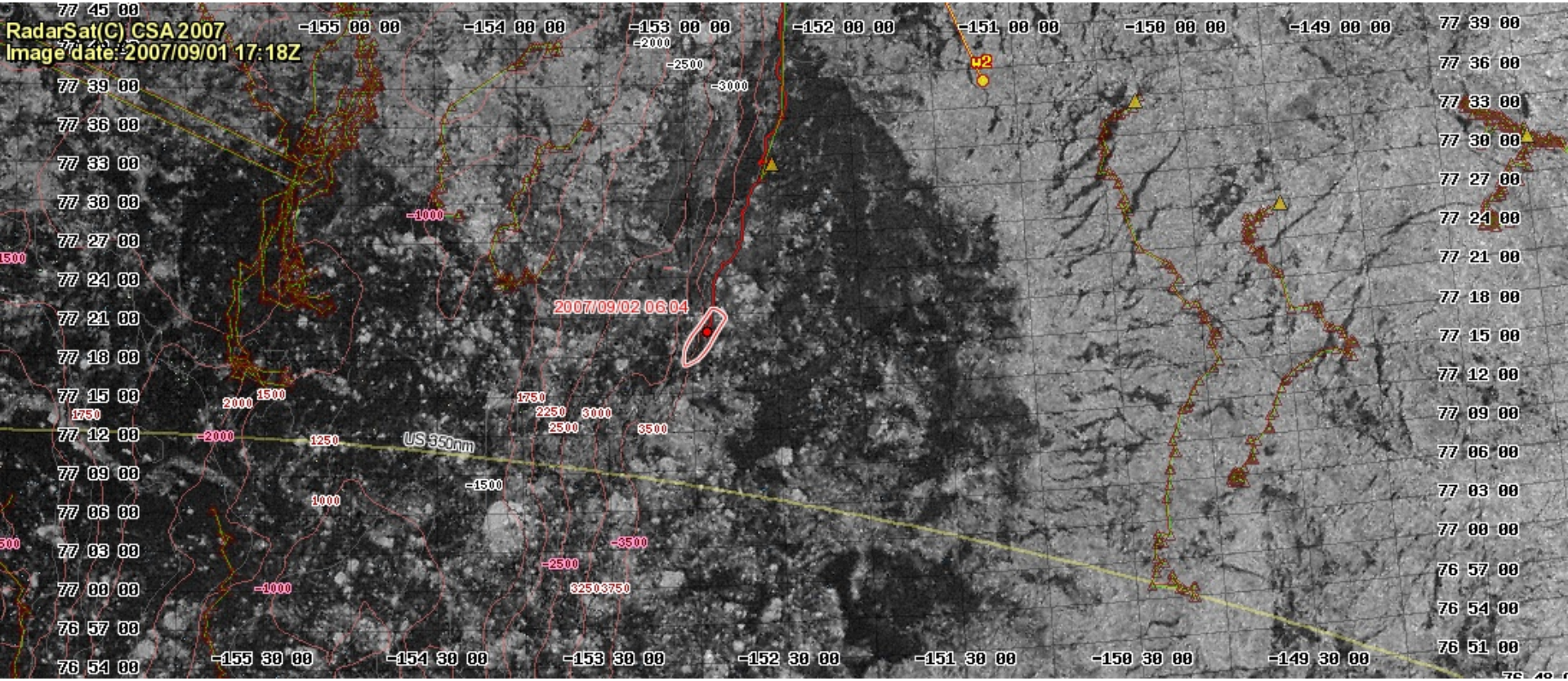
AMSR-E Passive Microwave Sea Ice Concentration



AMSR-E Sea Ice Concentration



RADARSAT-1 Synthetic Aperture Radar Sea Ice Detection




Aloft Conn 2007-08-30 00:42:01

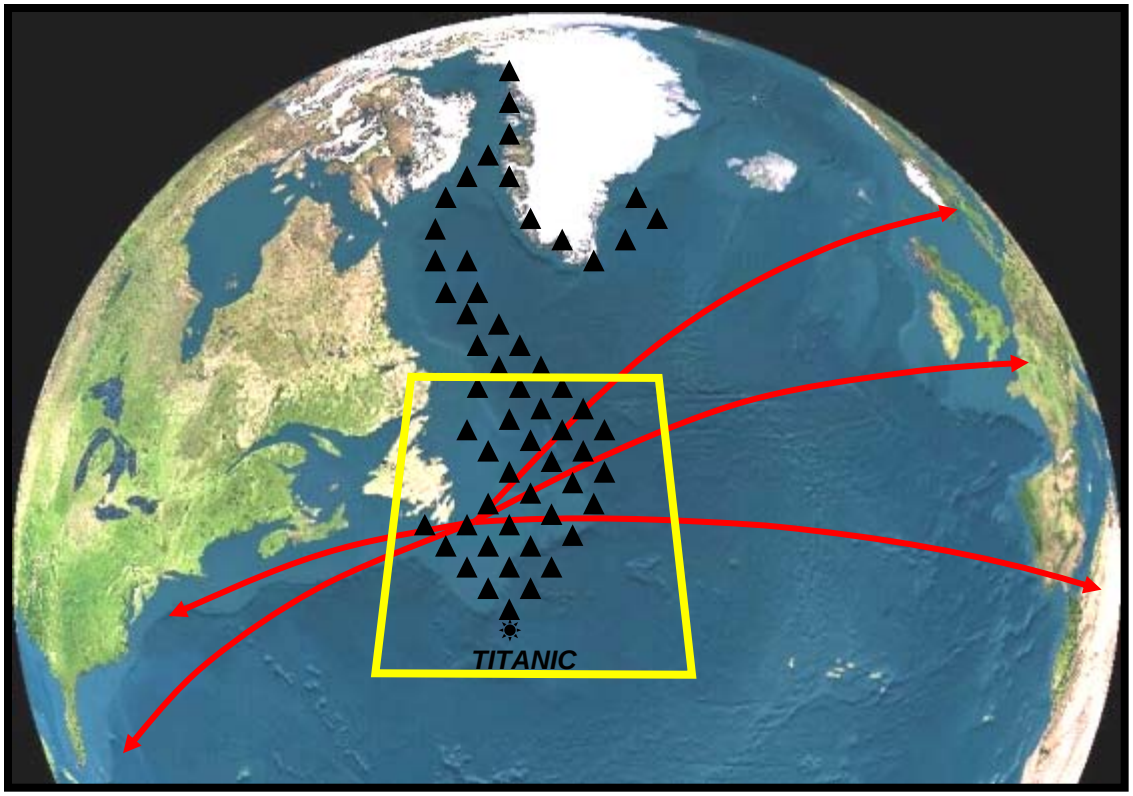
Greenland/Atlantic Icebergs

IIP main responsibility.

Under NAIS, IIP and CIS have harmonized and run real-time synchronization of the iceberg databases.

They have joint requirements for reconnaissance flight planning also.

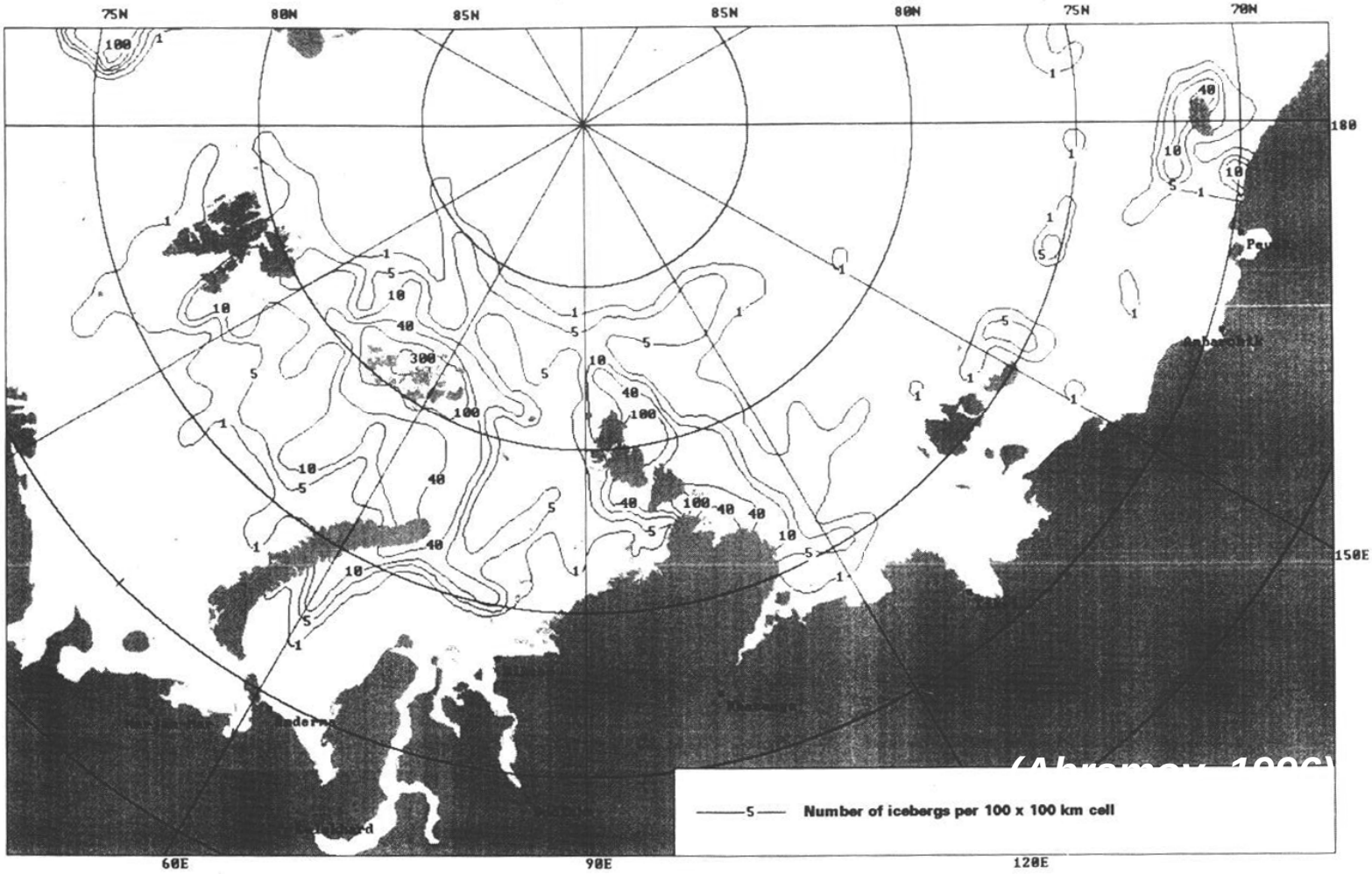
NIC provides NTM iceberg detection support.



Monthly maximum number of icebergs in August

The present number of icebergs in the Arctic Basin is much larger than that reported

t



Icebergs in the Arctic Basin – A New Challenge



North-eastern Barents Sea, April 16, 2006



North-eastern Barents Sea, April 17, 2006



North-western coast of Novaya Zemlya, April 17, 2006

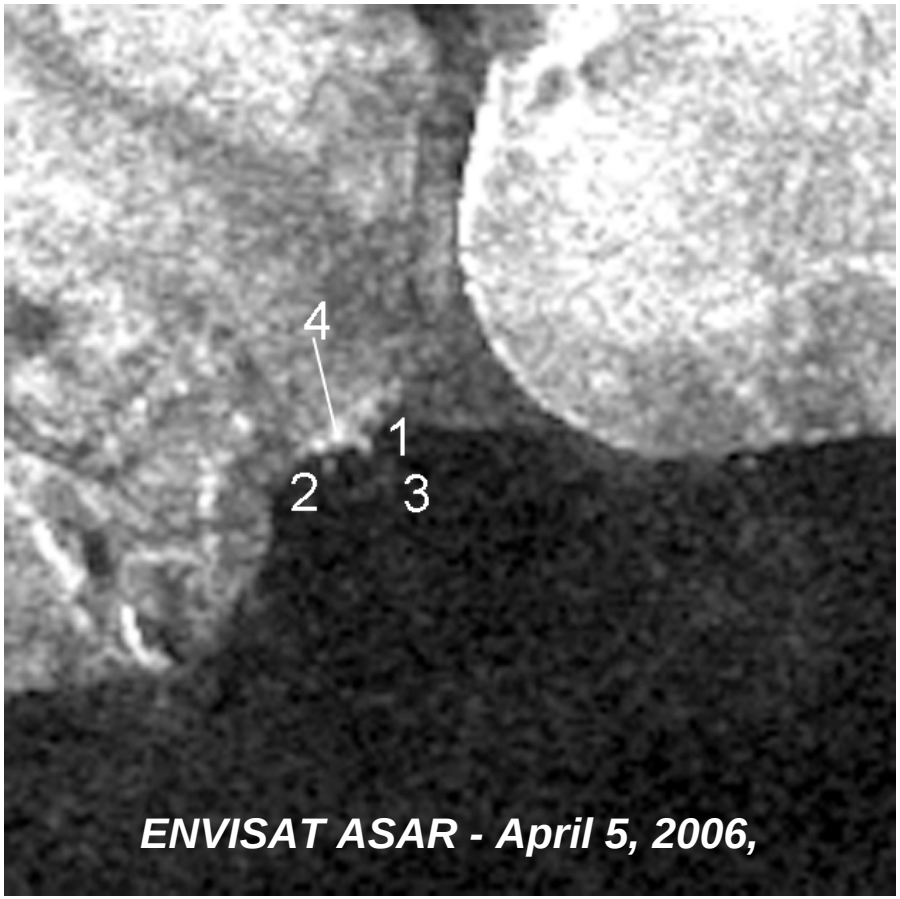


FJL, Salm island, April 25, 2006

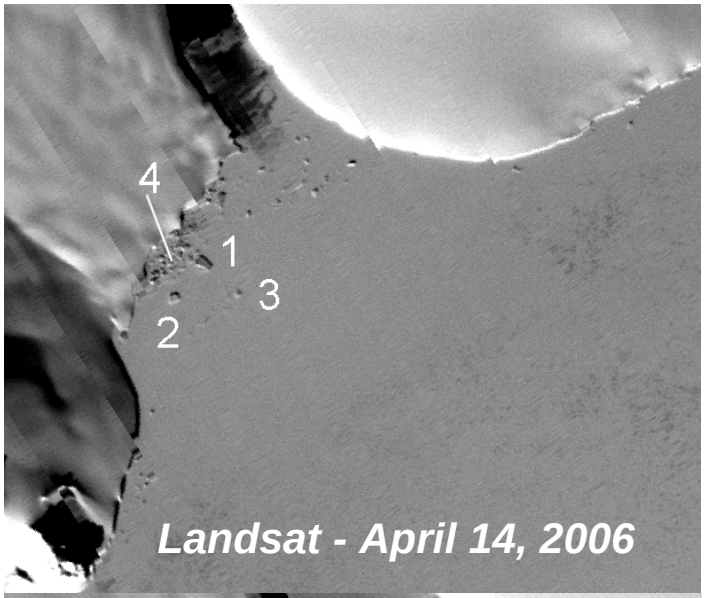
Courtesy of Vitaly Alexandrov, Nansen International Environmental and Remote Sensing Center (NIERSC)

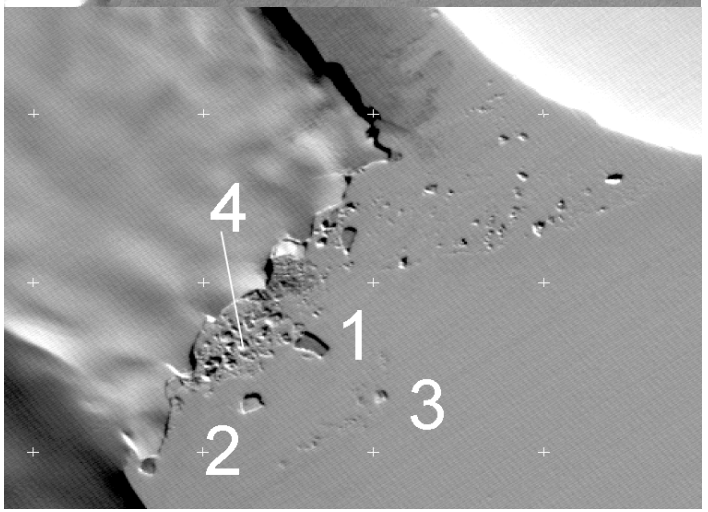
Arctic Iceberg detection

SAR and visible images



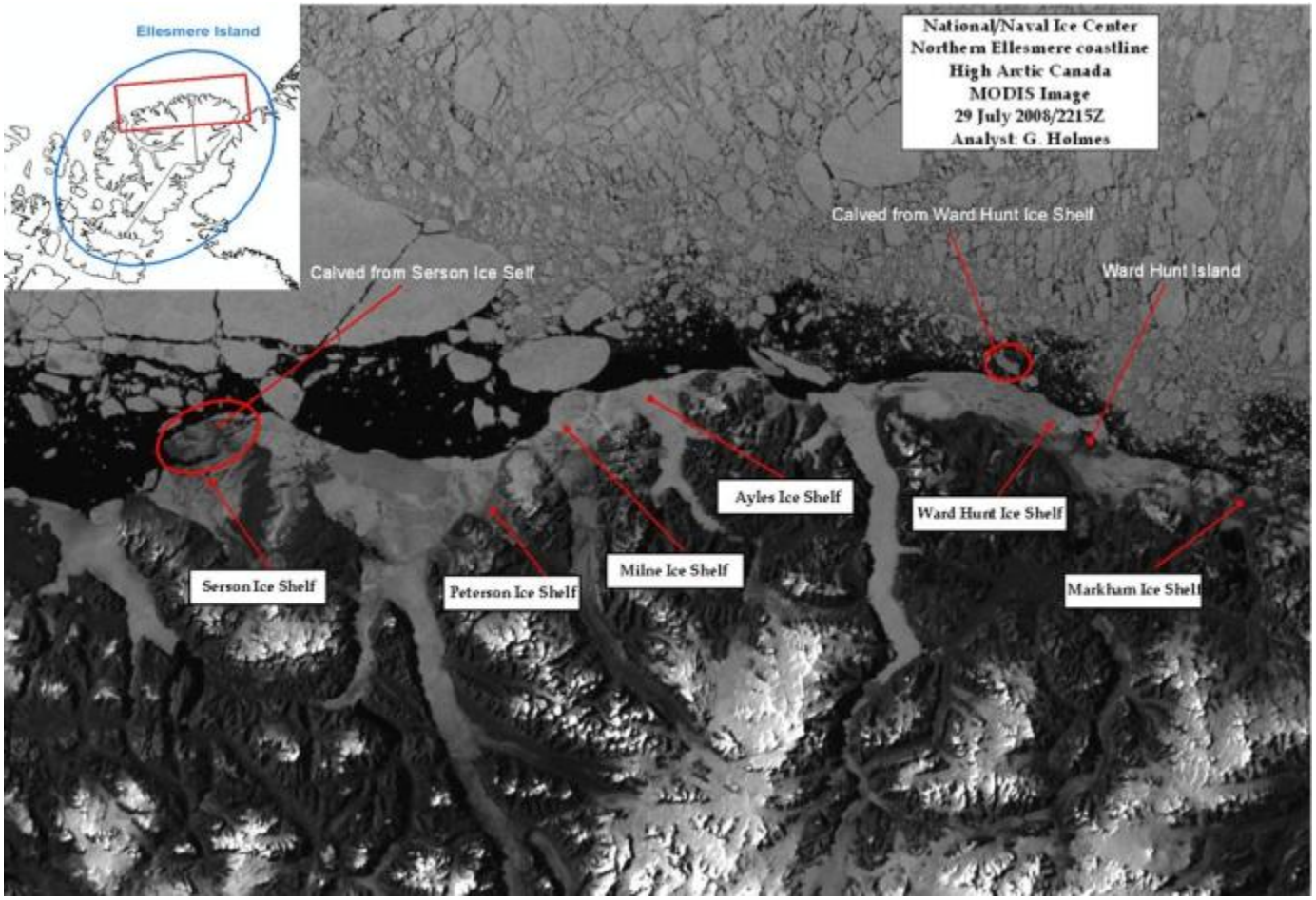
Courtesy of Vitaly Alexandrov, Nansen International Environmental and Remote Sensing Center (NIERSC)





"Monitor-E" - April 7, 2006

Ellesmere Island Icebergs



Ellesmere Is. ice shelves are also calving large icebergs into the Arctic Ocean.

Final Remarks

- **Significant changes in the seasonality of Arctic sea ice conditions as well as increased vessel presence in both Arctic and Antarctic waters are posing additional challenges to present operational ice services.**
  - **Need for increased tactical support, which heavily depends on high-res imagery, particularly from synthetic aperture radar data**
  - **Need for more frequent and higher resolution nowcasts**
  - **Need for improved or new forecasting capabilities from daily, weekly, seasonal, intrerannual, to climate time scales**
- **An ice-diminishing Arctic Ocean does not translate into an "ice-risk" free ocean.**
- **New strategies for the deployment of in-situ air-sea-ice observing capabilities, improvements of present systems to operate in high-latitude and through new seasonal conditions, and the incorporation of new technologies such as UAS may be needed.**


Preguntas?


U.S. COAST GUARD
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Offshore Renewable Energy Extraction and Transport

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Current Energy Transport



Energy Transport Problems

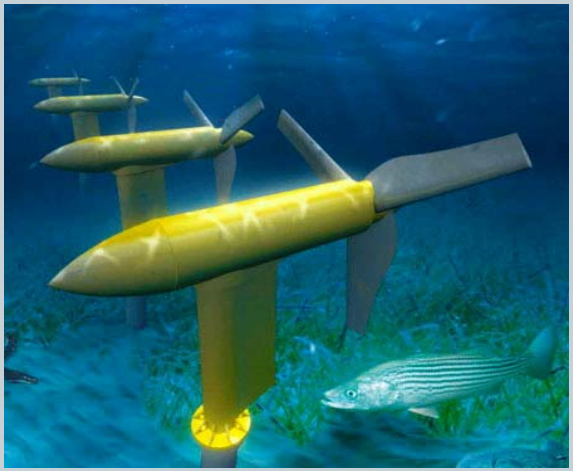


More Energy Transport Problems



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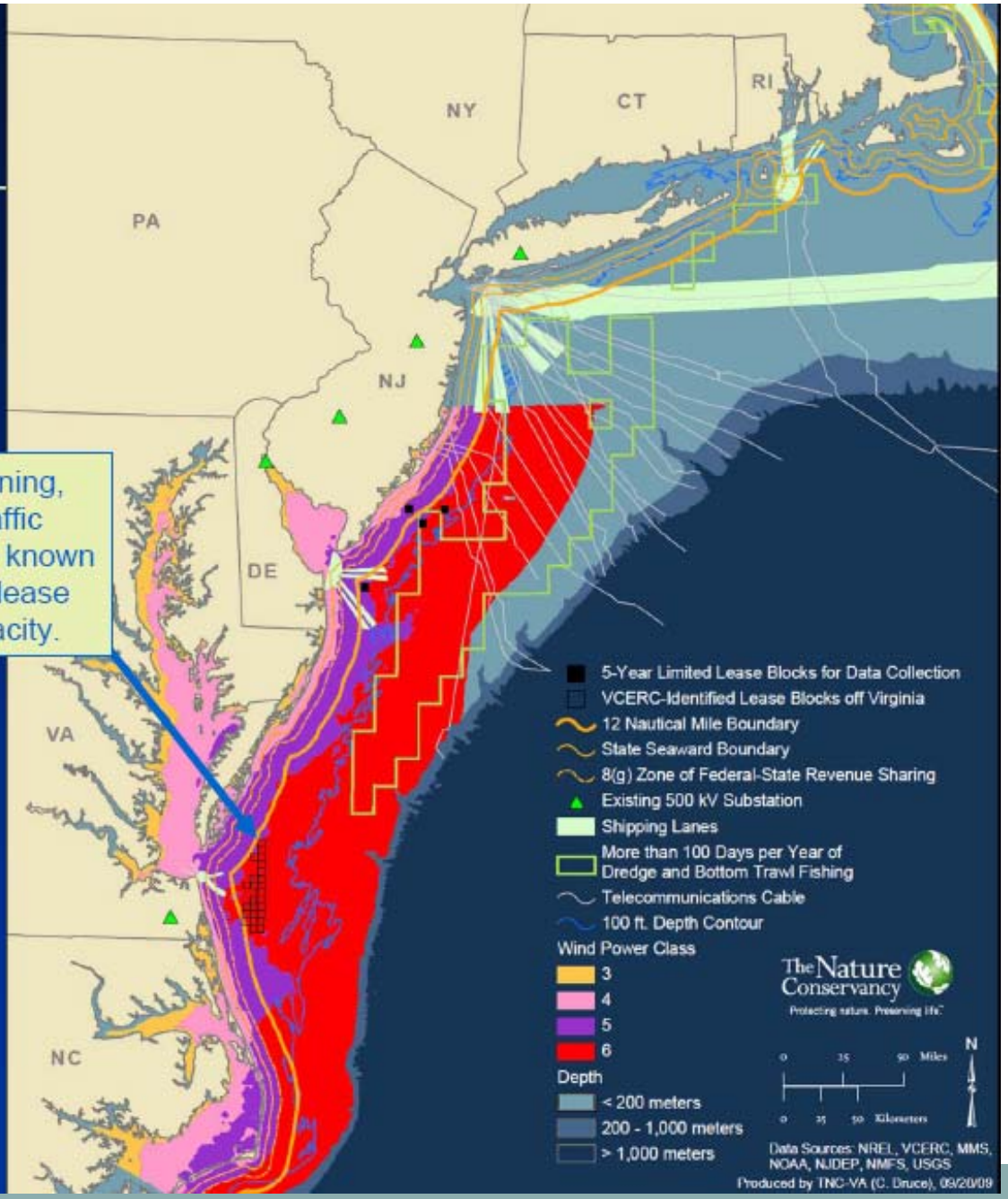


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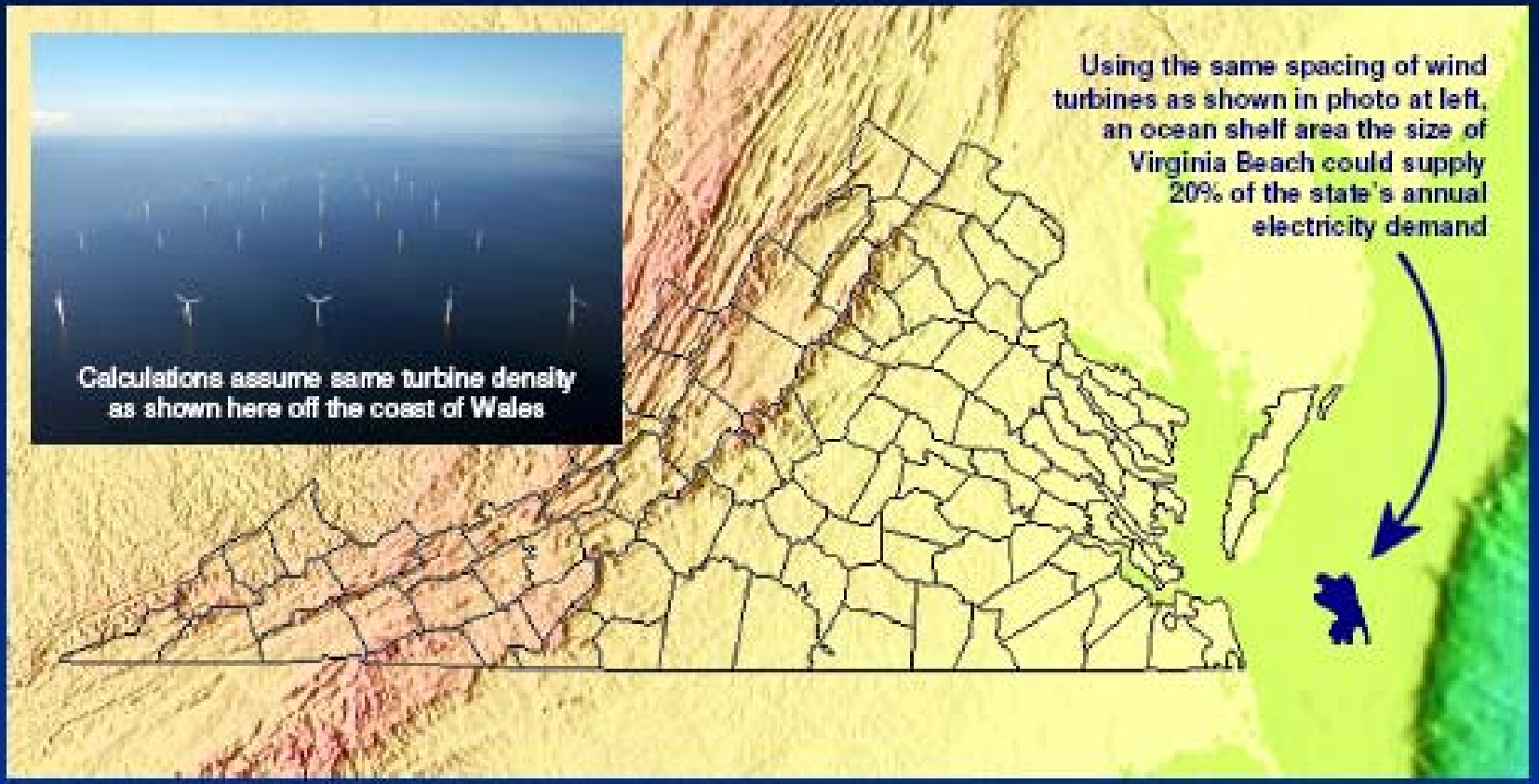


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This proposed project is the America's first and the world's largest offshore wind farm in Nantucket Sound, MASS



Highlights:

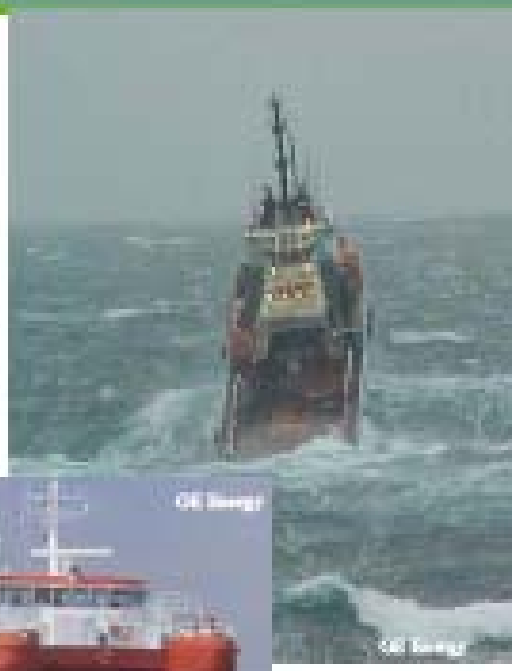
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U.S. Department of Energy
Energy Efficiency and Renewable Energy

Offshore Turbine Access

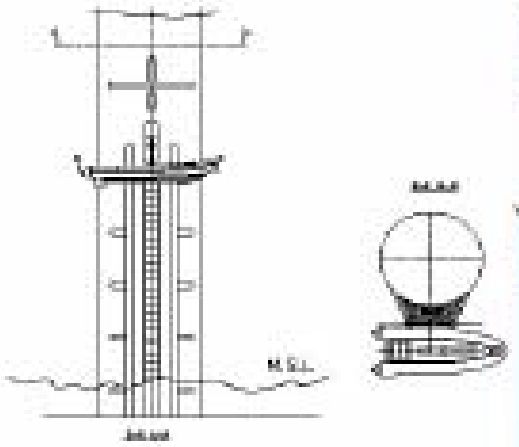


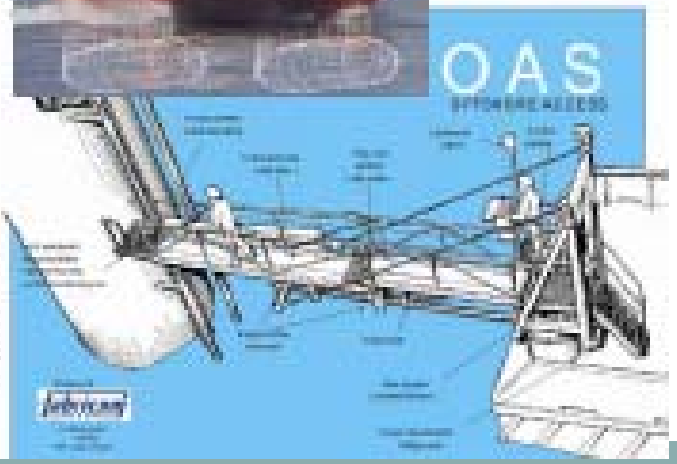












Vindeby Wind Farm, Denmark



Vindeby Wind Farm, Denmark





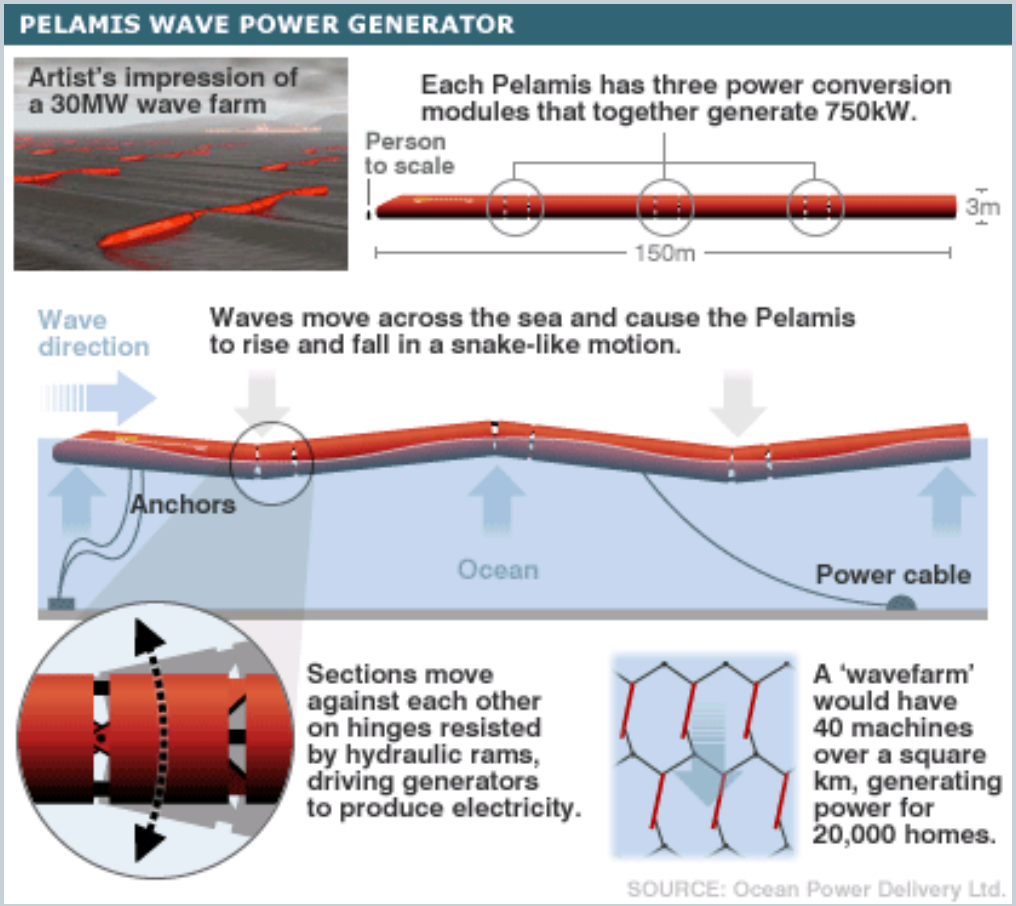
Offshore Wave Energy- Surface



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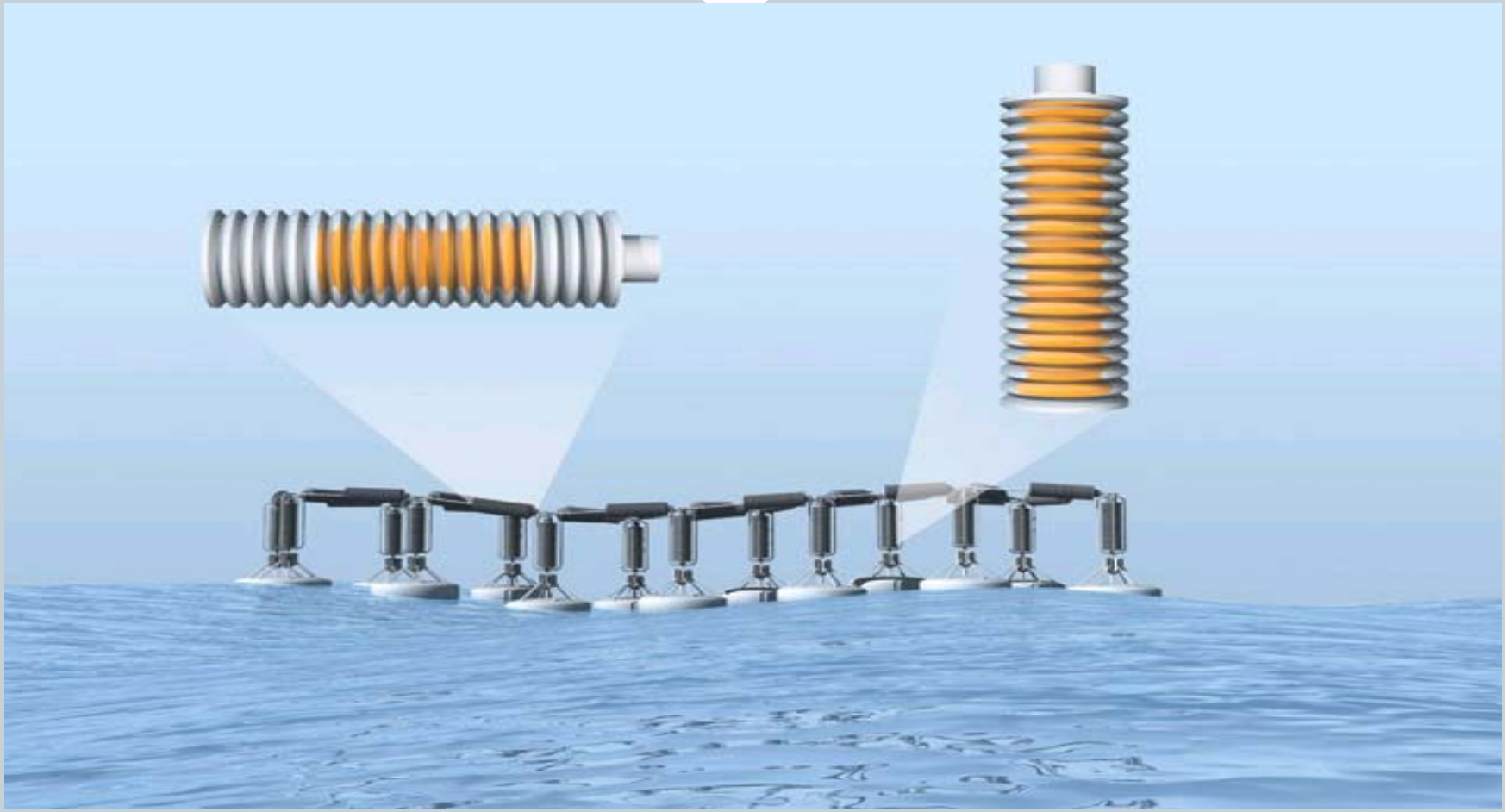
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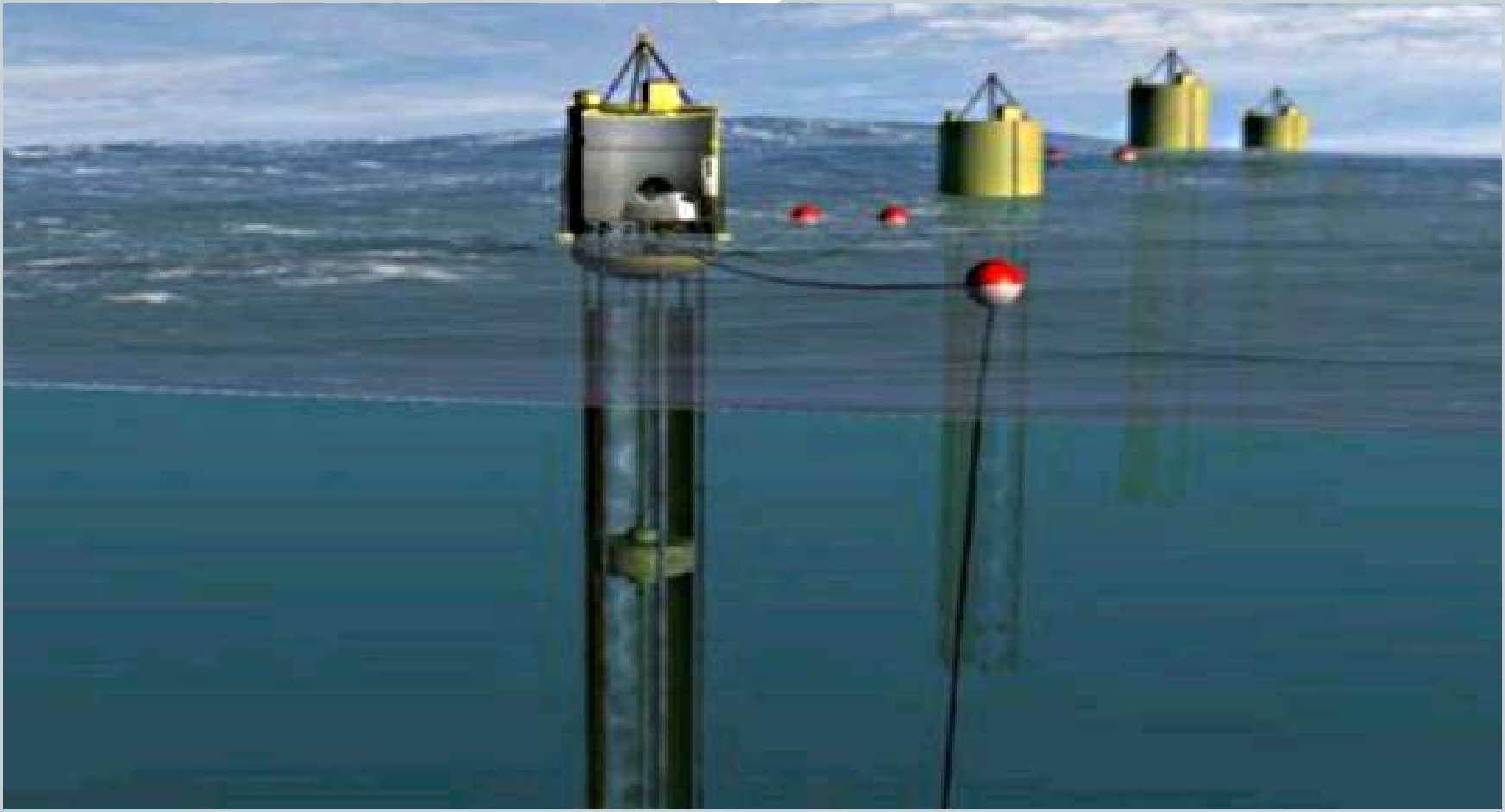
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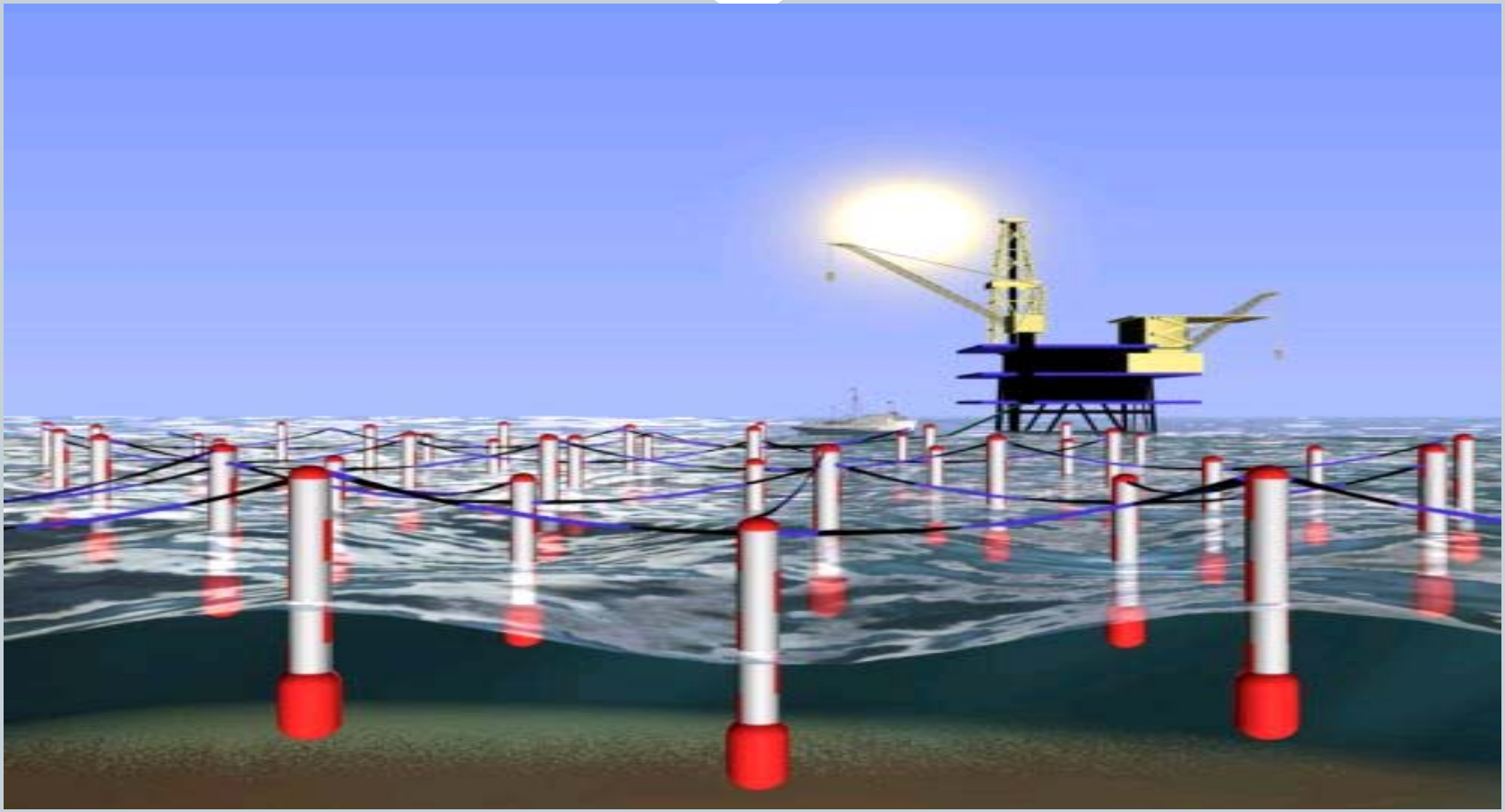
Ocean Surface- Vertical Systems



Ocean Surface- Vertical Systems



Arrayed into Wave Power Farms



Ocean Subsurface- Vertical Systems



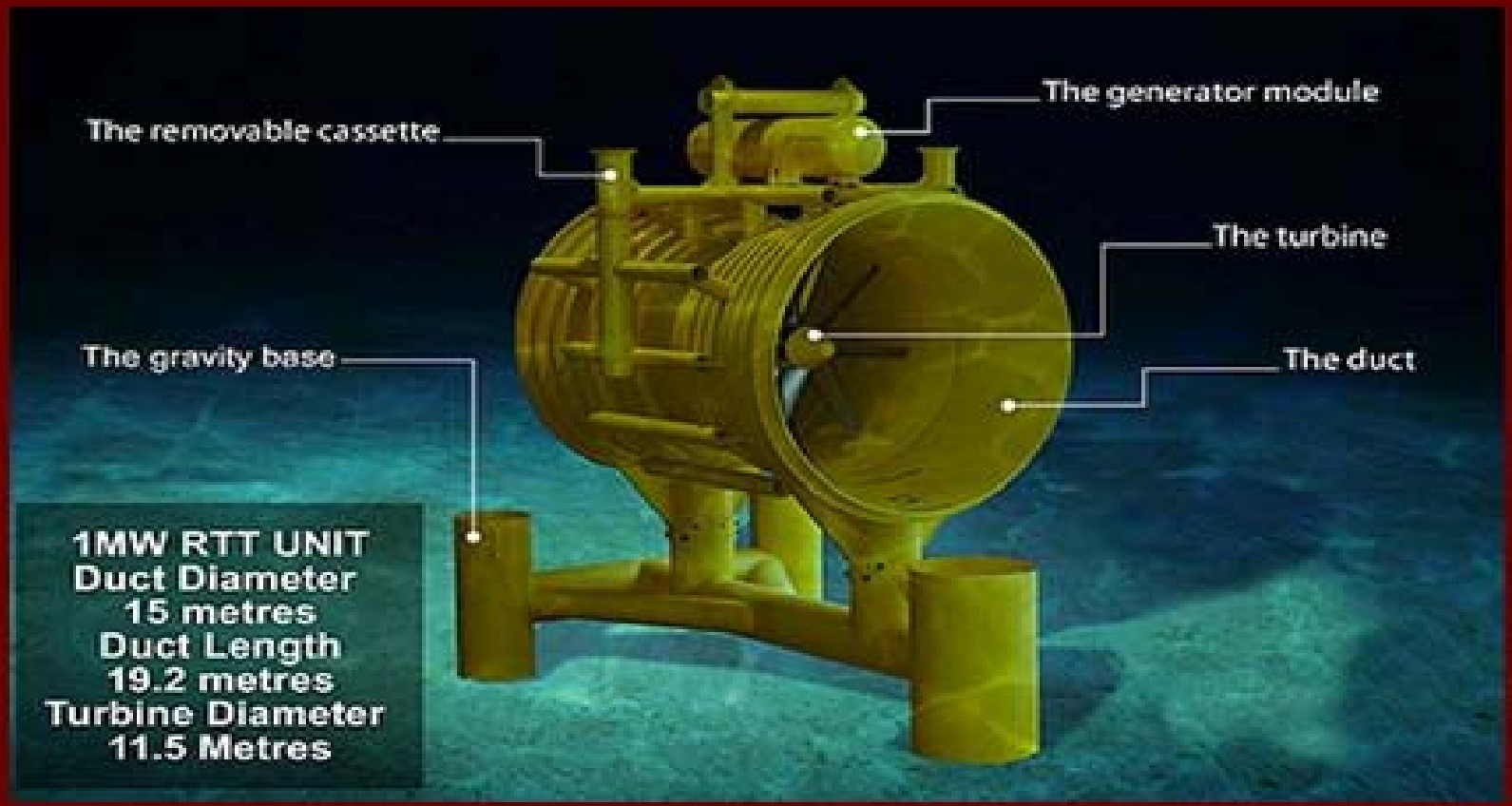
Offshore Tidal Power



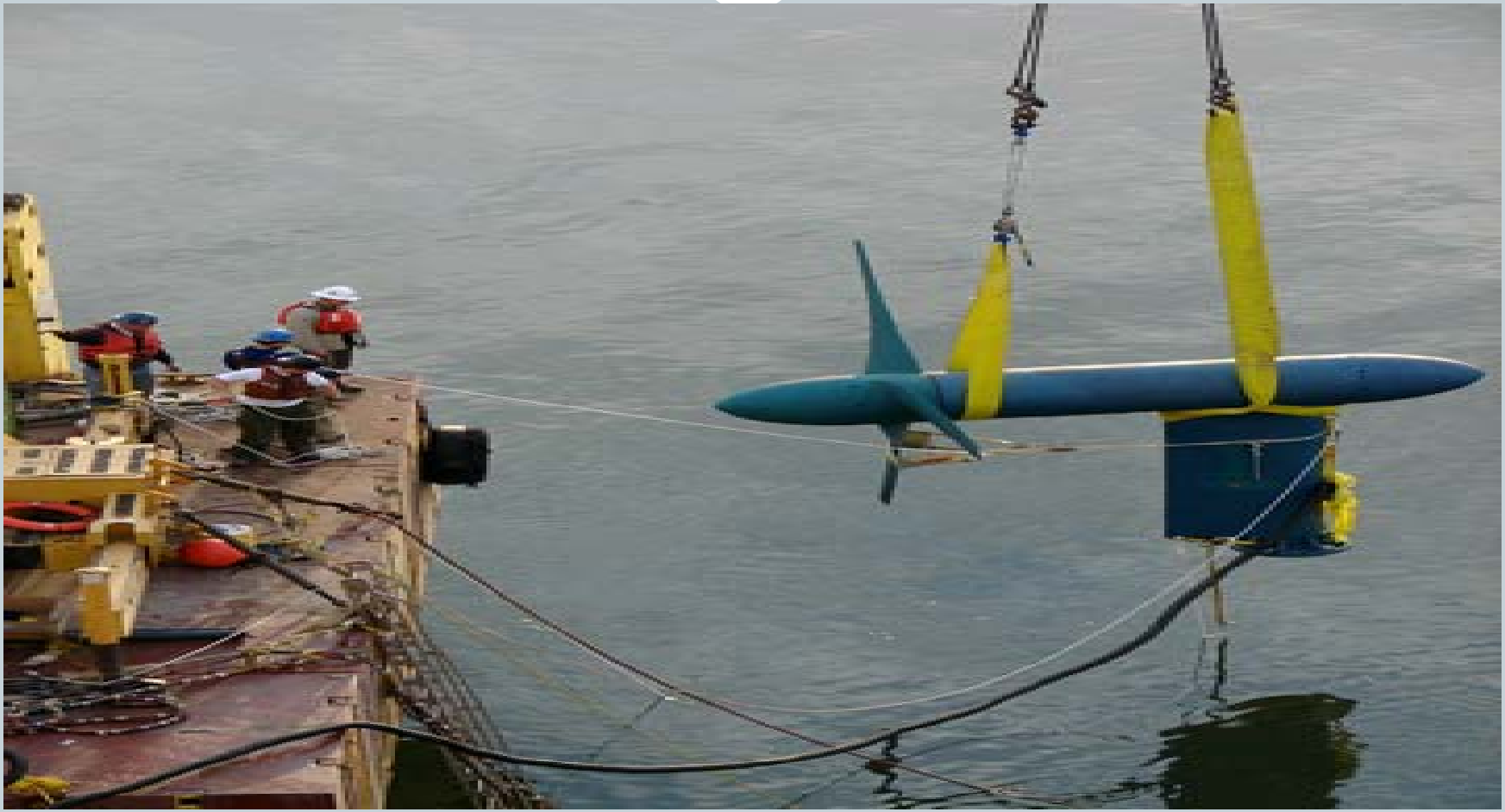
Already Here



Subsurface- Tidal Power



Subsurface- Tidal Power



Ocean Algae Farming



Ocean Algae Farming



Ocean Algae Farming



Algae Harvesting- Already Here




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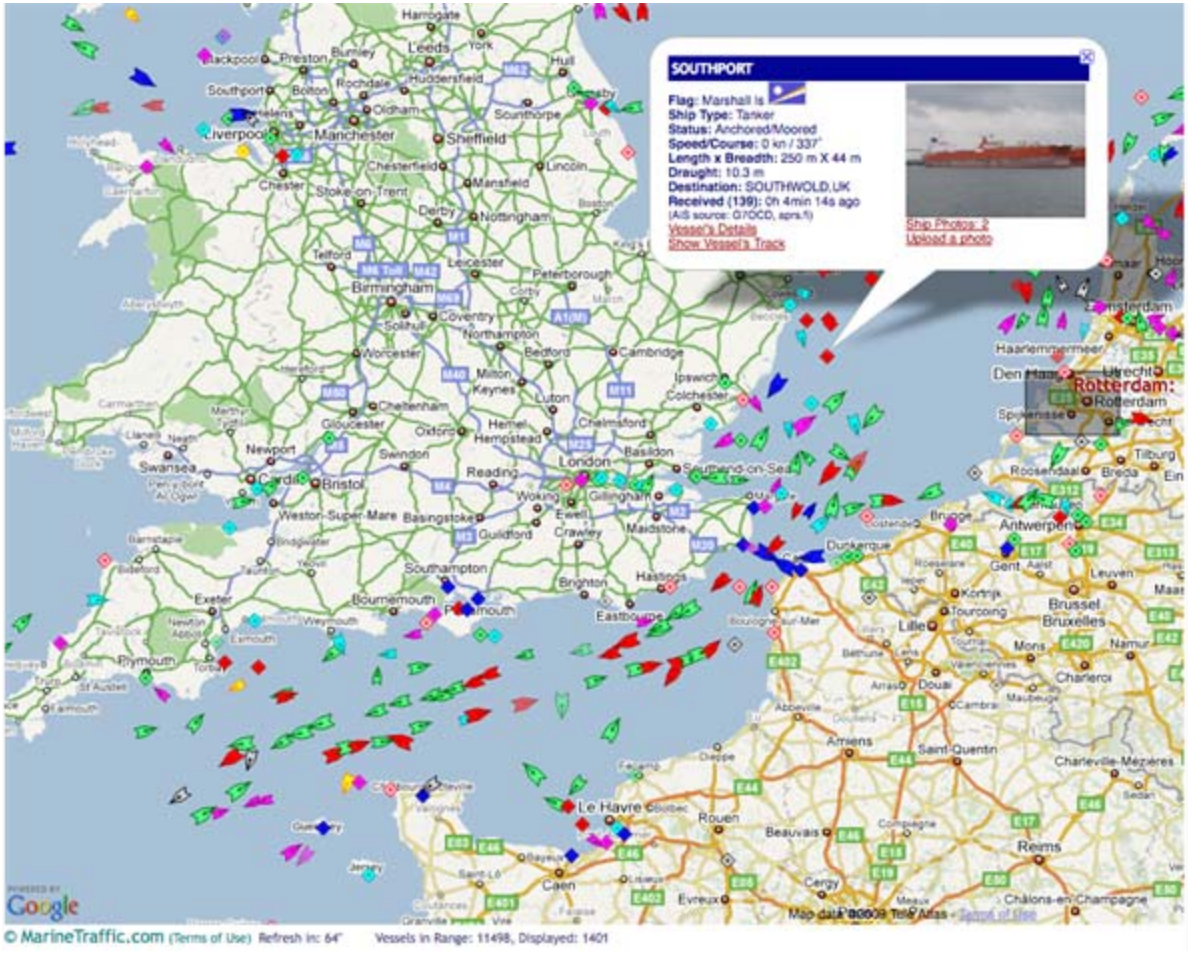
Technology and Offshore Development - Forces for Change

CDR Kurt Virkaitis
Secretary of Defense –
Office of Net Assessment

Technology advances and **offshore development** will significantly impact the Coast Guard over the next 30 years.

- The ocean surface will be less and less anonymous
- Much more will be known about fisheries management
- Oceans will become more crowded with fixed or anchored infrastructure

Decreasing Anonymity
Automatic ID System (AIS) Vessel Tracking

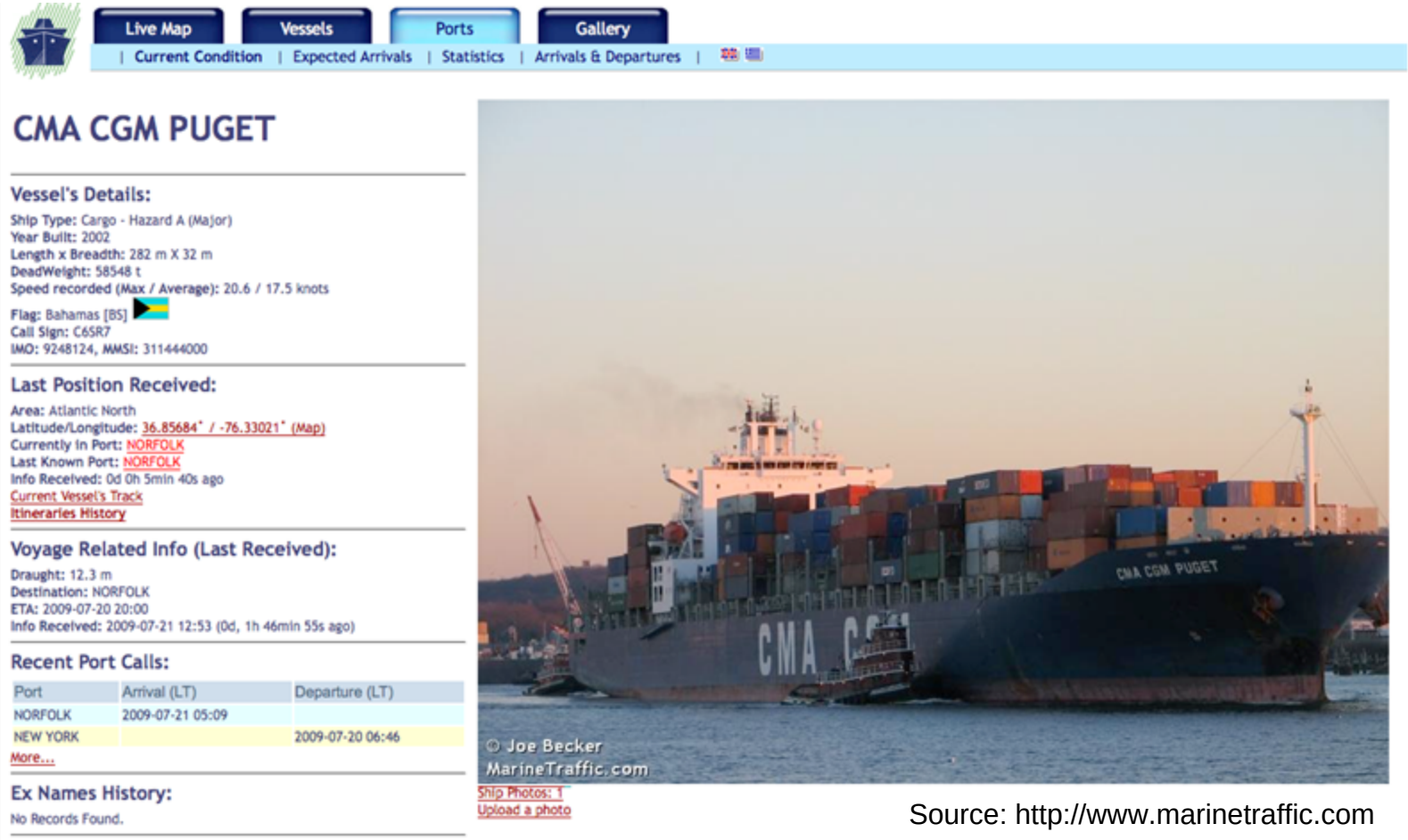


Source: http://www.marinetraffic.com

Partly required, partly voluntary by operators, readily available on-line

Anonymity:

Can zoom from basin to vessel info



Source: http://www.marinetraffic.com

Systems likely to become ever more complete, with smaller vessels reporting out of requirement or voluntarily

Eventually the surface will be almost completely transparent

- Data management & analysis will be vital. Systems/processes to manage this massive amount of data will be critical to success
- Smugglers will be forced to abandon the surface in favor of the more opaque subsurface environment

Self-propelled semi-submersibles already prevalent



Cost ~$2 million to build and are disposable

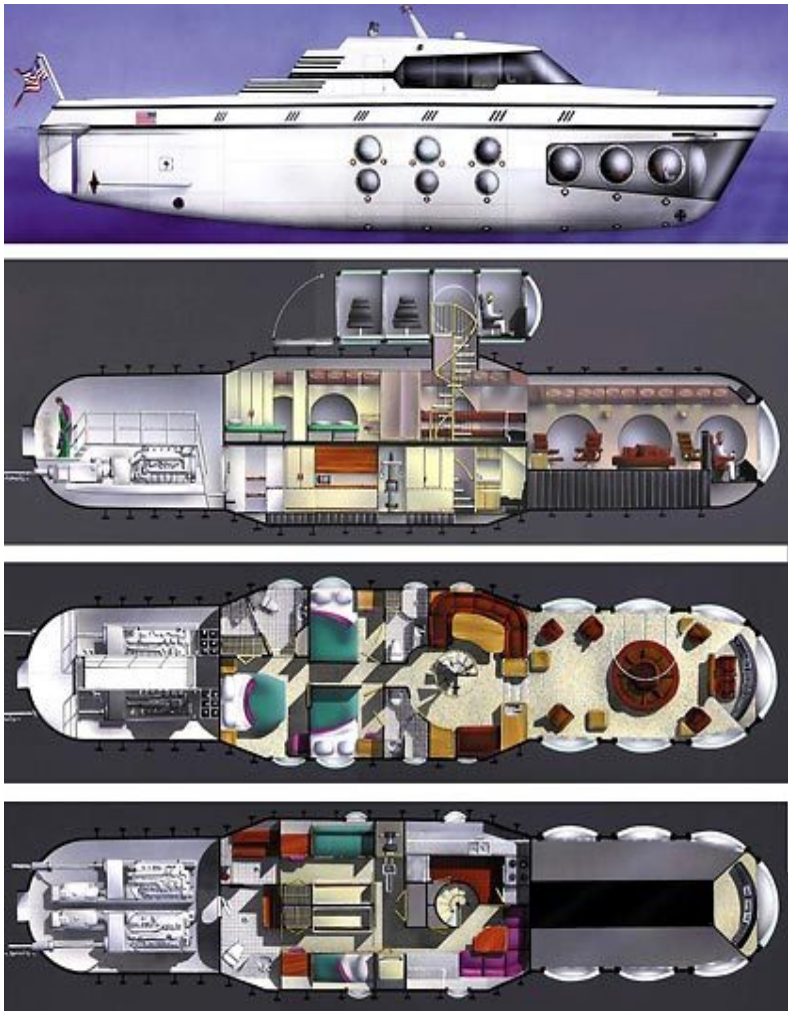


Can land ~10 tons of cocaine worth ~$200 million

Indigenous sub manufacture is not impossible, but open market purchase is also possible

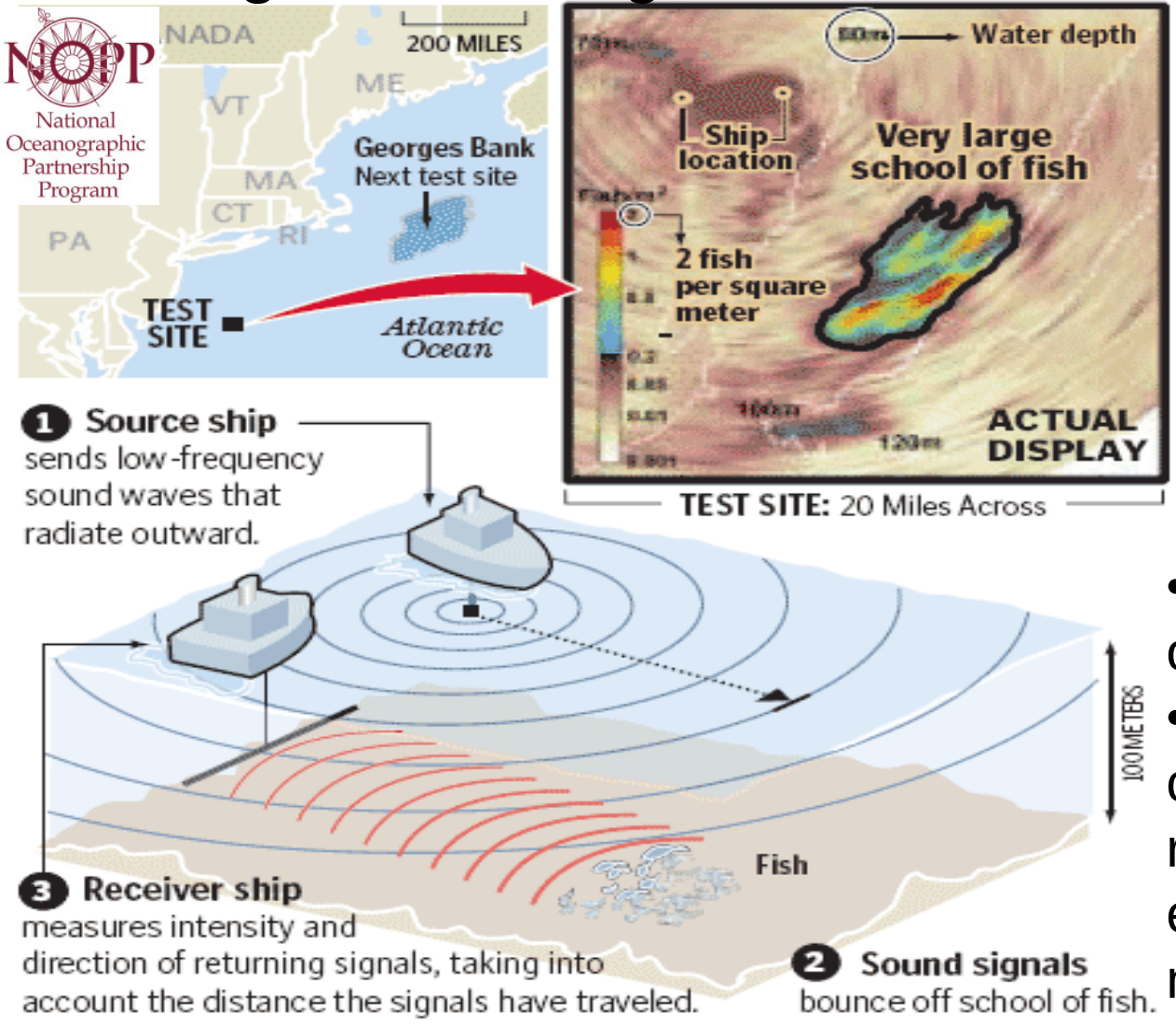
- Operating Depth ~300 meters
- Length ~120 feet
- Max Surface Speed 16 kts
- Max. Submerged Speed 8 kts
- Surface Range 3000 NM
- Submerged 5 hours at 8 kts
- Cost ~$20 Million

- Profit is lower, but can avoid capture/detection by diving
- Reusable
- Bad guys get the perk of round trip luxury transport



Source:http://seattletimes.nwsource.com/html/businesstechnology/2003783824_luxurysubs11.html?referrer=digg

Transparency: Instantaneous, continuous wide-area detection & imaging by Ocean Acoustic Remote Sensing Acoustic lighthouses with 150 km radius



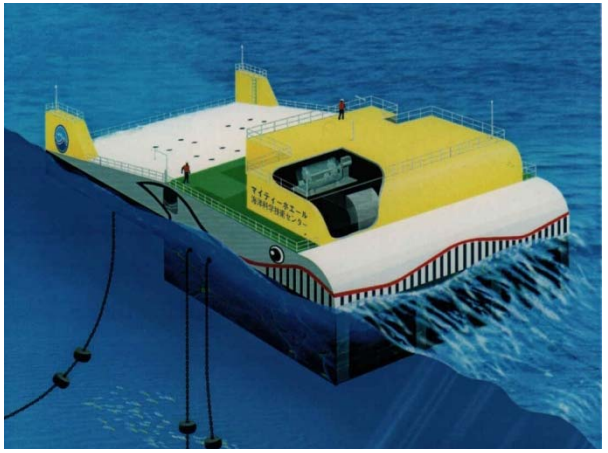


- Powerful tool for fishing or regulating fishing
- Could provide for more catch and better stock resilience; but regs/ enforcement would be more complex

Ocean Crowding

More uses, more users

Wave energy machine (concept)





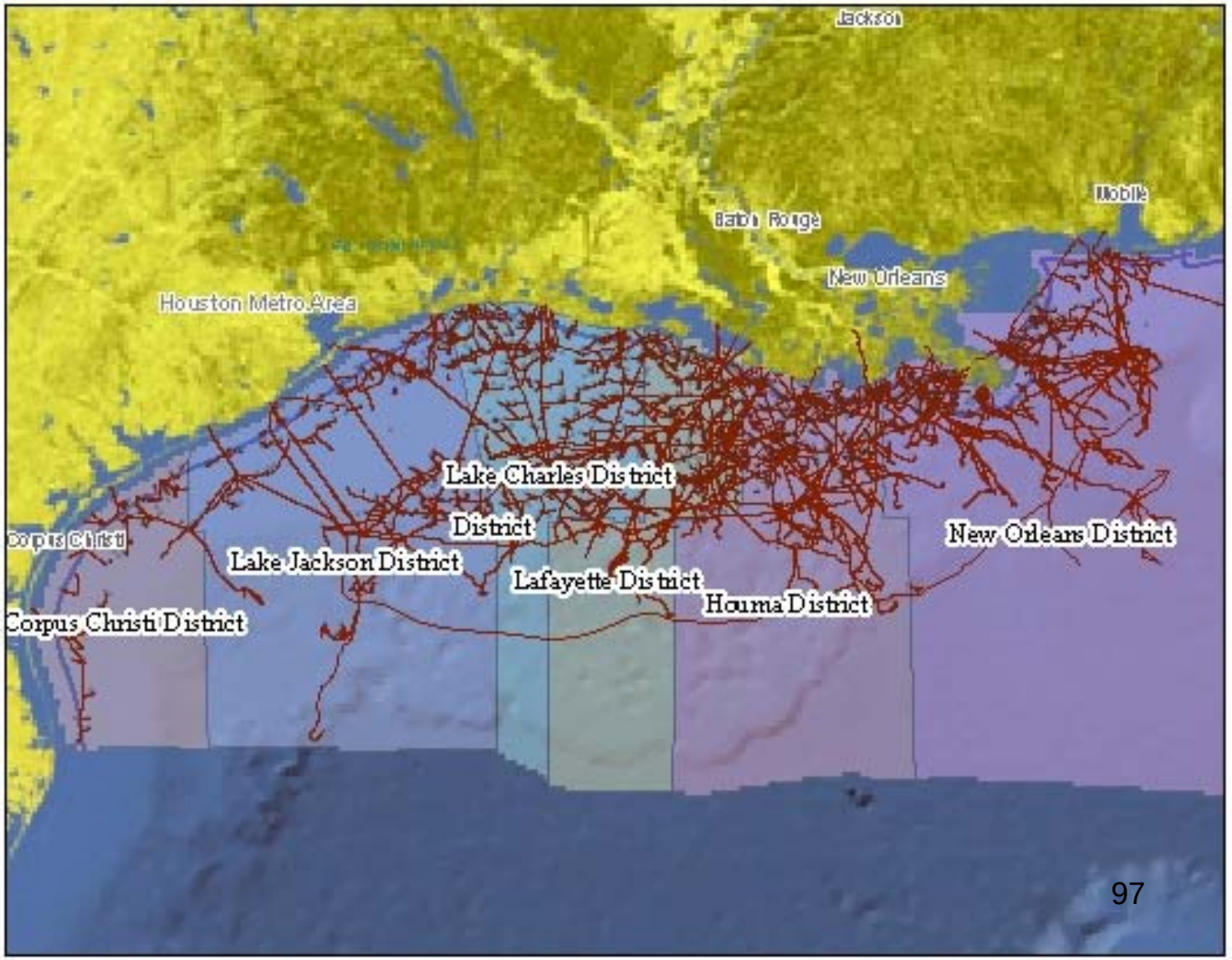




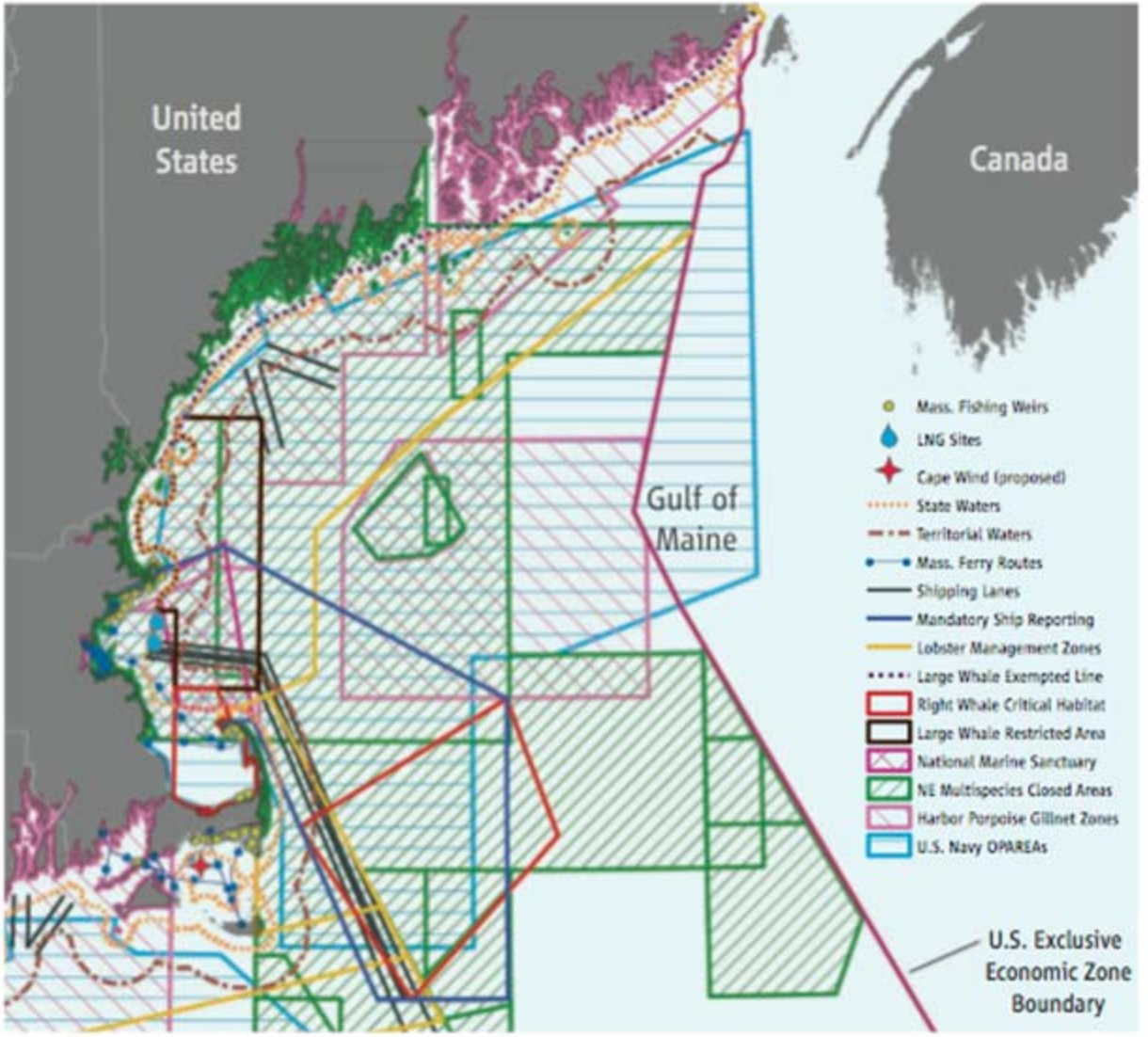
Drilling derricks

Offshore Oil & Gas: Extensive, complex networks offer vulnerability & resilience

Gulf of Mexico pipeline network



- As ocean real estate is developed; regulation will also increase
- This will require CG involvement and expertise
- New infrastructure will require some level of protection – Who will do it? Is it homeland security or homeland defense?



Uncoordinated sectoral ocean governance. A cacophony of activities, most regulated by separate federal agencies, crowd ocean waters in the Gulf of Maine. A federal public trust doctrine extended to all U.S. ocean waters would identify these agencies as trustees of the U.S. ocean public trust, unifying them for the first time under a common mandate to manage marine resources sustainably. LNG, liquified natural gas; OPAREAs, Operating areas.

Source: M. Turnipseed et al 2009 (Science)


THE JURY'S STILL OUT ON CLIMATE CHANGE.

CDR Kurt Virkaitis, Secretary of Defense – Office of Net Assessment

703-697-1313

kurt.virkaitis@osd.mil


U.S. COAST GUARD
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INNOVATION
UNLOCKING THE POWER OF IDEAS

Sensitive – For Internal CG Use Only

USCG 2016

Rapid Surge Capability
Core Maritime Competencies
Member of Intel Community (MDA)
Honest Broker

Coastal & Offshore Waters

- Maritime border security
- Multi-mission platforms
- Straddle military-civilian
- LE Authorities
- Military Presence
- SAR
- Presence in EEZ

Global

- Maritime Governance Experience
- Maritime Security Experience
- Peer to most foreign navies
- Humanitarian Reputation
- Partnerships
- IMO Lead

Ports, Inland & Inshore Waters

- Nationally Distributed
- Partnerships
- Local Community Integration
- Holistic Maritime Expertise
- ATON Fleet (MTS Support)
- Authorities (COTP/FOSC/SMC/OCMI/FMSC)

Increasing Recapitalization Timeframes

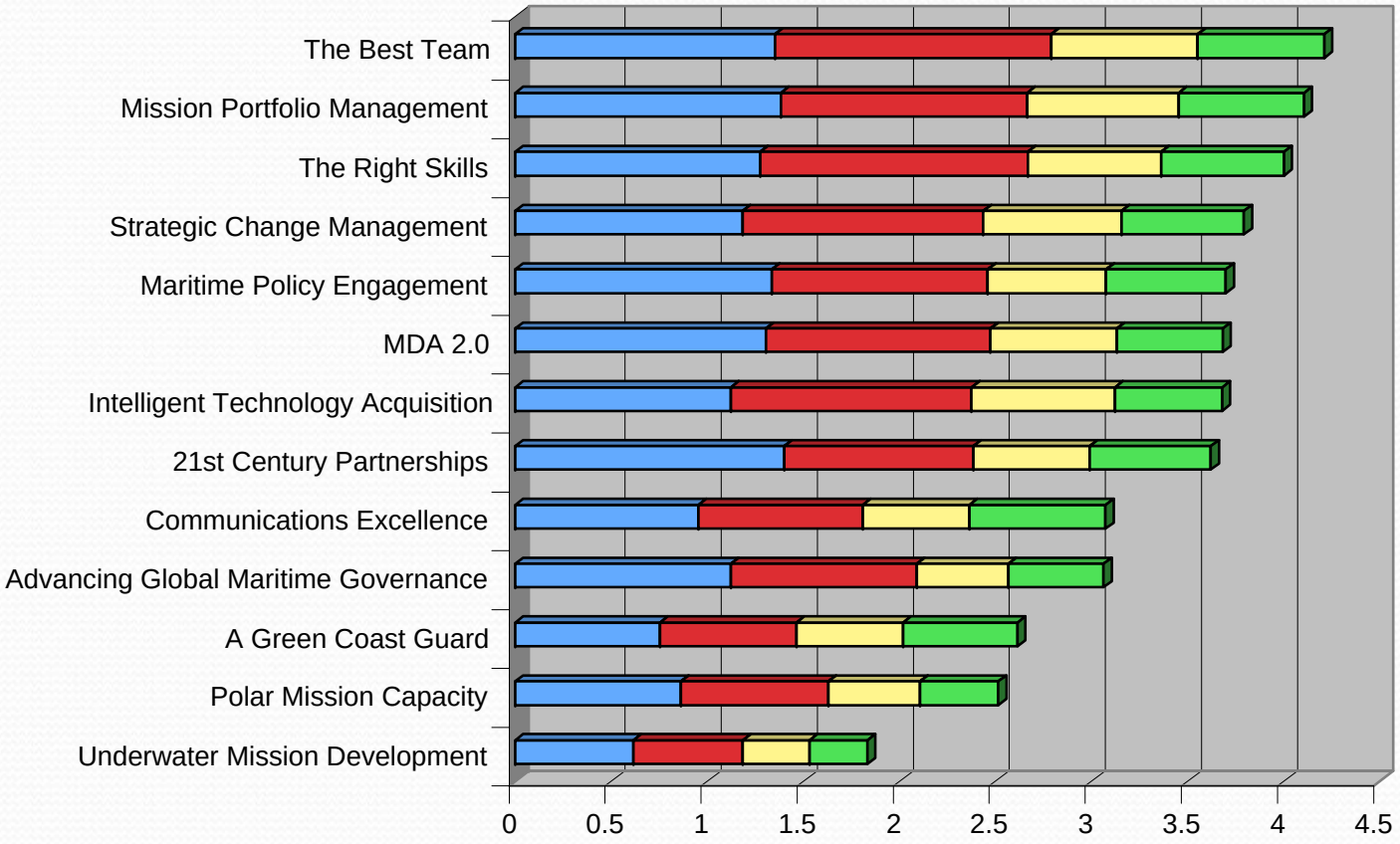
Increasing Capability Overlap with Partners USN

Increasing Coast Guard "Stock Price"

Evergreen Strategies

- 21st Century Partnership
- Advancing Global Maritime Governance
- Maritime Policy Engagement
- Strategic Change Management
- Mission Portfolio Management
- MDA 2.0
- Polar Mission Capacity
- Underwater Mission Development
- The Best Team
- The Right Skills
- Intelligent Technology Acquisition
- Communications Excellence
- A Green Coast Guard

Strategy Breakout Session - Strategy Prioritization Results




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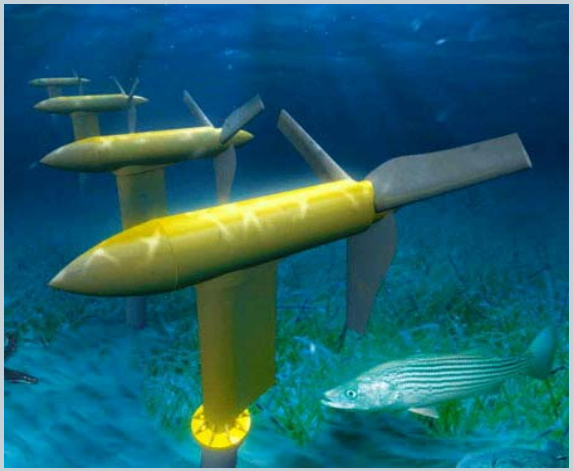


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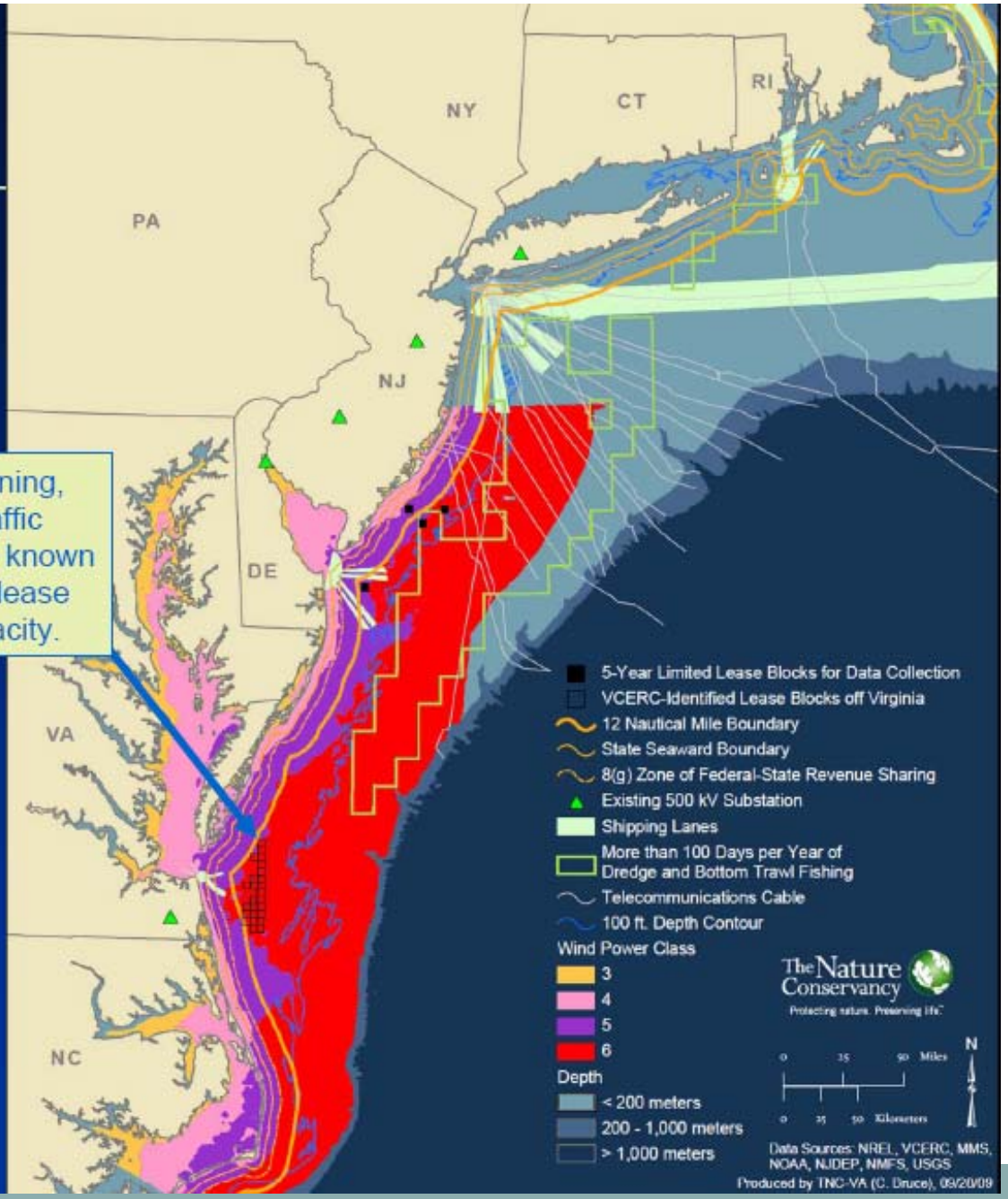


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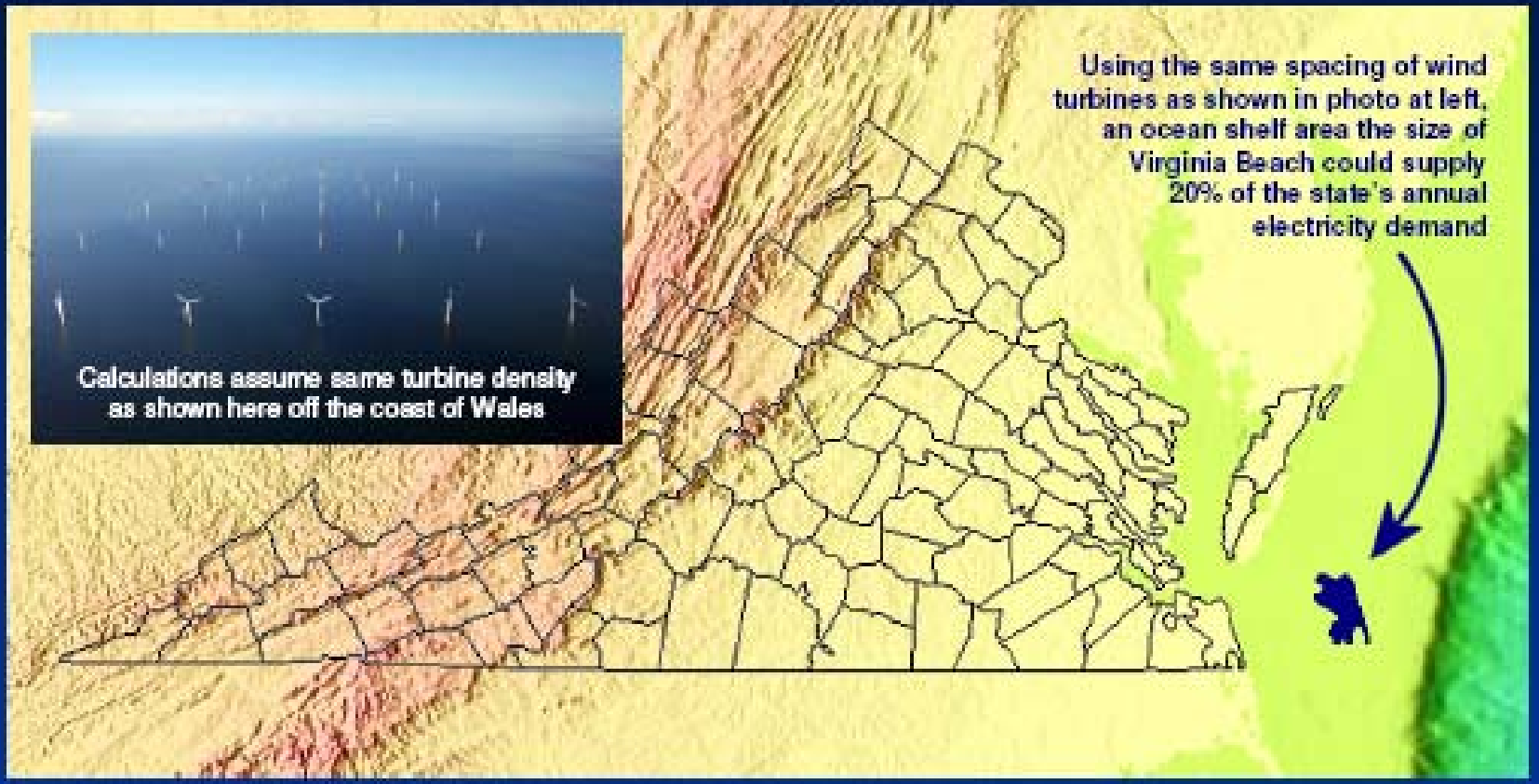


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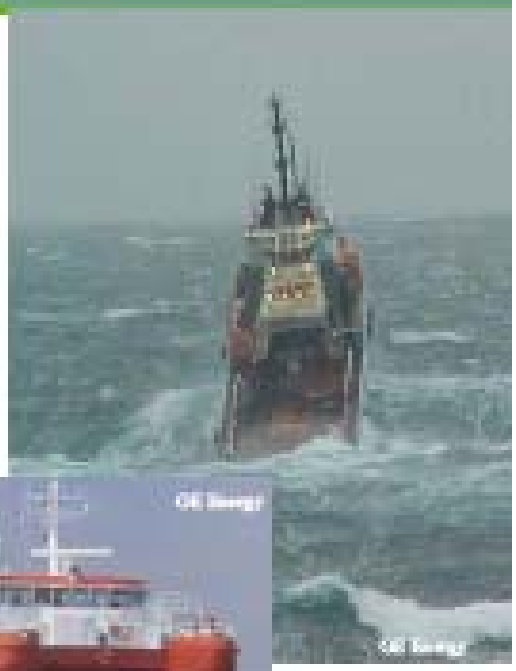
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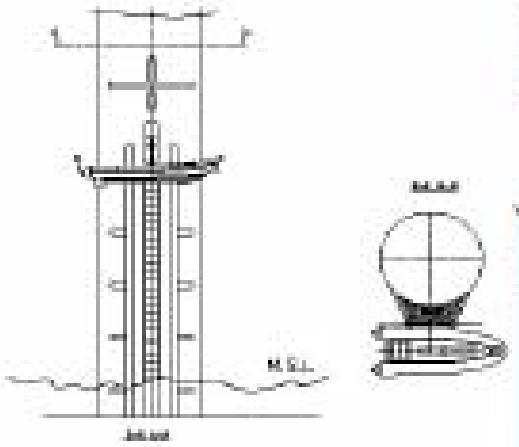


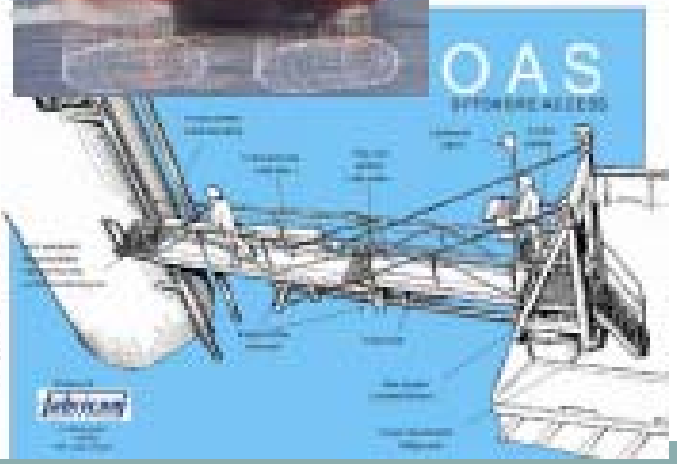












Vindeby Wind Farm, Denmark



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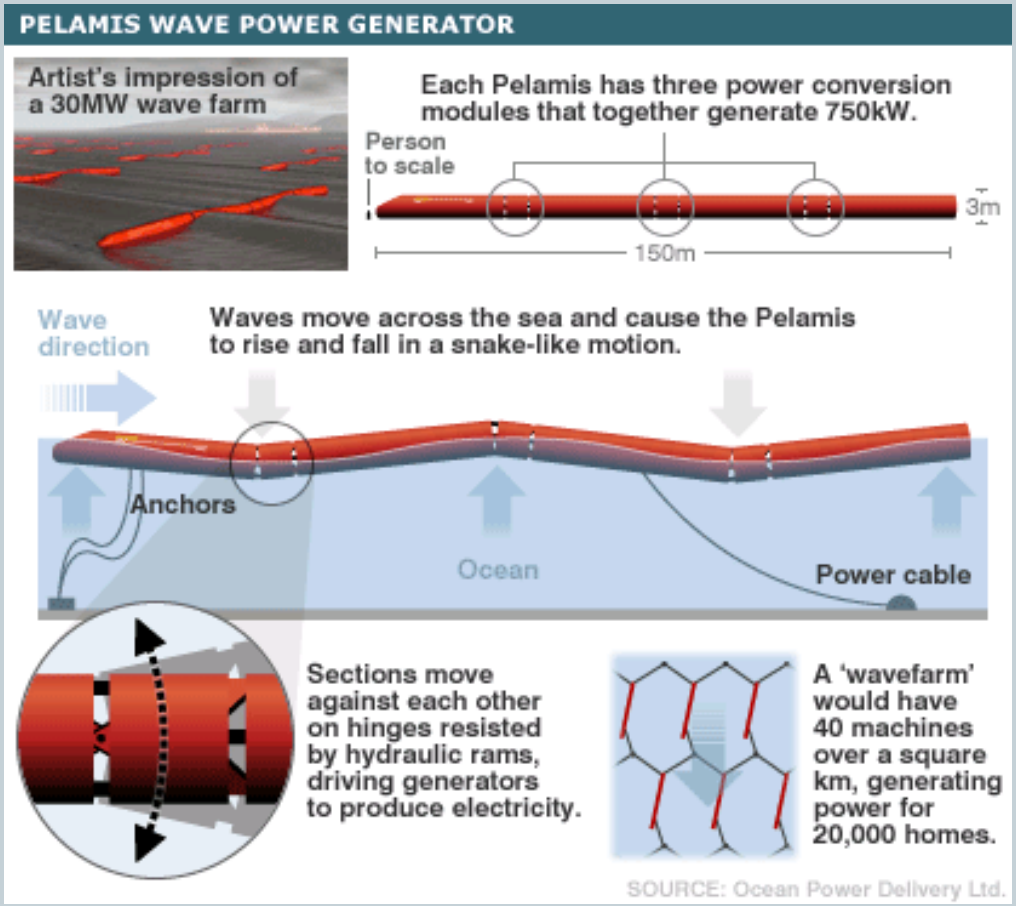
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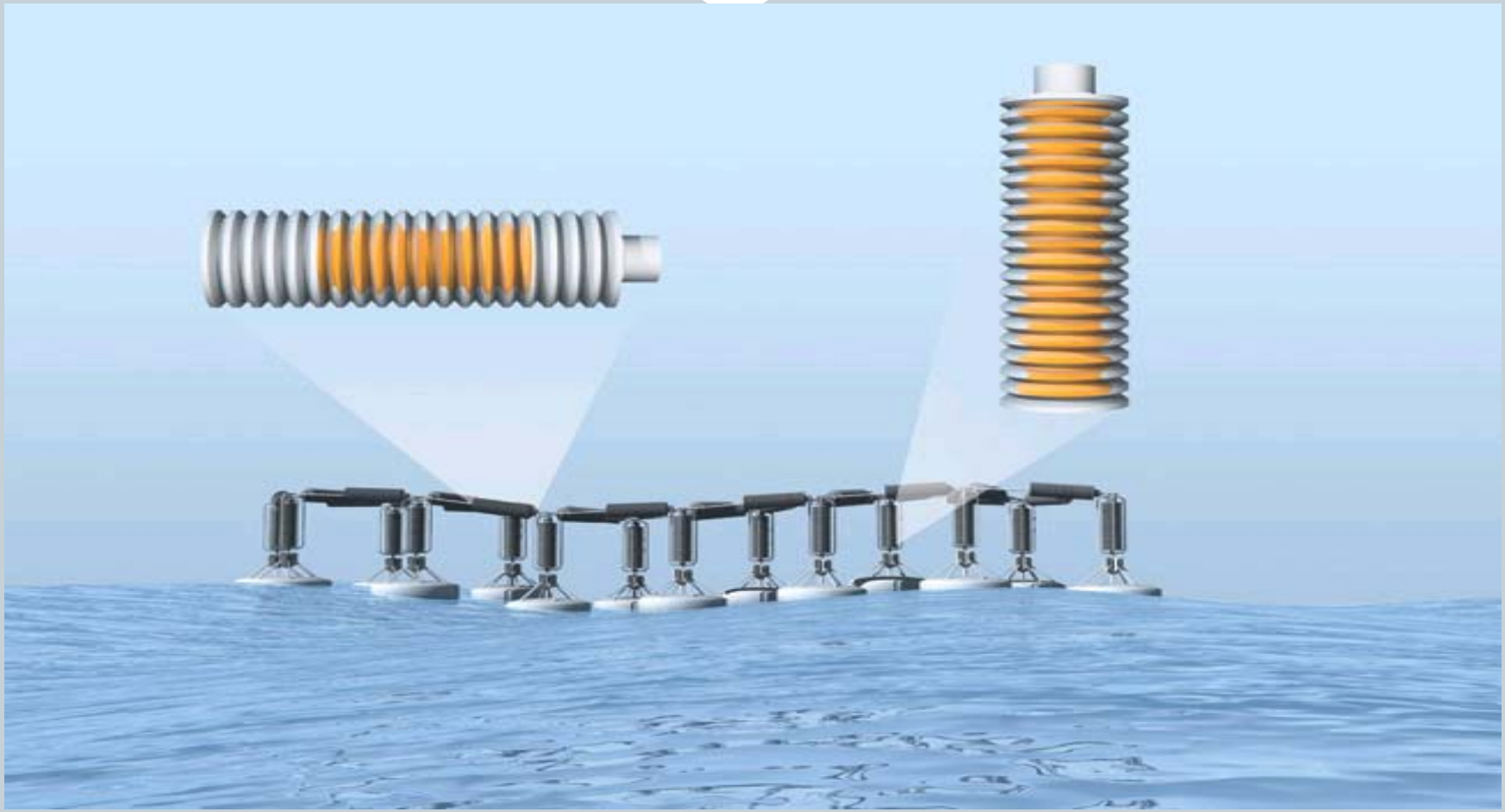
Arrayed into Wave Power Farms



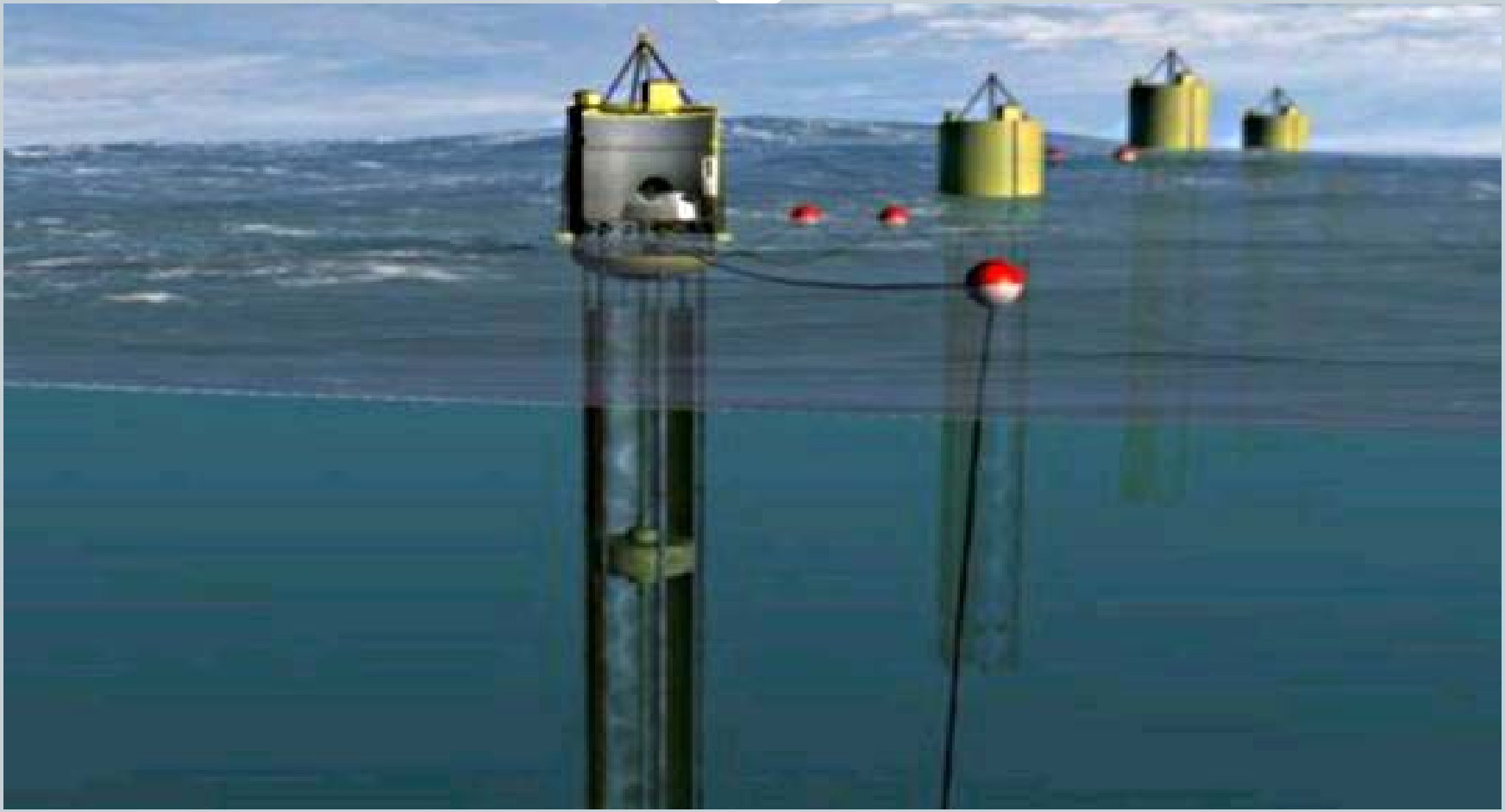
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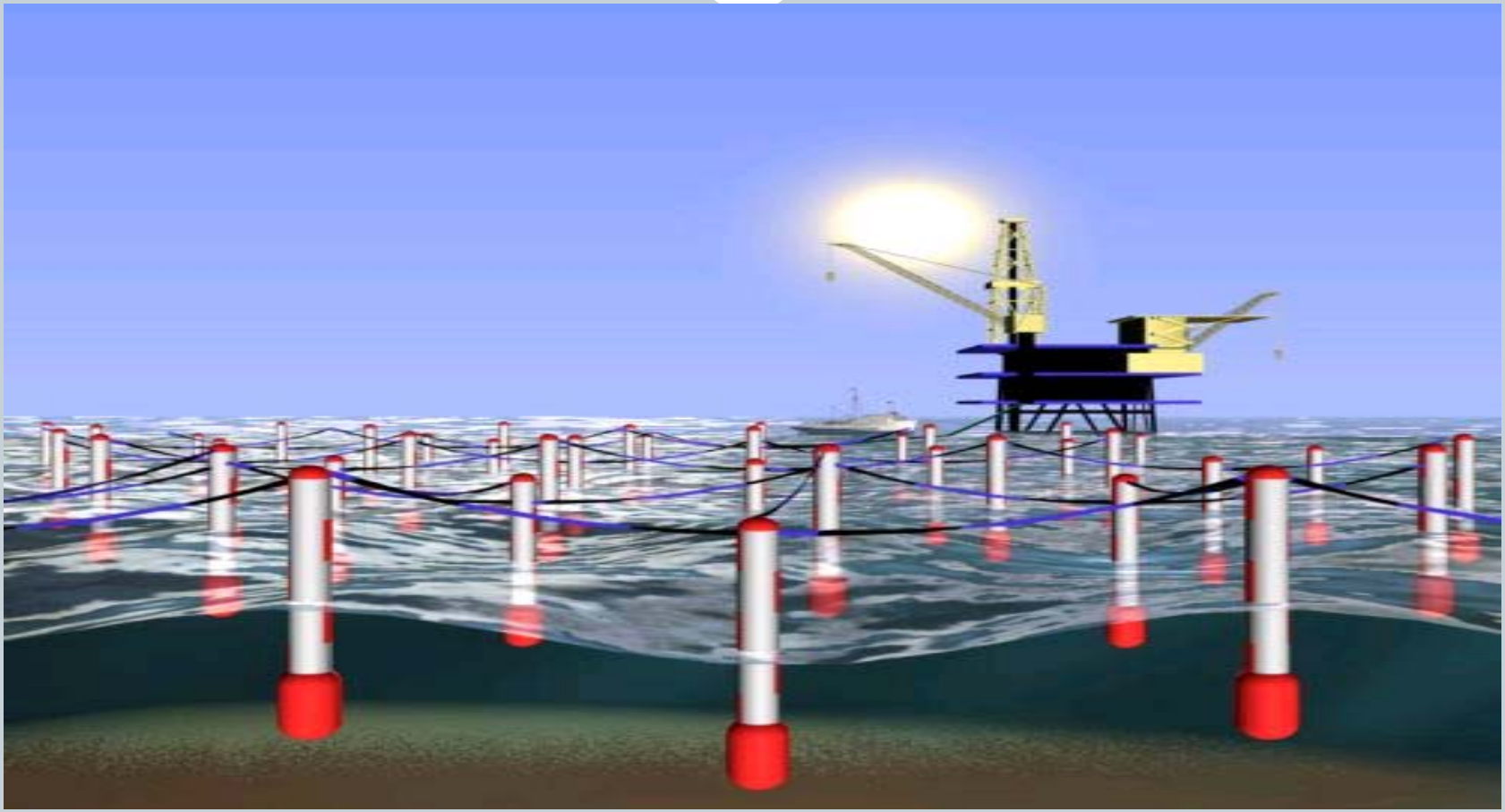
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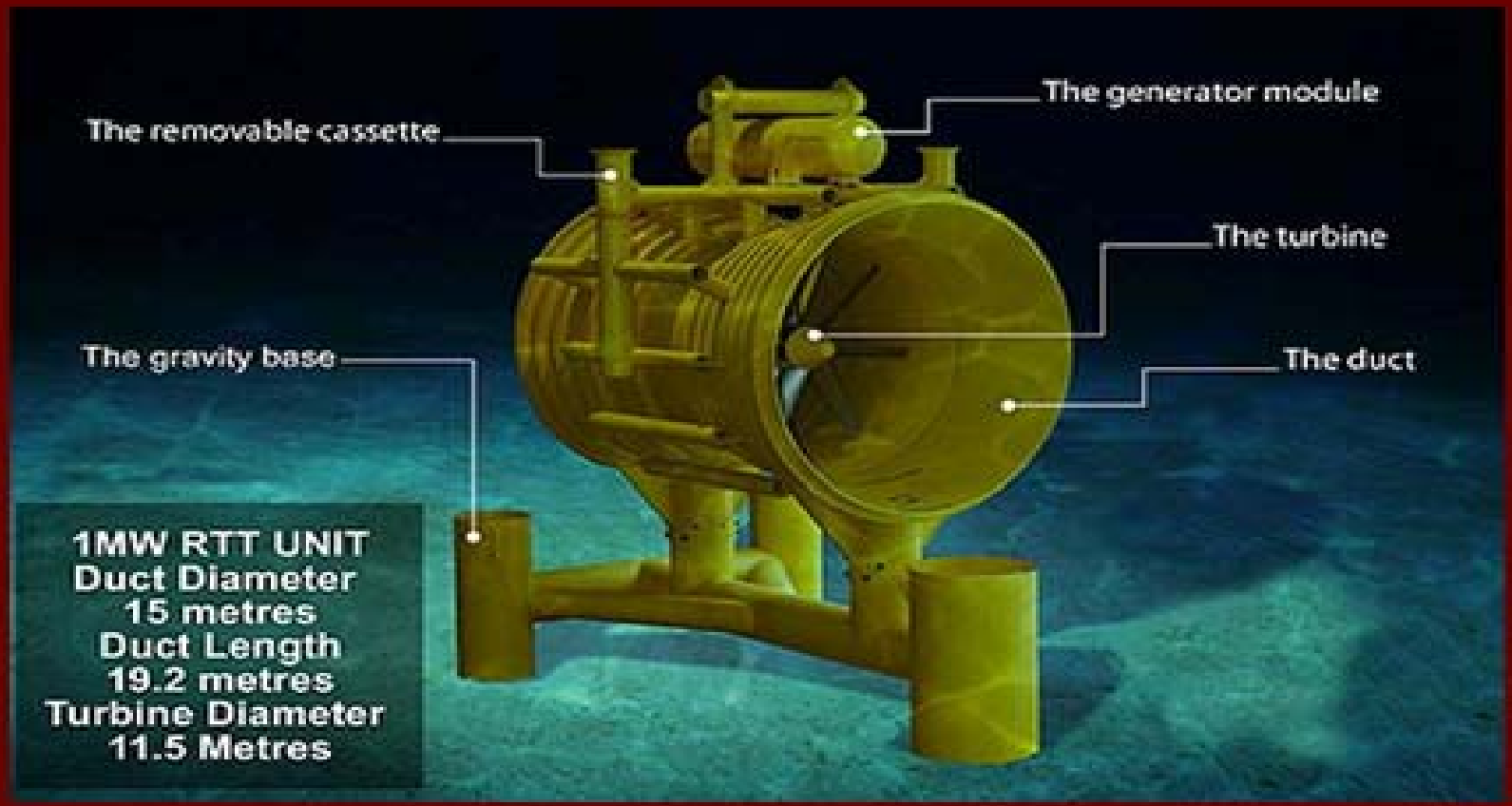
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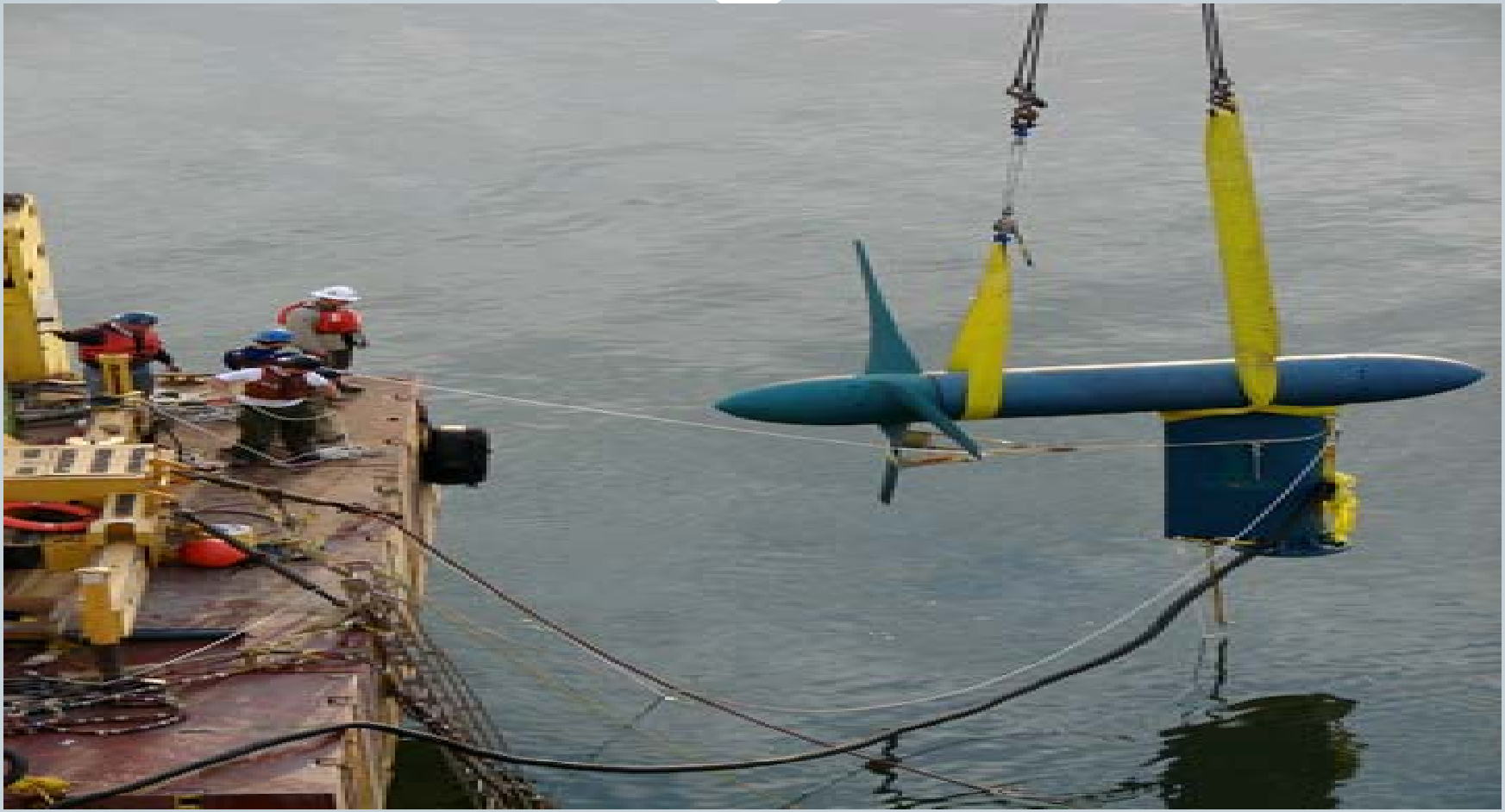
Already Here



Subsurface- Tidal Power



Subsurface- Tidal Power



Ocean Algae Farming



Ocean Algae Farming



Ocean Algae Farming



Algae Harvesting- Already Here



ExxonMobil



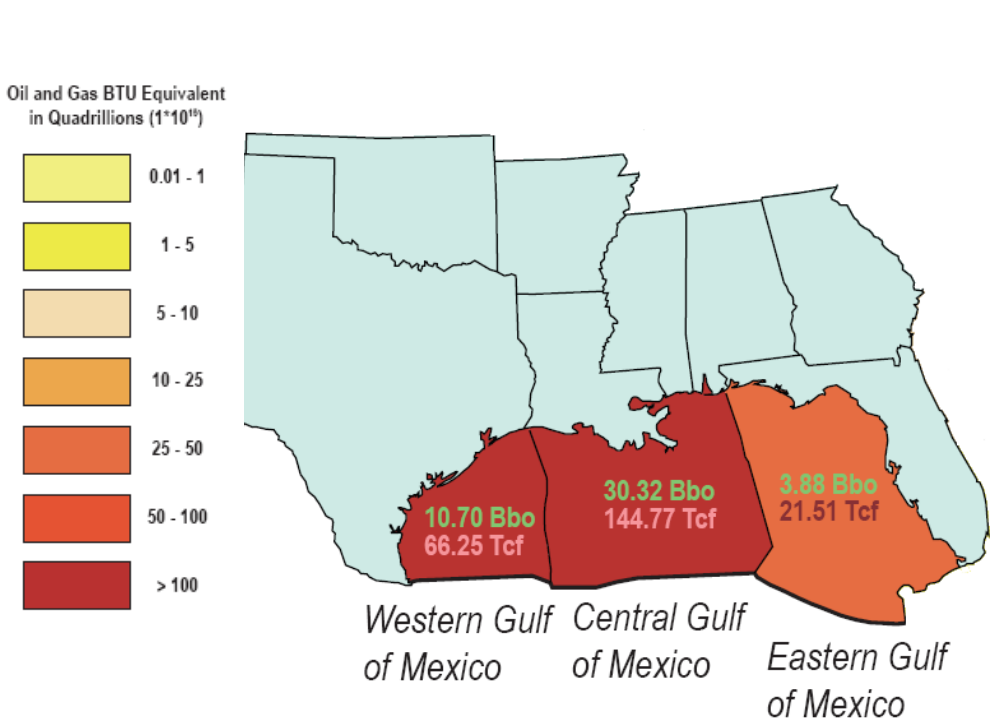
Oil & Gas Overview

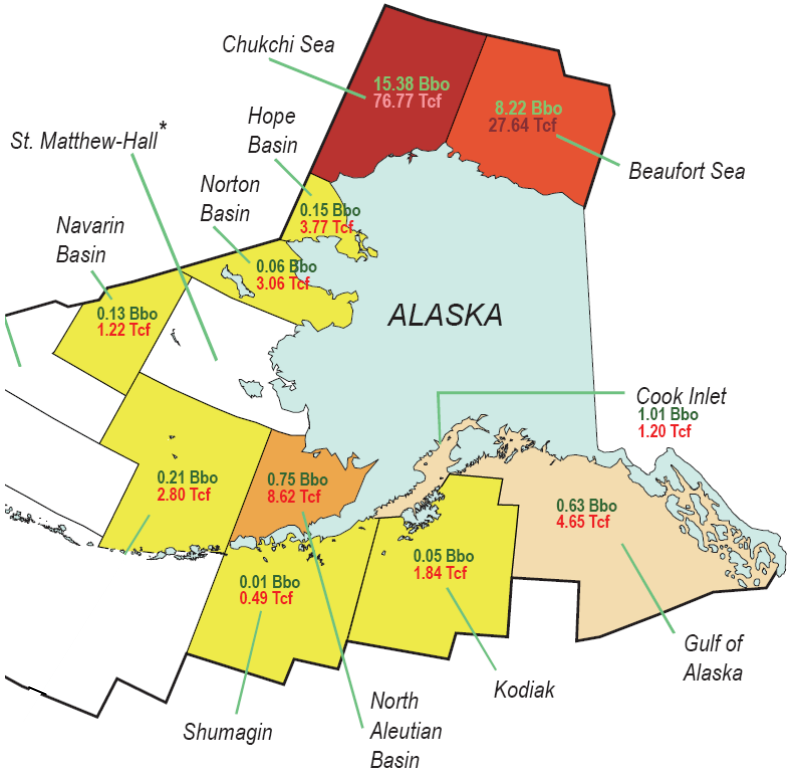
Mark C. Gentry, Ph.D., P.E.

ExxonMobil Upstream Research Company

Resource Base Potential

- Large hydrocarbon resources in the Arctic and deepwater Gulf of Mexico
- High-level interest from the Oil & Gas industry
- Added complexity due to challenging offshore environments





Source: MMS Assessment of Undiscovered Technically Recoverable Oil and Gas Resources of the Nation's Outer Continental Shelf, 2006

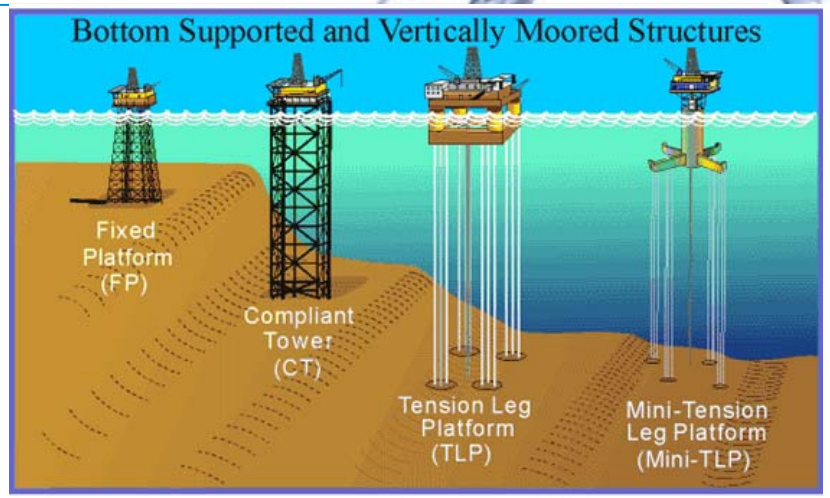
ExxonMobil

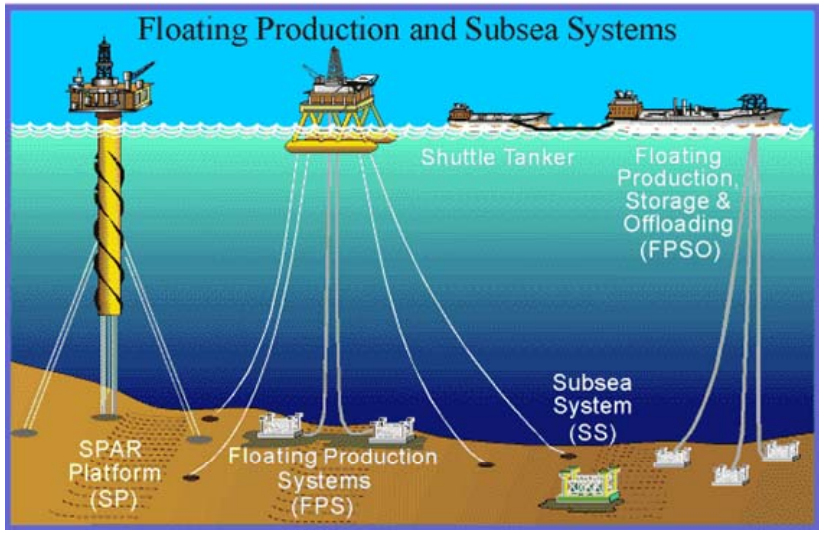
Deepwater Marine Activities

Floating Drilling
- Stationkeeping
- Re-supply
- Well maintenance/workover

Floating Production
- Stationkeeping
- Well maintenance
- Offloading

Subsea Production
- Well reliability
- Well maintenance
- Subsea equipment

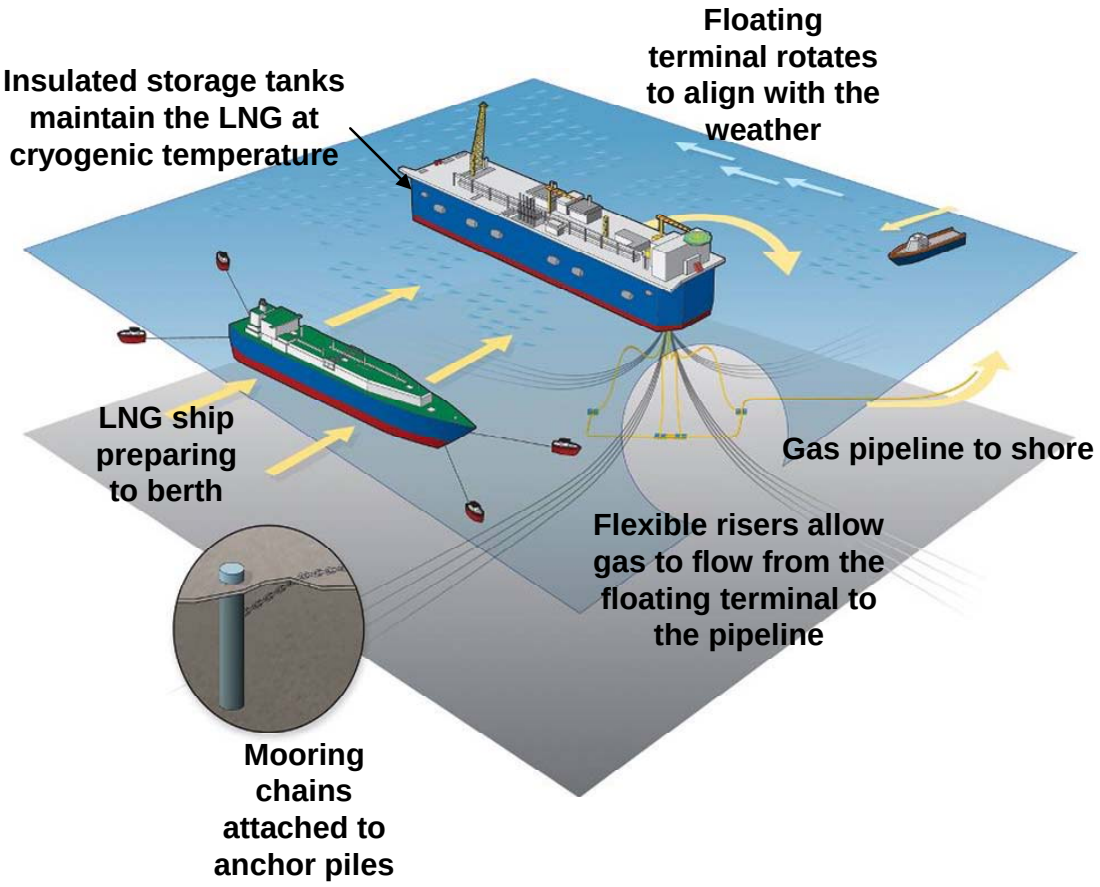




Source: MMS webpage, Deepwater Development Systems

ExxonMobil

Offshore LNG Terminals



Offshore LNG receiving terminals as an alternative to onshore terminals

- Potential to provide additional energy source to key markets
- Especially in regions where onshore terminal sites are not readily available

Offshore siting considerations include:

- water depth, metocean conditions
- shipping lanes, commercial and recreational fishing
- environmental impacts

Marine safety and security considerations include safety and security zones and coordination of marine operations

ExxonMobil BlueOcean Energy Project offshore NJ/NY

Arctic Marine Activities

Seismic Data Acquisition

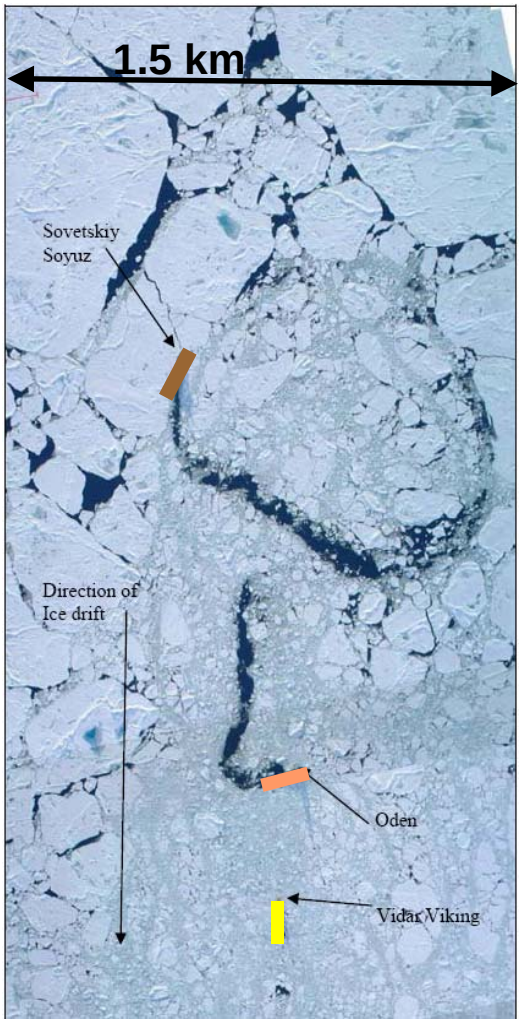
- Seismic acquisition vessel
- Support and scouting vessels
- Icebreaker escort for entry/exit

Exploration Drilling

- Arctic drilling unit
- Icebreaking escort and ice management vessels
- Re-supply and crew change vessels
- Helicopter ice reconnaissance

Arctic Construction Support

- Sea transports to support pipeline projects
- Barges, tugs, icebreaker escort



ACEX2004: Geotechnical drilling operation with ice management

ExxonMobil

ExxonMobil



Mark C. Gentry, Ph.D., P.E.

Supervisor, Arctic Technology & Metocean, ExxonMobil Upstream Research

Ph: 713 431-7171

Email: mark.c.gentry@exxonmobil.com


INNOVATION INSIDE
2009 INNOVATION EXPO
VIRGINIA BEACH

Coast Guard Modernization

Where We Are and Where We Are Heading

U.S. Coast Guard…



…Change-Centric
Learning Organization

Moderator:
RDML Sandra Stosz
Director of Enterprise Strategic Management and Doctrine

Panel Members

- DCO - RDML Kevin Cook
- Future DCMS - Mr. Jeffery Orner
- Future OPCOM – Captain Richard Kaser
- Financial Transformation - Mr. Martin Rajk
- FORCECOM – RADM Timothy Sullivan
- NAPA – Mr. Jaime Zamora

Modernization Panel Agenda

- Introductions
- Modernization Overview (10 minutes)
- Modernization Effort Summaries (25 minutes)
  - Deputy Commandant for Operations (DCO)
  - Future Deputy Commandant for Mission Support (DCMS)
  - Future Operations Command (OPCOM)
  - Financial Transformation
  - Force Readiness Command (FORCECOM)
- Panel Q & A (50 minutes)
- Closing Remarks (5 minutes)

Cause for Action – Why Modernize

- Demand for an organization that is responsive to 21st century threats & hazards.
- Demand for an operational structure that is more agile, flexible, and responsive.
- Demand for improved business and support processes.
- Lessons learned from internal/external studies, GAO & Congressional reports

Outcomes of a Change-Centric Organization

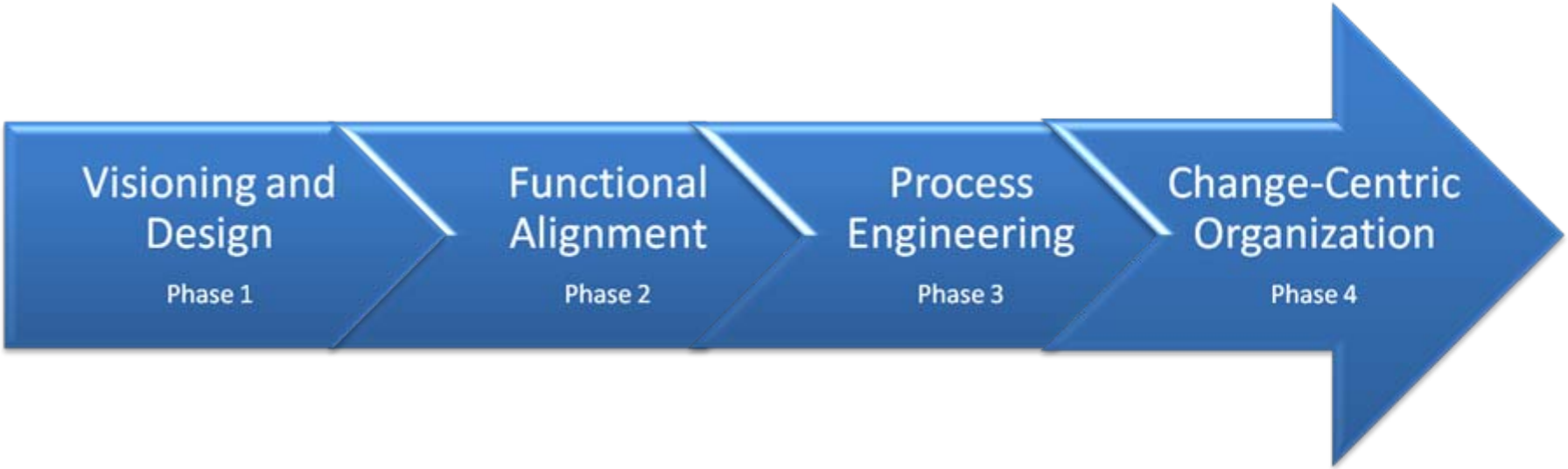




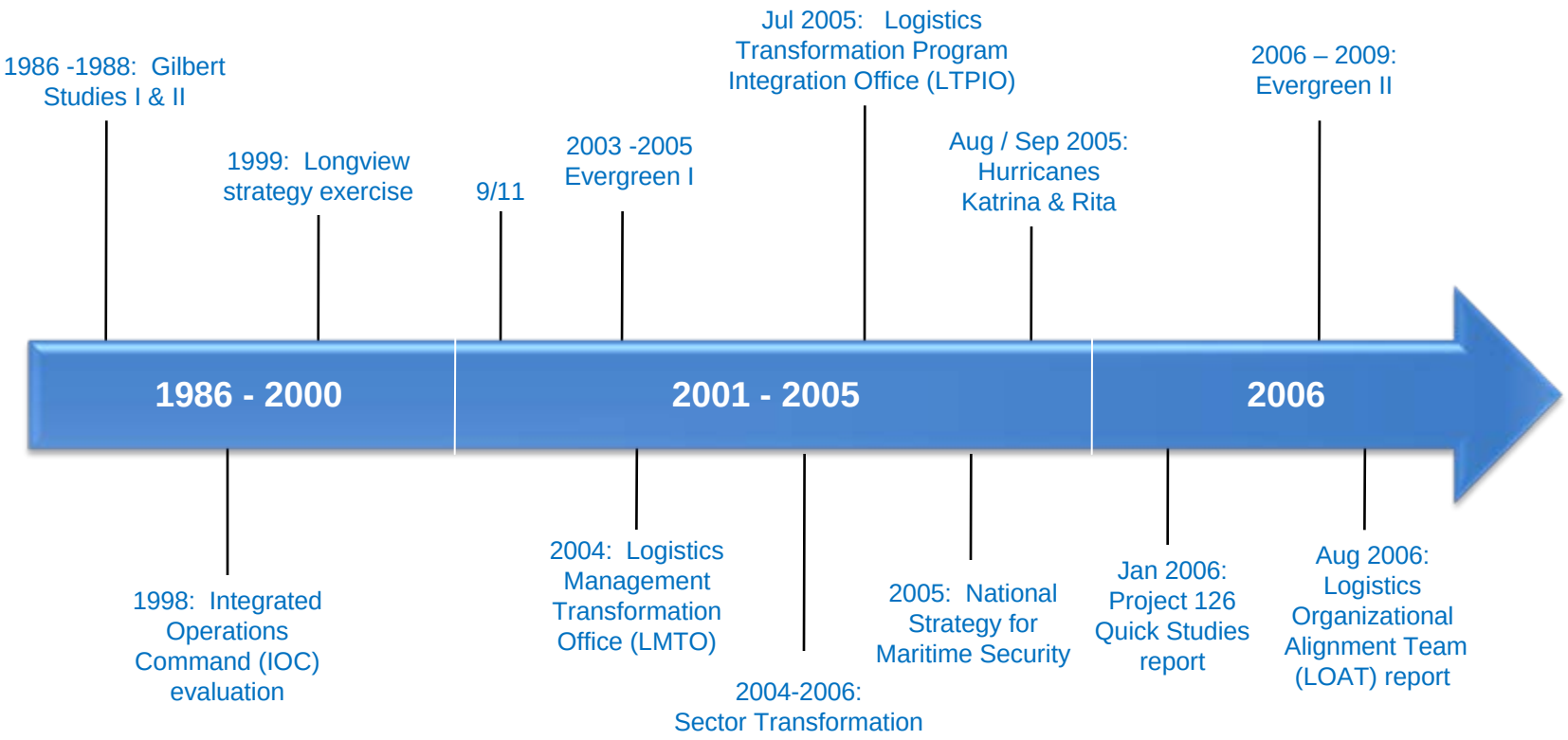


- Make our support systems ***more responsive*** to our operators.
- Make our force structure ***more responsive*** to mission execution.
- Make our Coast Guard ***more responsive*** to our Nation.

Path to a Change-Centric Coast Guard

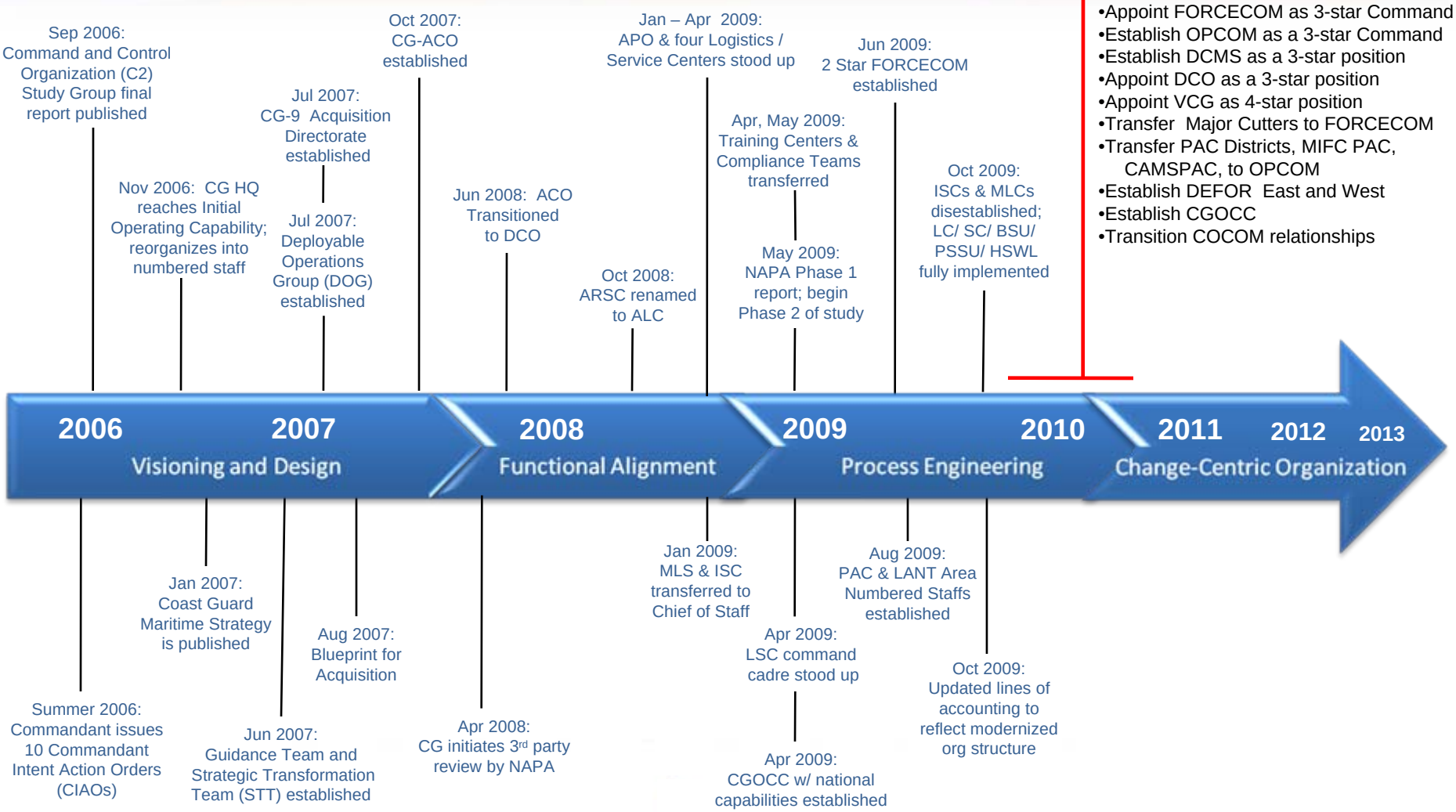


Foundations of Modernization

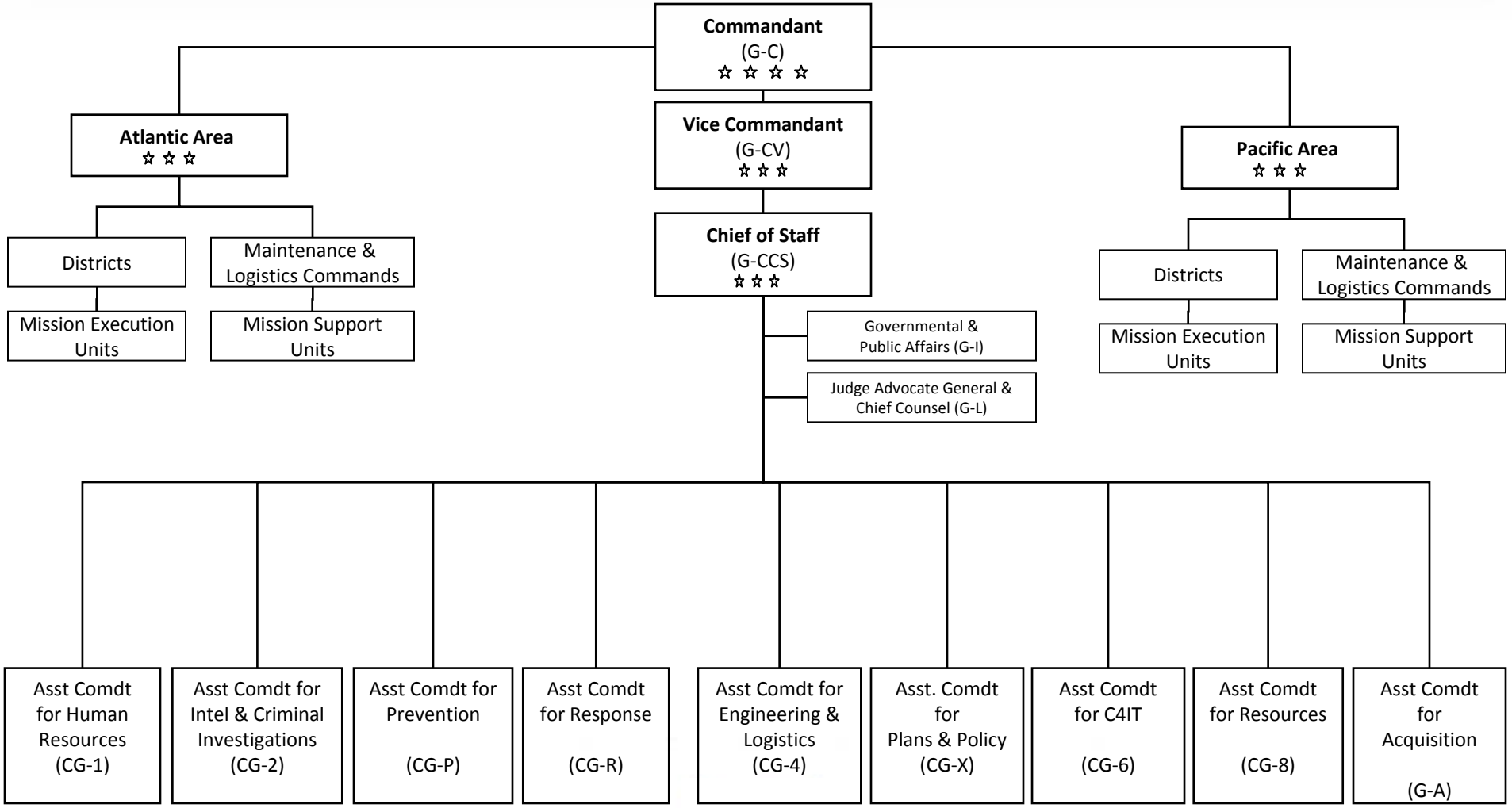


Modernization Major Milestones

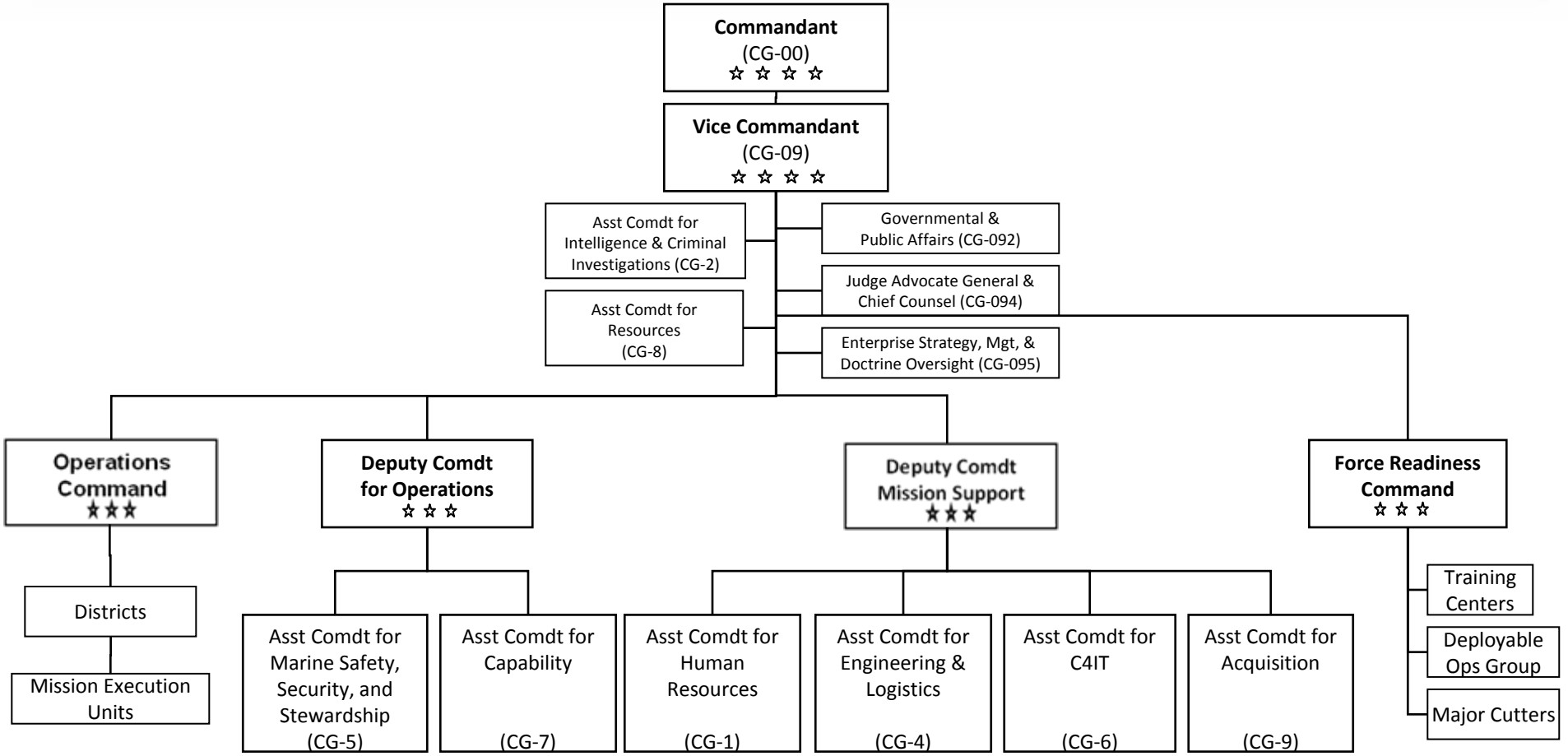
Authorization Bill Enacted (TBD)



Fundamental Design of Pre-Modernized Coast Guard



Fundamental Design of Modernized Coast Guard



2006

* G-C Staff includes:
- Chaplain of the CG
- Master Chief Petty Officer of the CG
- Director, Civil Rights
- Chief, Administrative Law Judge

Commandant
(G-C)
☆ ☆ ☆ ☆

Vice Commandant
(G-CV)
☆ ☆ ☆

Chief of Staff
(G-CCS)
☆ ☆ ☆

Atlantic Area
☆ ☆ ☆

- Districts
  - Mission Execution Units
- Maintenance & Logistics Commands
  - Mission Support Units

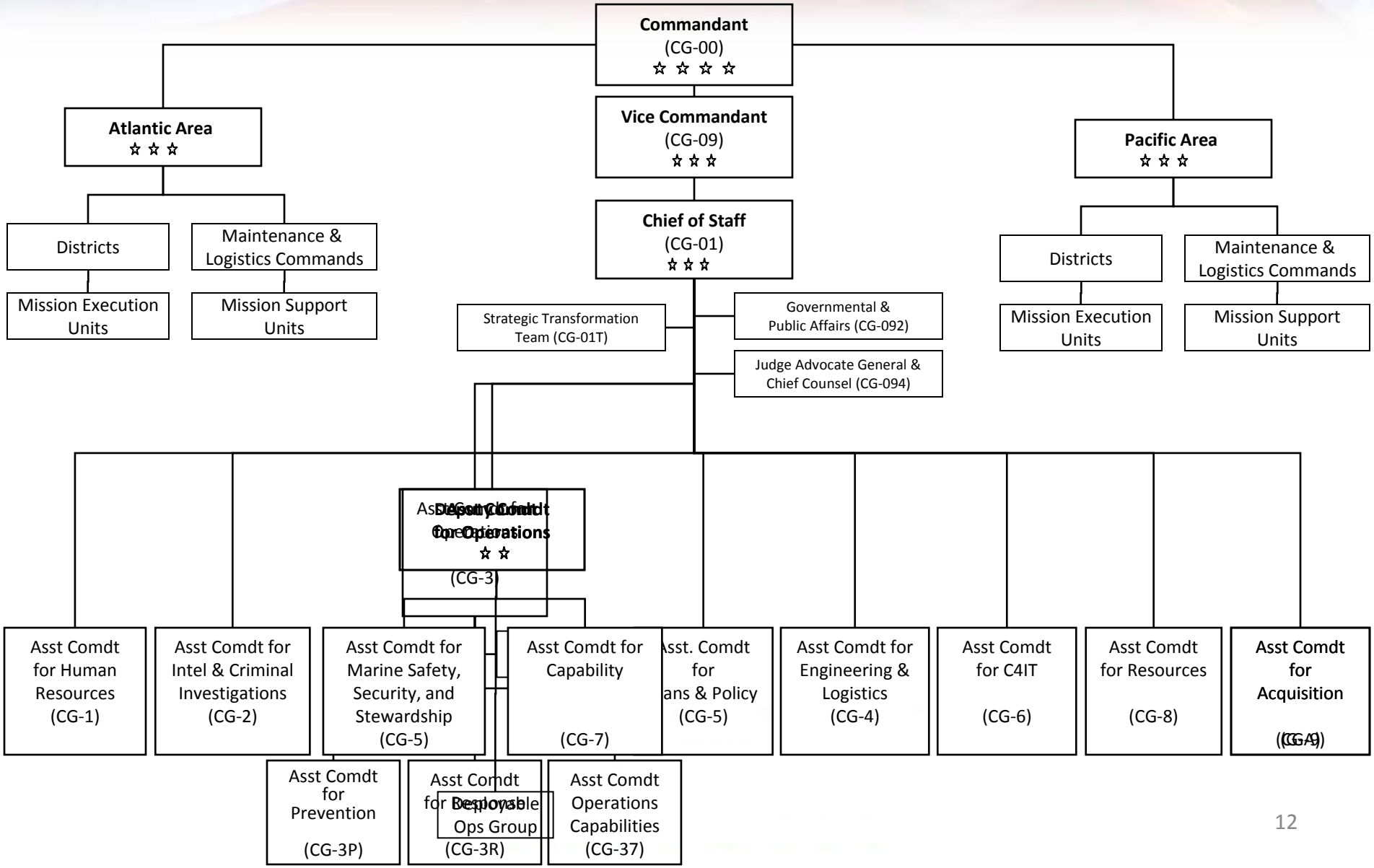
Pacific Area
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- Districts
  - Mission Execution Units
- Maintenance & Logistics Commands
  - Mission Support Units

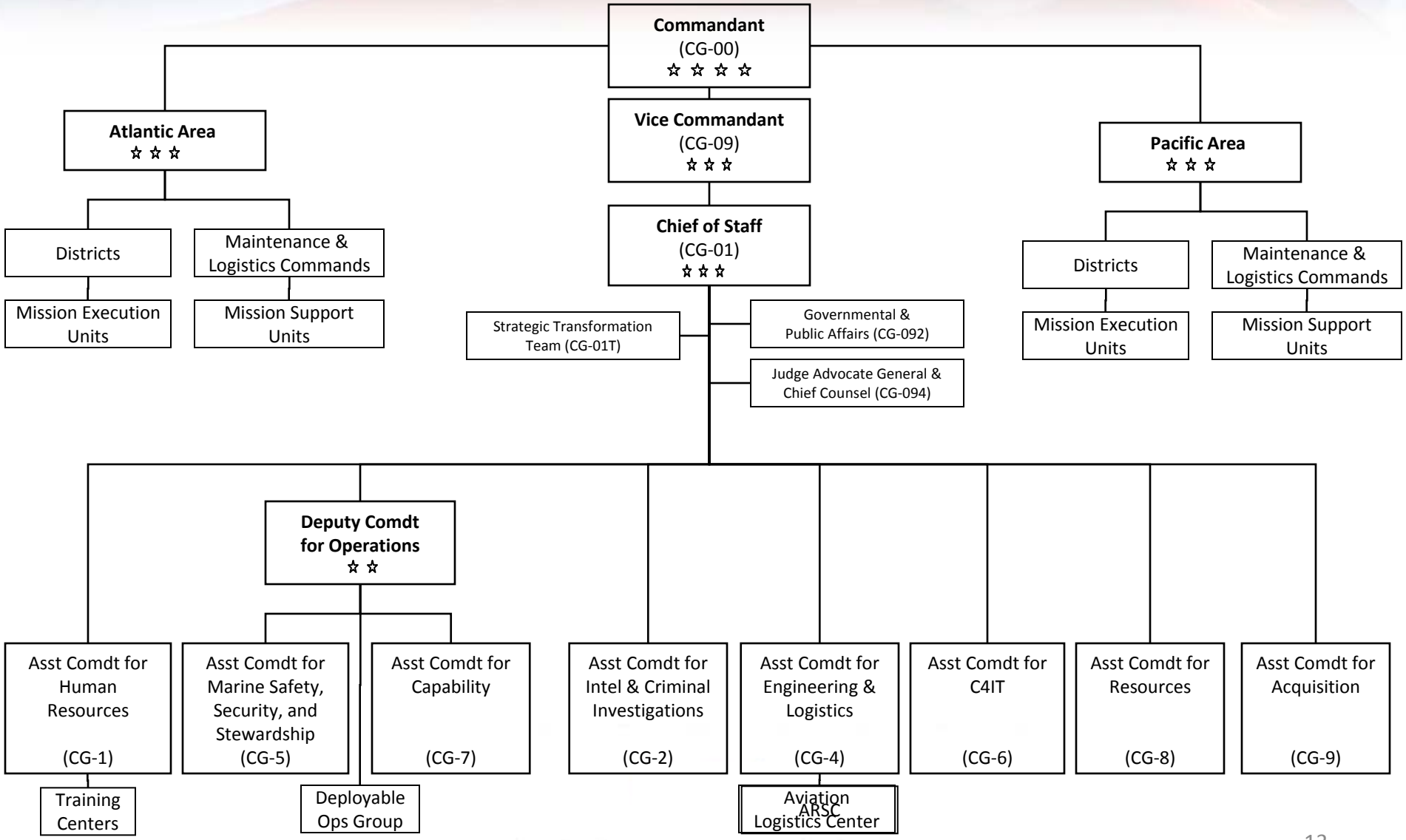
- Governmental & Public Affairs (CG-09)
- Judge Advocate General & Chief Counsel (CG-094)

- Asst Comdt for Human Resources (CG-1)
- Asst Comdt for Intel & Criminal Investigations (CG-2)
- Asst Comdt for Operations (CG-3)
  - Asst Comdt for Prevention (CG-3P)
  - Asst Comdt for Response (CG-3R)
  - Asst Comdt Operations Capabilities (CG-37)
- Asst Comdt for Prevention (CG-P)
- Asst Comdt for Response (CG-R)
- Asst Comdt for Engineering & Logistics (CG-4)
- Asst. Comdt for Plans & Policy (CG-5)
- Asst Comdt for C4IT (CG-6)
- Asst Comdt for Resources (CG-8)
- Asst Comdt for Acquisition (G-A)
  - Deepwater Program Executive Office **(G-D)**

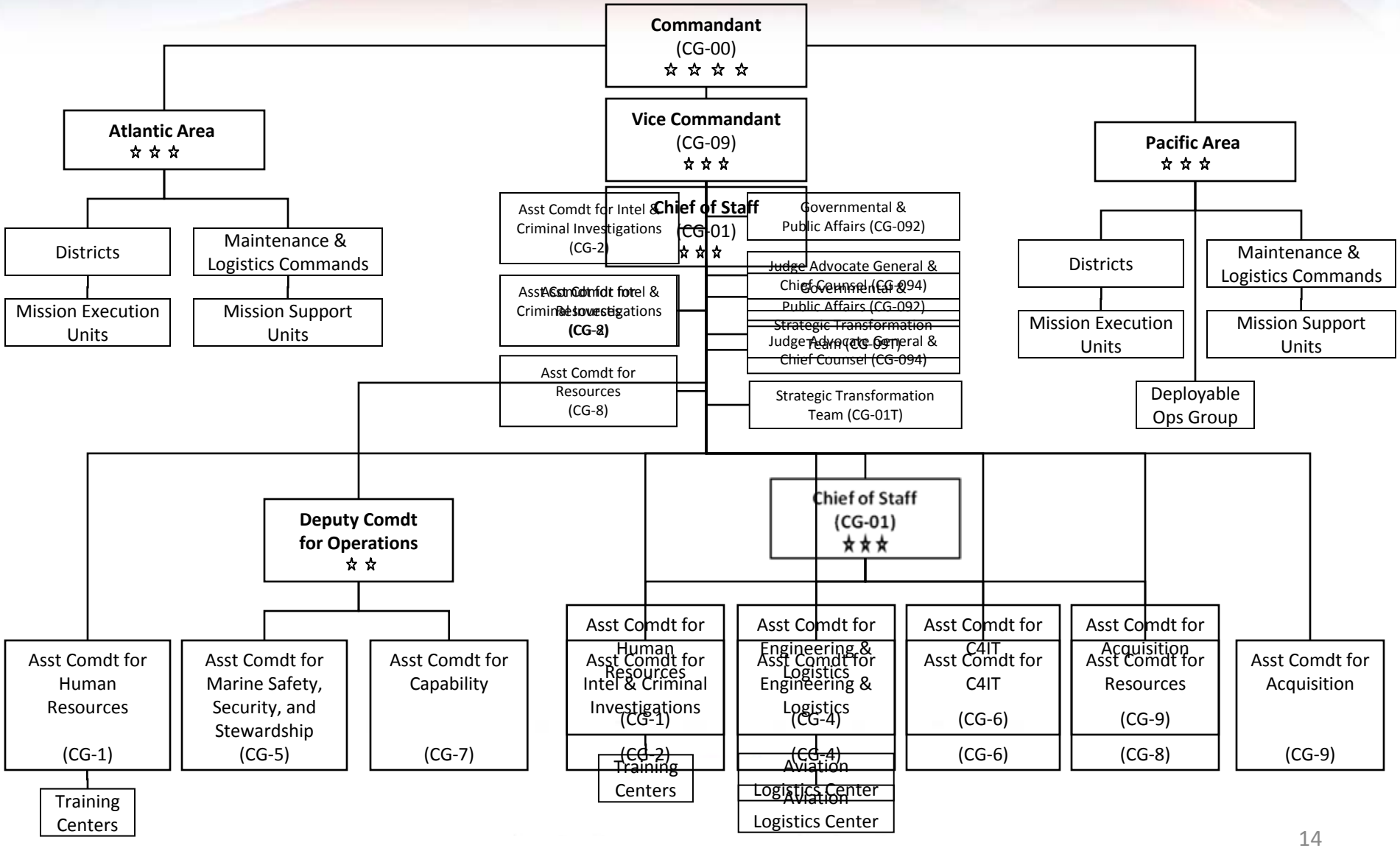
June 2007 – June 2008



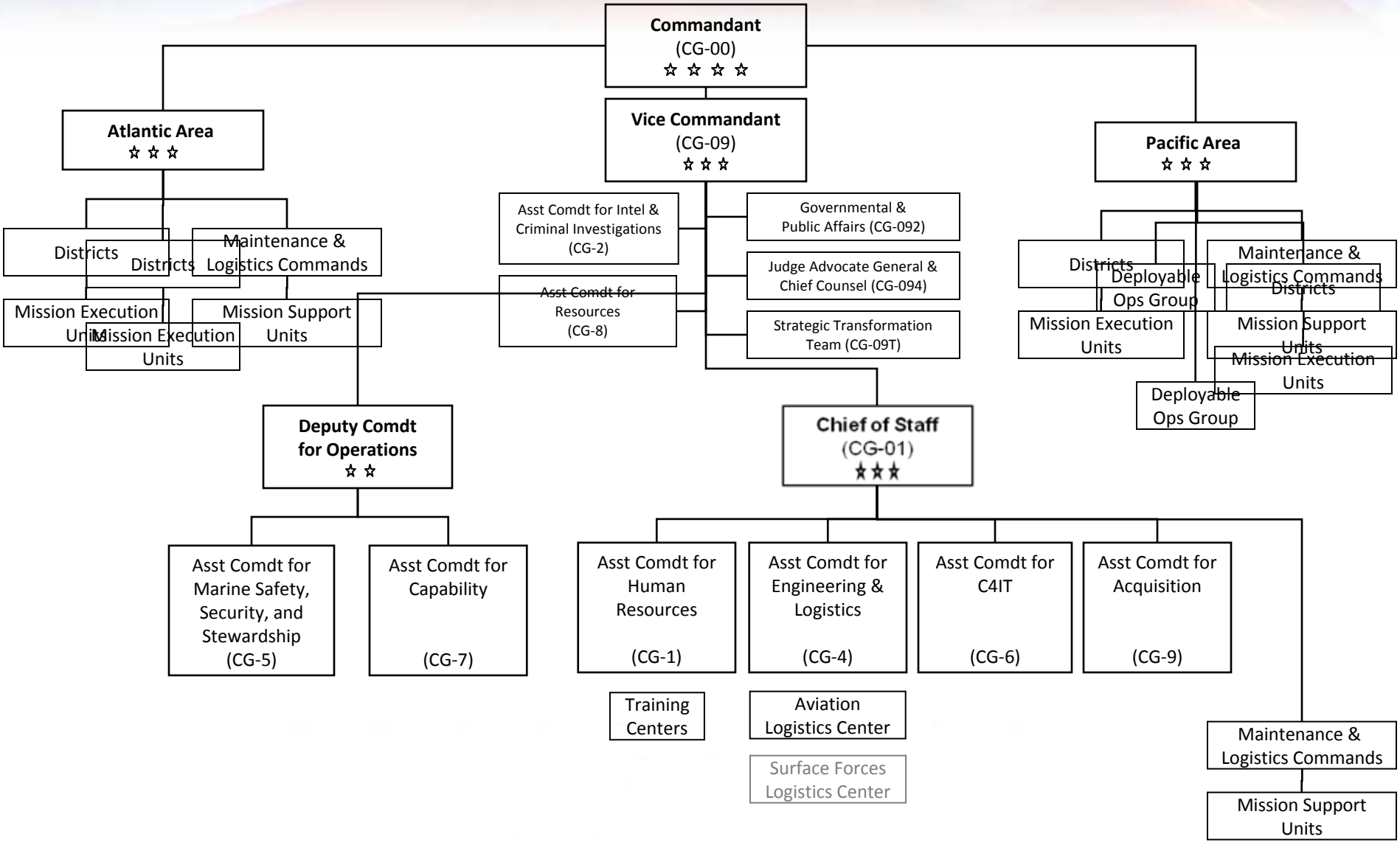
Oct – Nov 2008


Commandant
(CG-00)
Vice Commandant
(CG-09)
Chief of Staff
(CG-01)
Atlantic Area
Districts
Maintenance & Logistics Commands
Mission Execution Units
Mission Support Units
Strategic Transformation Team (CG-01T)
Governmental & Public Affairs (CG-092)
Judge Advocate General & Chief Counsel (CG-094)
Pacific Area
Districts
Maintenance & Logistics Commands
Mission Execution Units
Mission Support Units
Deputy Comdt for Operations
Asst Comdt for Human Resources (CG-1)
Asst Comdt for Marine Safety, Security, and Stewardship (CG-5)
Asst Comdt for Capability (CG-7)
Asst Comdt for Intel & Criminal Investigations (CG-2)
Asst Comdt for Engineering & Logistics (CG-4)
Asst Comdt for C4IT (CG-6)
Asst Comdt for Resources (CG-8)
Asst Comdt for Acquisition (CG-9)
Training Centers
Deployable Ops Group
Aviation Logistics Center
ARSC

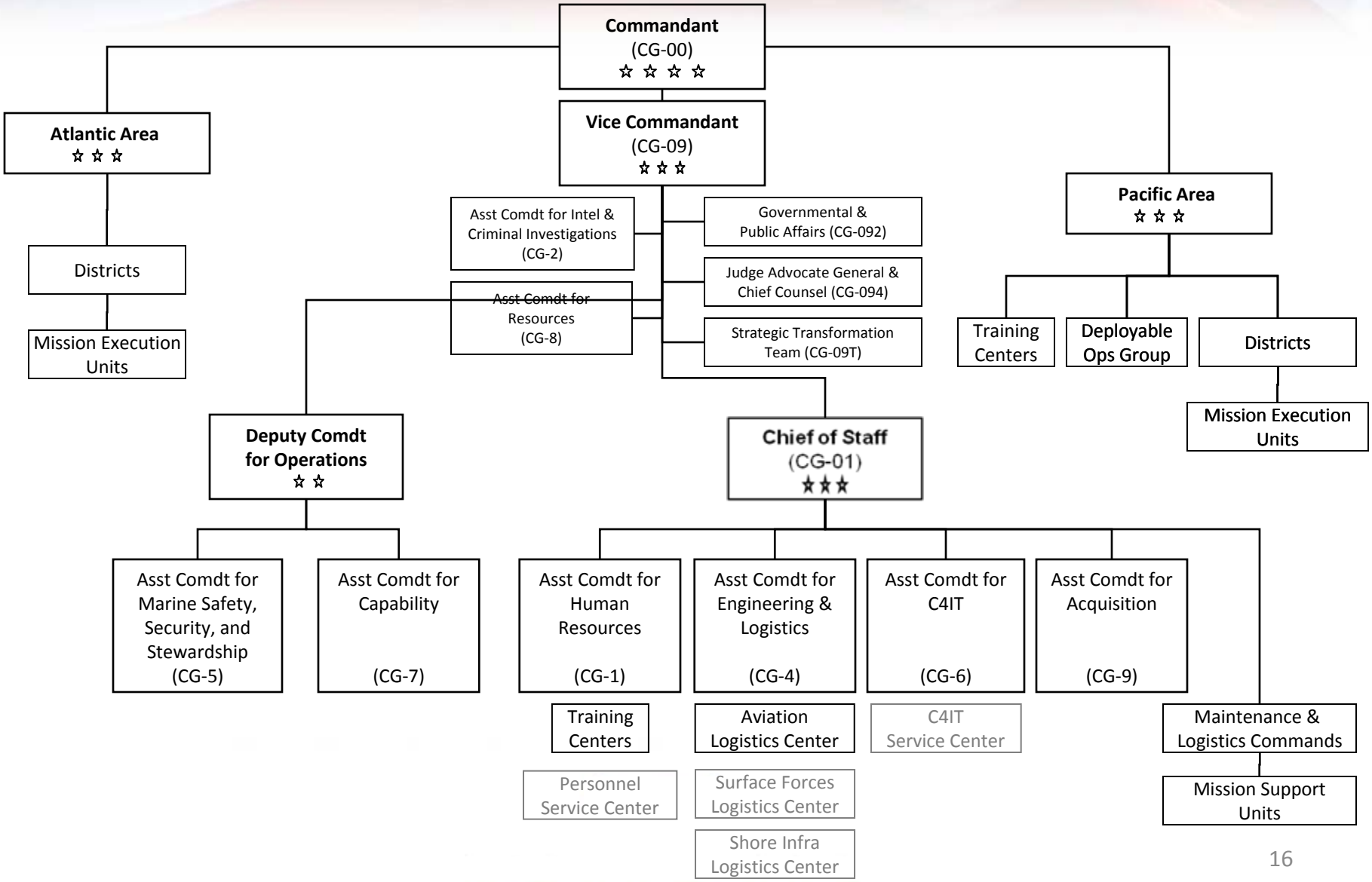
Jan 2009


Commandant
(CG-00)
☆ ☆ ☆ ☆
Vice Commandant
(CG-09)
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Atlantic Area
☆ ☆ ☆
Districts
Maintenance & Logistics Commands
Mission Execution Units
Mission Support Units
Pacific Area
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Districts
Maintenance & Logistics Commands
Mission Execution Units
Mission Support Units
Deployable Ops Group
Asst Comdt for Intel & Criminal Investigations (CG-2)
Chief of Staff (CG-01)
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Governmental & Public Affairs (CG-092)
Judge Advocate General & Chief Counsel (CG-094)
Strategic Transformation Team (CG-01T)
Asst Comdt for Resources (CG-8)
Strategic Transformation Team (CG-01T)
Deputy Comdt for Operations
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Chief of Staff (CG-01)
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Asst Comdt for Human Resources (CG-1)
Training Centers
Asst Comdt for Marine Safety, Security, and Stewardship (CG-5)
Asst Comdt for Capability (CG-7)
Asst Comdt for Intel & Criminal Investigations (CG-2)
Asst Comdt for Engineering & Logistics (CG-4)
Aviation Logistics Center
Asst Comdt for C4IT (CG-6)
Asst Comdt for Resources (CG-8)
Asst Comdt for Acquisition (CG-9)

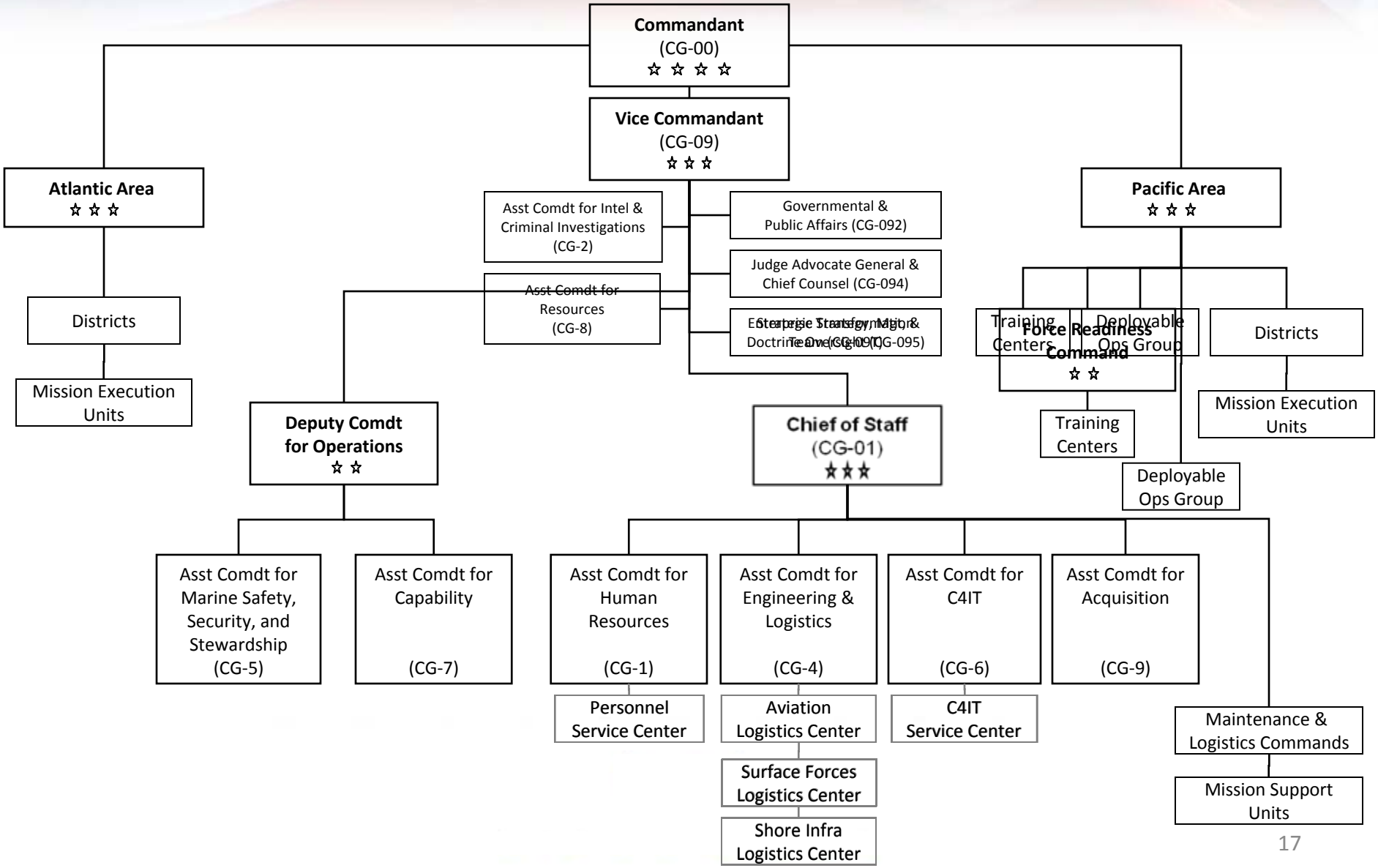
Jan 2009 continued



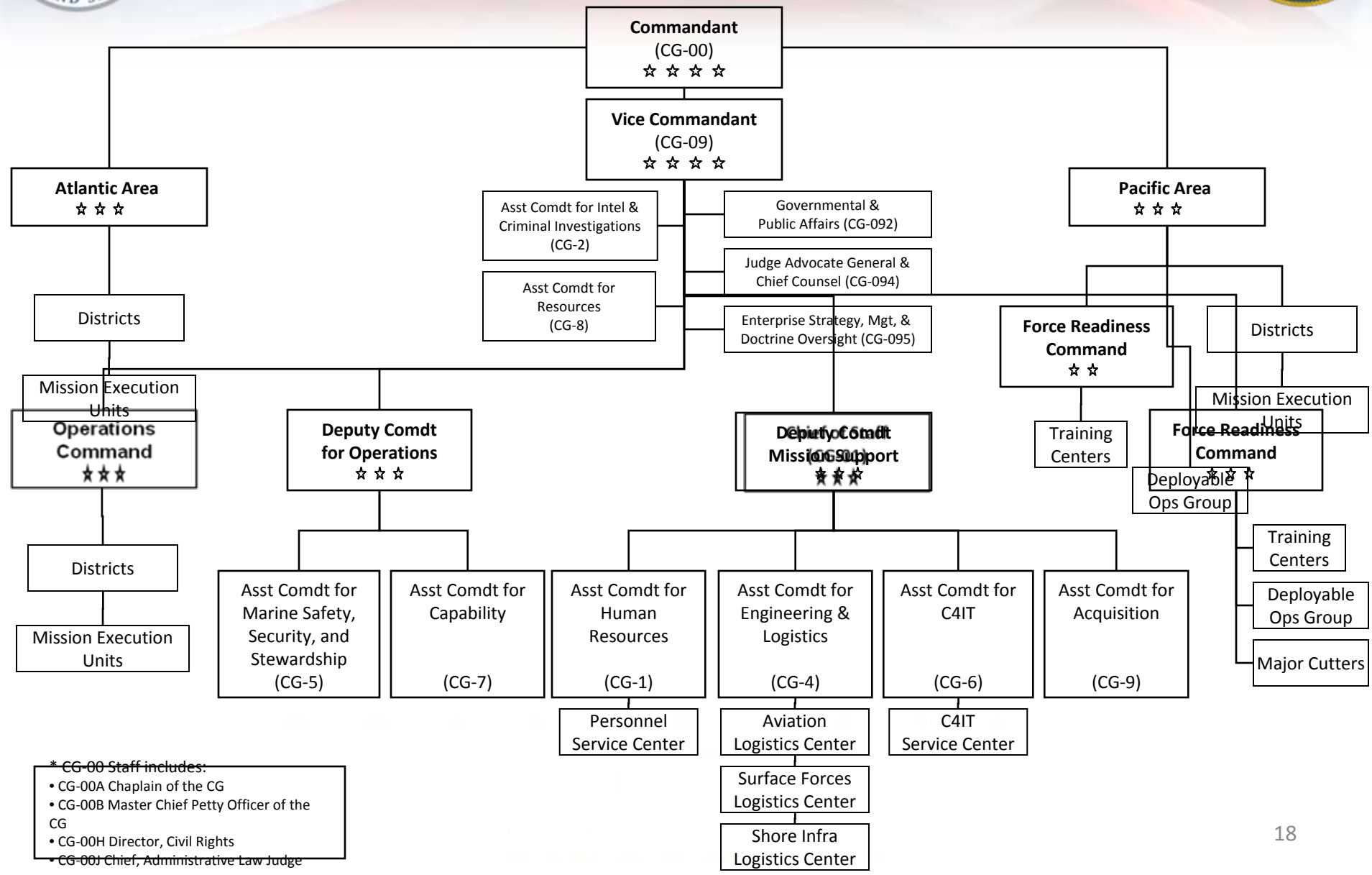
Feb - Apr 2009


Commandant
(CG-00)
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Vice Commandant
(CG-09)
☆ ☆ ☆
Atlantic Area
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Districts
Mission Execution Units
Asst Comdt for Intel & Criminal Investigations (CG-2)
Governmental & Public Affairs (CG-092)
Judge Advocate General & Chief Counsel (CG-094)
Asst Comdt for Resources (CG-8)
Strategic Transformation Team (CG-09T)
Pacific Area
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Training Centers
Deployable Ops Group
Districts
Mission Execution Units
Deputy Comdt for Operations
☆ ☆
Chief of Staff
(CG-01)
★★★
Asst Comdt for Marine Safety, Security, and Stewardship (CG-5)
Asst Comdt for Capability (CG-7)
Asst Comdt for Human Resources (CG-1)
Asst Comdt for Engineering & Logistics (CG-4)
Asst Comdt for C4IT (CG-6)
Asst Comdt for Acquisition (CG-9)
Training Centers
Aviation Logistics Center
C4IT Service Center
Maintenance & Logistics Commands
Personnel Service Center
Surface Forces Logistics Center
Mission Support Units
Shore Infra Logistics Center

May - Nov 2009


Commandant
(CG-00)
Vice Commandant
(CG-09)
Atlantic Area
Districts
Mission Execution Units
Asst Comdt for Intel & Criminal Investigations (CG-2)
Asst Comdt for Resources (CG-8)
Governmental & Public Affairs (CG-092)
Judge Advocate General & Chief Counsel (CG-094)
Deputy Comdt for Operations
Chief of Staff
(CG-01)
Pacific Area
Force Readiness Command
Training Centers
Deployable Ops Group
Districts
Mission Execution Units
Training Centers
Deployable Ops Group
Asst Comdt for Marine Safety, Security, and Stewardship (CG-5)
Asst Comdt for Capability (CG-7)
Asst Comdt for Human Resources (CG-1)
Asst Comdt for Engineering & Logistics (CG-4)
Asst Comdt for C4IT (CG-6)
Asst Comdt for Acquisition (CG-9)
Personnel Service Center
Aviation Logistics Center
C4IT Service Center
Surface Forces Logistics Center
Shore Infra Logistics Center
Maintenance & Logistics Commands
Mission Support Units

Post Authorization



* CG-00 Staff includes:
- CG-00A Chaplain of the CG
- CG-00B Master Chief Petty Officer of the CG
- CG-00H Director, Civil Rights
- CG-00J Chief, Administrative Law Judge

2010, 2011, & Beyond

- Process Engineering
  - Align Training Teams
  - Assess & Align Districts Functions
  - Assess & Align Sector Logistics
  - Intelligence Integration
  - Capabilities Management
  - Operational Training, Tactics, Procedures Development
  - Implement NAPA recommendations
- Stay on course: Change-Centric Coast Guard

A Modernized Coast Guard



- **Regulatory Authority by DCO**
- **Logistics Support by DCMS**
- **Incident Command System Training by FORCECOM**
- **Mission Execution & Interagency Coordination by OPCOM**

DEPUTY COMMANDANT FOR OPERATIONS (CG-DCO)

Modernization Update

RDML Kevin Cook

Director of Prevention Policy

(CG-54)

DCO Mission & Vision

Mission

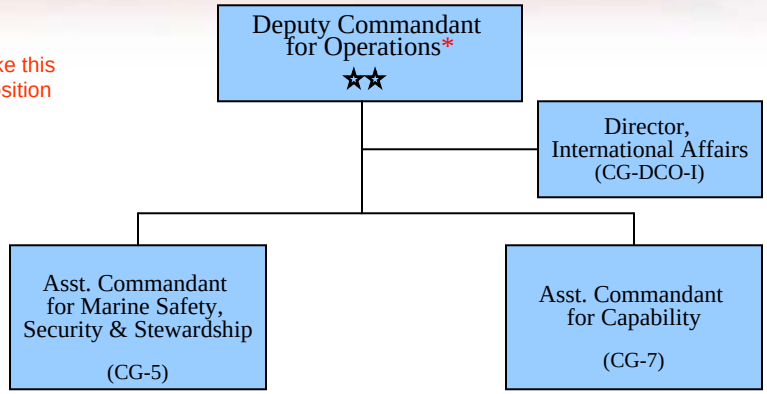
DCO will develop and oversee the execution of Coast Guard's strategic-level operational policy, planning, resource acquisition and international engagement.

Vision

DCO will align Coast Guard's mission activities, outputs and outcomes to optimize mission execution and thus ensure that the Coast Guard remains the recognized international leader in Maritime Safety, Security and Stewardship.

Coast Guard Deputy Commandant for Operations (CG-DCO)

*Pends legislation to make this A three star (VADM) position



BENEFITS

- *Consolidates* all CG operating programs under single Deputy Commandant, increasing operational focus & unity of effort.
- *Integrates* all operational policy development under single Assistant Commandant for Marine Safety, Security and Stewardship, eliminating overlap and redundancy, and providing clear unambiguous guidance to the field.
- *Improves* capabilities requirements generation for all Coast Guard operating programs, centralizing these functions under a single Assistant Commandant for Capability.
- *Incorporates* the International Affairs Directorate and functions into the new CG-DCO organization, improving the link between operational policy and international engagement.
- *Enhances* Headquarters alignment with the new Sector field operations organizational structure, clarifying mission ownership and improving the flow of policy, plans and resources from Headquarters to the field.

Deputy Commandant for Operations (CG-DCO) Milestones

Independent Missions/ Programs in HQ & Field

Pre 2004

Merged MSOs & Groups into Sectors

2004-2006

Transitioned G-O & G-M to Prevention & Response

2005

Established CG-3; 3P, 3R, 37 "Merger"

2006

Established CG-DCO Version 1.0; "Integration" CG-5 & CG-7 International Affairs

2007

DCO Version 1.2 "Divestment" 3000+ billets

2008-2009

Proposed DCO Version 2.0 "Alignment"

2010

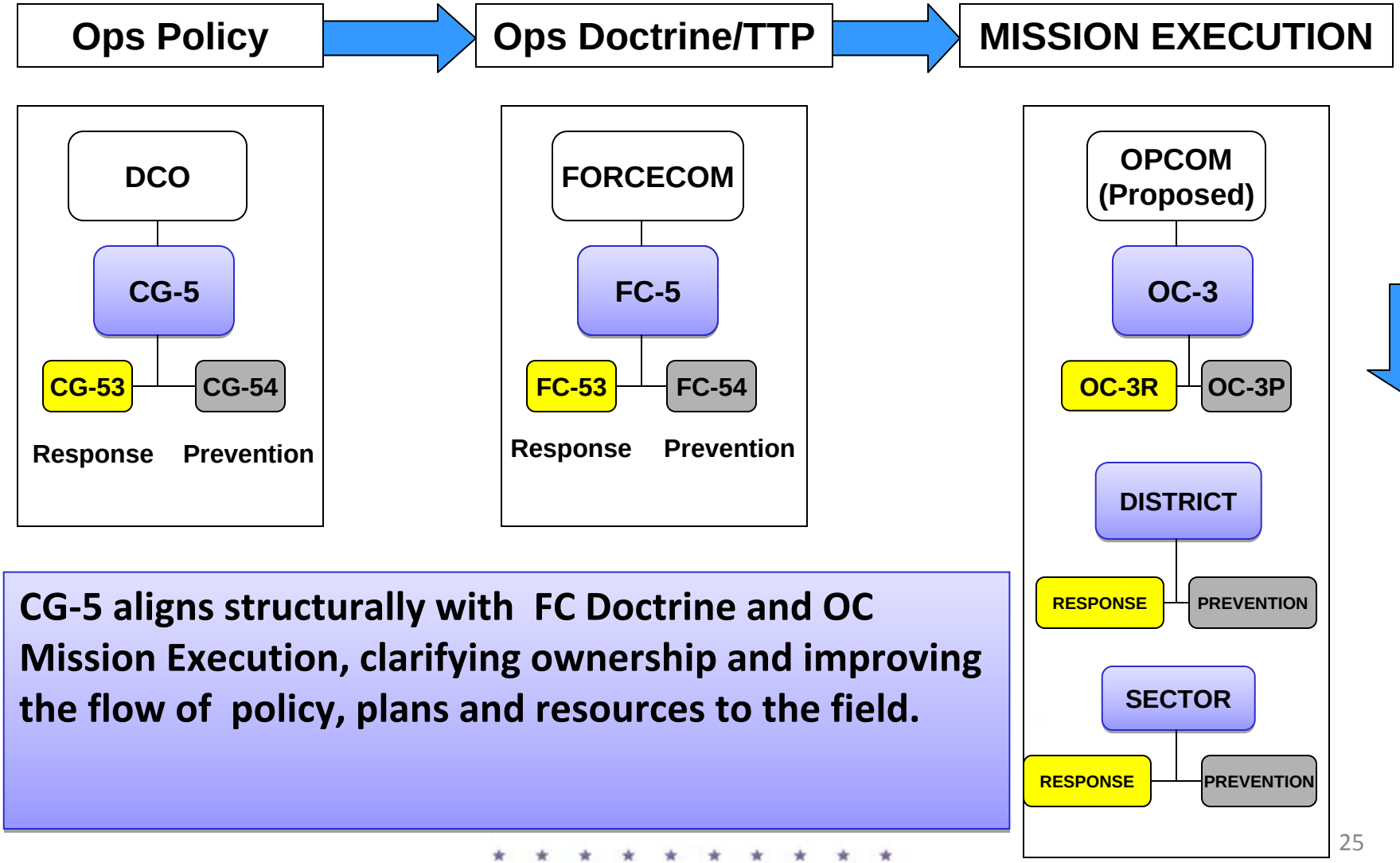
Before

- Multiple field units in same AOR
- Separate O and M chains of command and HQ Programs
- Mission/Policy Overlap
- Multiple CG Spokespersons

Today

- One Senior Leader Directs All Operational Policy
- Integrated & Aligned Mission Execution
- Consistent Structure Throughout Entire Service

The Ops Alignment Picture



CG-5 aligns structurally with FC Doctrine and OC Mission Execution, clarifying ownership and improving the flow of policy, plans and resources to the field.

DCO Version 1.2

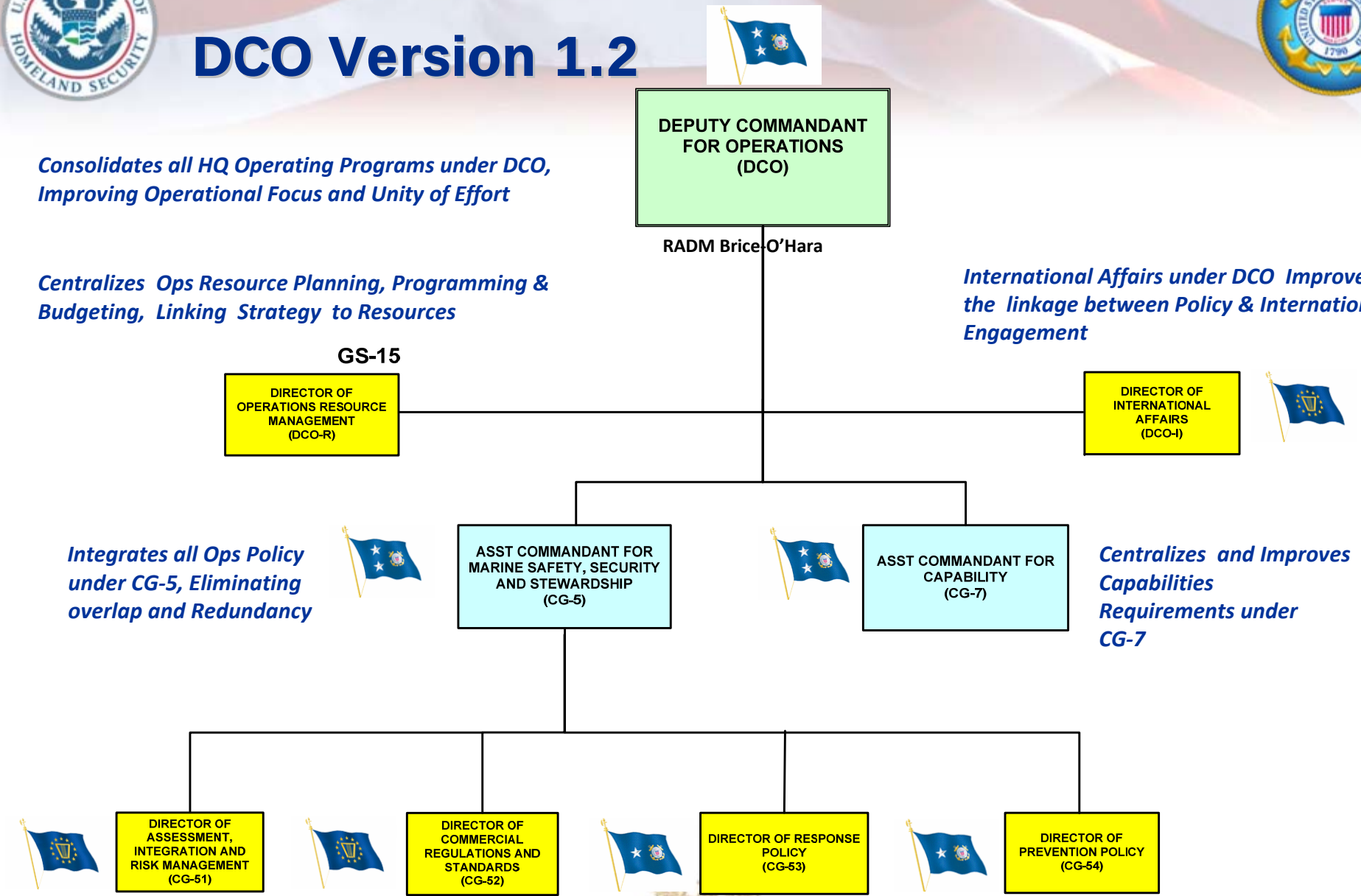
Consolidates all HQ Operating Programs under DCO, Improving Operational Focus and Unity of Effort

Centralizes Ops Resource Planning, Programming & Budgeting, Linking Strategy to Resources

International Affairs under DCO Improves the linkage between Policy & International Engagement

Integrates all Ops Policy under CG-5, Eliminating overlap and Redundancy

Centralizes and Improves Capabilities Requirements under CG-7



Completes HQ Alignment with Field Operations Structure

Public Release Authorized

Future DEPUTY COMMANDANT FOR MISSION SUPPORT (CG-DCMS)

Modernization Update

Mr. Jeffery Orner

CG-4D

DCMS Mission & Vision

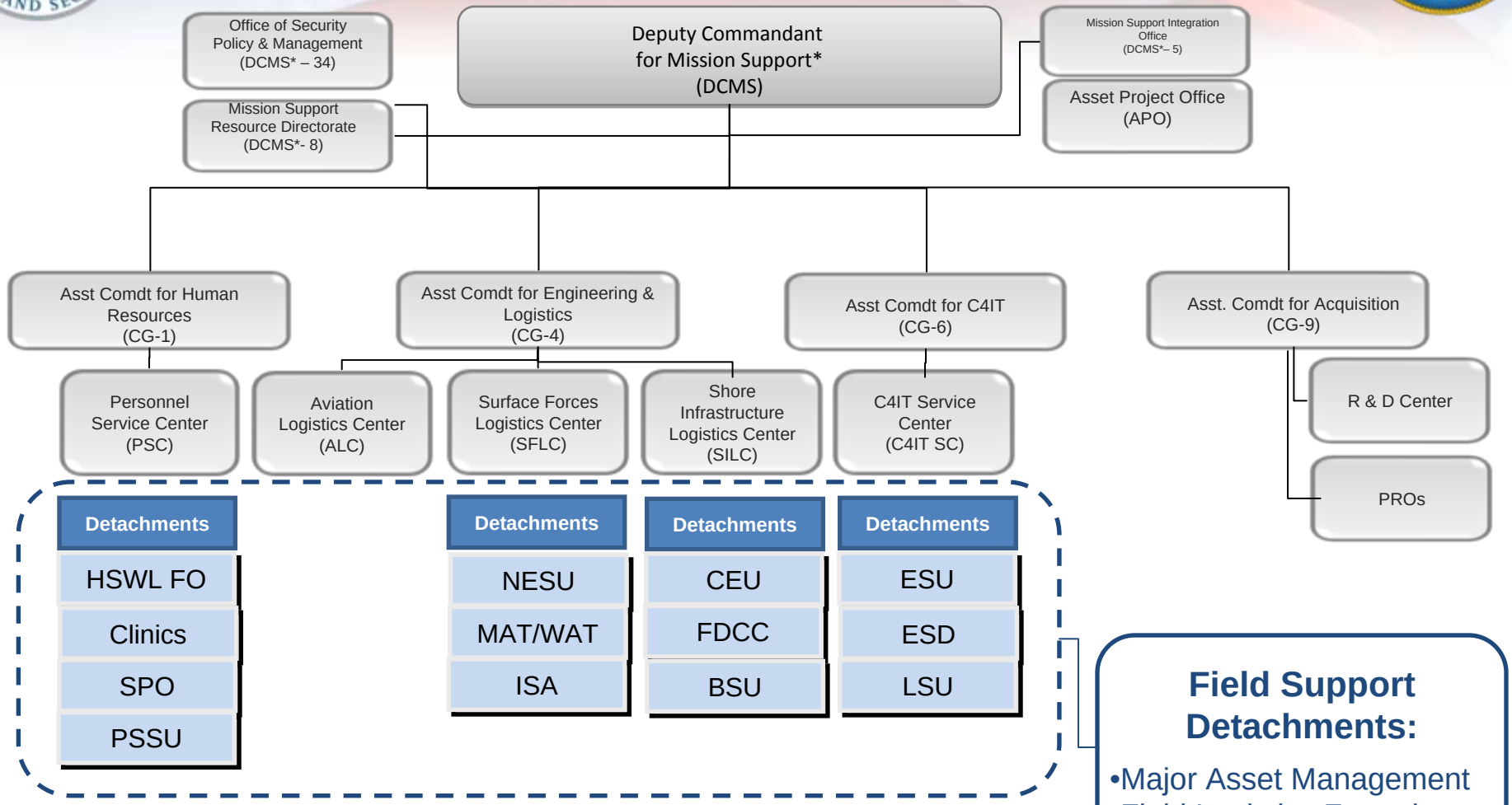
Mission

DCMS will enable Coast Guard Mission Execution and advance Coast Guard's Maritime Strategy by fostering a professional workforce capable of delivering "Best In Class" capabilities that maximize Coast Guard readiness.

Vision

All people, all platforms, all systems, and all missions always supported.

Mission Support Organization: Version 1.0



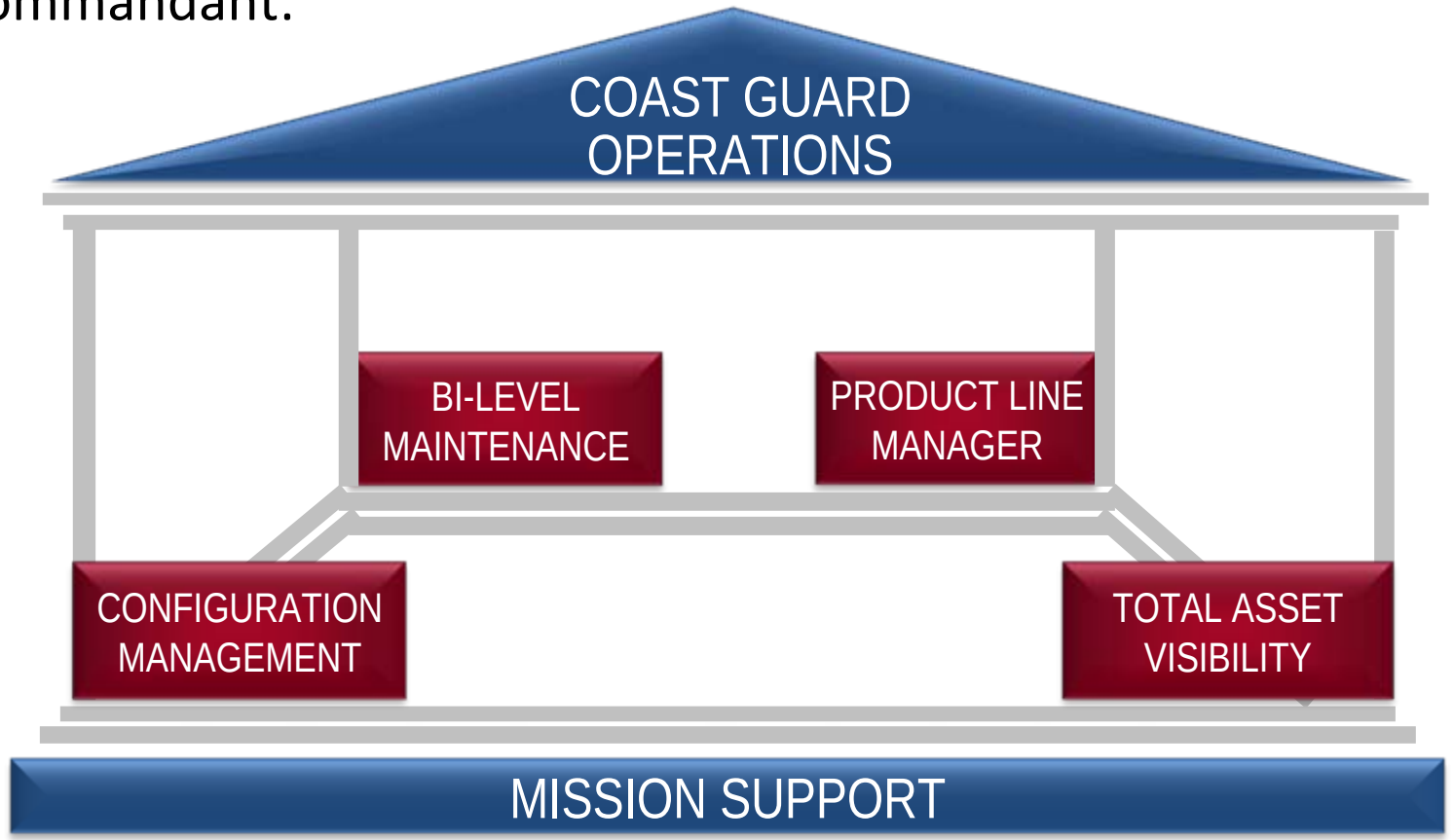
Field Support Detachments:

- Major Asset Management
- Field Logistics Footprint

*Pre-Decisional: Pending Congressional Approval of Requested Title 14 USC Amendments.

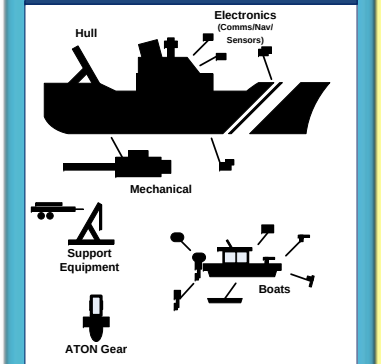
The Four Cornerstones

Process transformation will deliver the following Four Cornerstones of the Logistics Business Model identified by the Commandant:



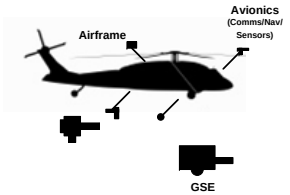
Everybody Owns Mission Support

Surface Forces



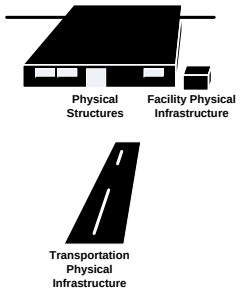
Cutters, Boats, and all attached comms, sensors, and electronics

Aviation



Airframes and all attached comms, sensors, and electronics

Shore Infrastructure



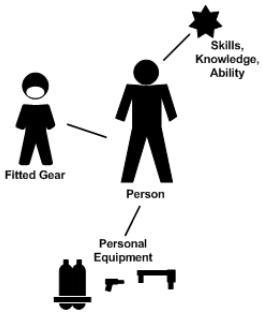
All physical structures plus facility support and transportation infrastructure

C4IT Service Center



All information infrastructure not physically attached to a moveable asset and Standard workstation

Personnel Service Center



Military personnel recruitment through retirement support

Who do I call if my cutter, Helo, building, or computer isn't working right or if I need to go to the clinic?

1. Call the old POC
2. Call the Product Line Manager (PLM) for the asset
3. Call the Primary Support Office in my District

Version 2.0
Evolving Mission Support Processes

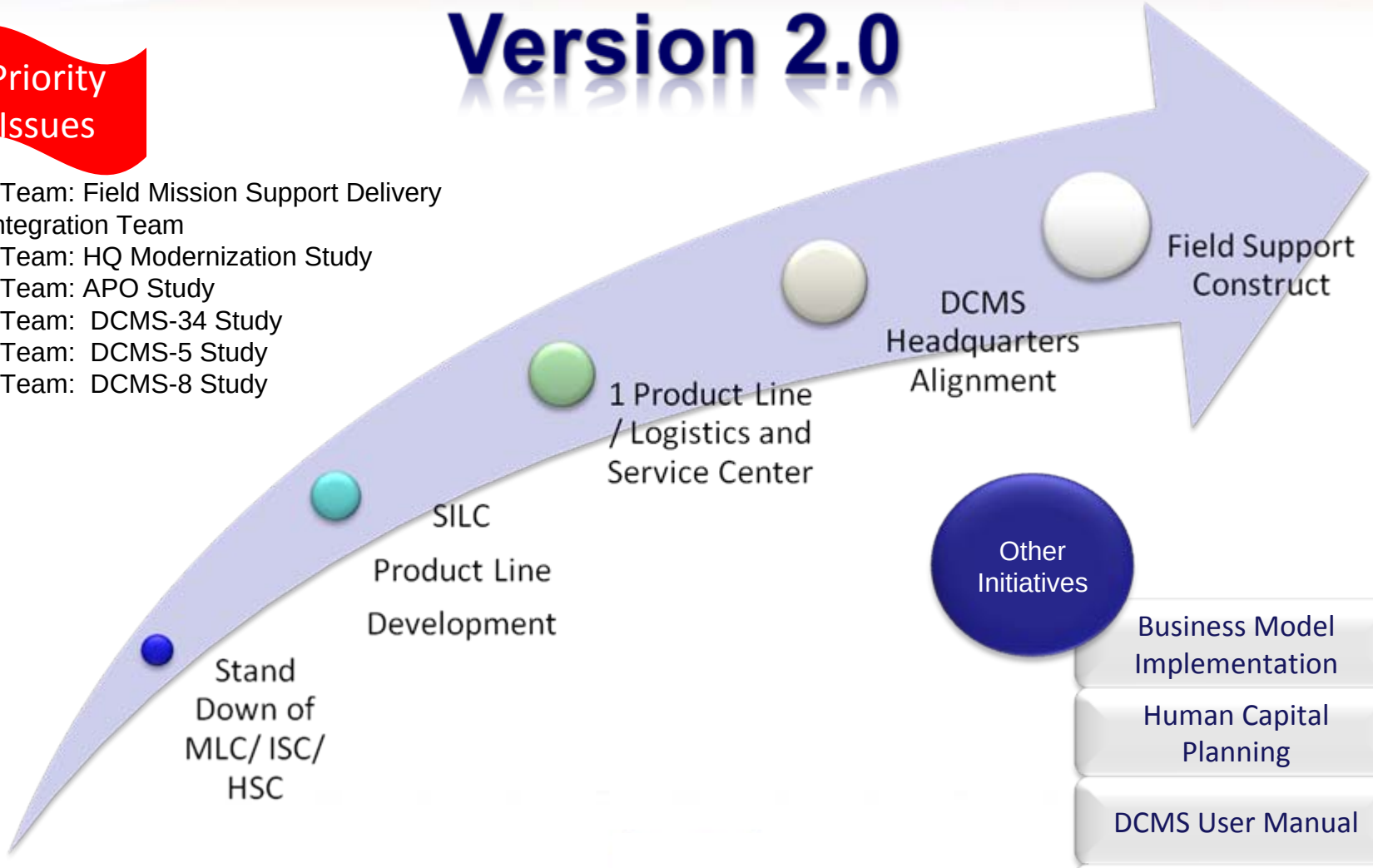


Evolving Mission Support

Version 2.0

Priority Issues

- I-Team: Field Mission Support Delivery Integration Team
- I-Team: HQ Modernization Study
- I-Team: APO Study
- I-Team: DCMS-34 Study
- I-Team: DCMS-5 Study
- I-Team: DCMS-8 Study



Sustainable Mission Support



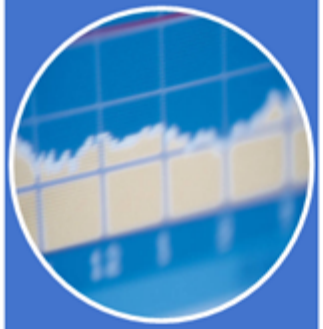
Geographically Distributed Work Force Policy



Business Process Analysis



Organizational Efficiency



Data Driven Decision-Making



Lean Six Sigma

Continuous Improvement

Future COAST GUARD OPERATIONS COMMAND (CG OPCOM)

Modernization Update

Captain Richard Kaser

Chief of Staff, Atlantic Area

OPCOM Mission

Mission



OPCOM will be the Coast Guard's Global Operational Commander responsible for executing the Coast Guard's Strategy for Maritime Safety, Security, and Stewardship in order to safeguard the Nation against all threats, hazards, and challenges in the maritime domain.

OPCOM Vision



Vision

OPCOM will attain and sustain superior mission execution across all Coast Guard missions by linking the strategic and tactical levels of maritime operations.

OPCOM Implementation Progress

Pre-Authorization:

- Numbered LANT Construct (New Capabilities)
  - Established a Director of Operations and Director of Staff
  - Established a Requirements and Analysis Division
  - Established a Preparedness Division





- LANT Command Center
  - CIP/COP - CG NCC
  - 10 person Watch
- Increased Synergy
  - NAVCEN - ISPLO

OPCOM Implementation Major Initiatives

Upon Congressional Approval:



- Disestablish Atlantic Area
- Divest:
  - Major Cutters
- Add
  - Maritime Intelligence Fusion Center Pacific
  - Communications Area Master Station Pacific
  - Pacific Area Districts
- Assume
  - Defense Forces West
  - Regional Combatant Commander's Principal Planning Agent

The New Construct in Action

- Mission Cognizance
  - Integrated Operations Command Center
- Analytic Studies and Decision Making
  - District Alignment Study
  - Boat Study
  - LORAM
- Better Coordination
  - LANT-51
  - LANT-53
  - LANT-8



FINANCIAL TRANSFORMATION
Modernization Update

Mr. Martin Rajk

CG-8D

CFO Mission

The CFO serves as a trusted strategist and financial advisor to the Commandant and senior leadership. The CFO is the Service financial management technical authority to direct financial management activities, modernize financial management systems and strengthen reporting through integrated business processes and solutions.

CFO Vision

A world-class financial management enterprise that enhances premier mission execution.







CFO Major Initiatives 2010-2011

- Enhanced/expanded capacity and capability
- Alignment of asset, acquisition and financial management
- Extending audit readiness







COAST GUARD
FORCE READINESS COMMAND
(CG FORCECOM)

Modernization Update

RADM Timothy Sullivan

Commander, Force Readiness Command (FORCECOM);

Deputy Commander, Pacific Area

FORCECOM
Mission & Vision

Mission

FORCECOM provides ready forces to meet the supported commander's current and future operational requirements.

Vision

FORCECOM will be the provider of preeminent mission-ready maritime safety, security and stewardship capabilities.

FORCECOM's Integrated Processes

FC-5



Doctrine, TTP & Training

FC-7



Standardization

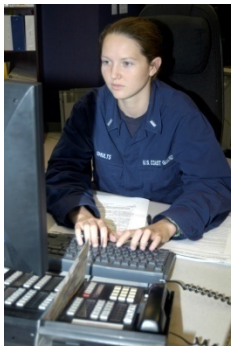
FC-3



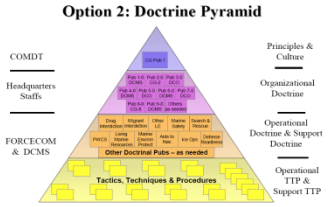
Allocation

FORCECOM
"Making Progress…"





- TTP Innovation from the Field
- GMT Reduction
- Develop Doctrine Structure
- Readiness Dashboard
- Consolidated Assessment Visits
- Global Allocation of Forces









Closing Remarks

http://uscg.mil/modernization

Back-up Slides

Back-up Slides

1) Gilbert Study – In August 1986, the Commandant concluded that consolidation of some common support functions on an area-wide basis might save resources.
2) 1998 – Integrated Operations Command (IOC) evaluation
3) 1999 – Longview strategy exercise completed. This was a Comprehensive strategy exercise which identified ten core strategies and a series of related initiatives

4) The terror attacks of September 11, 2001 prompted the Coast Guard to build upon the Long View ideas through the next generation of scenario-based planning
5) Evergreen I resulted in the development of four strategic imperatives and eleven core strategies

6) 2004 – Logistics Management Transformation Office (LMTO) established
7) Upon recommendation from the LMTO, the LTPIO was established in July 2005 to carry out the task of transitioning the Coast Guard to a common Logistics Business Model across all asset groups (Aviation, Naval, C4IT, Facilities, and Personnel).
8) President publishes strategy for Maritime Security in 2005

9) In the Summer/Fall 2005 - Hurricanes Katrina and Rita highlighted even more the need for a system that maximizes resources and response to minimize casualties during national disasters

10) Jan 2006 – Project 126 Quick Studies report provided core strategic, operational, and tactical functions for the C2 study
11) The CIAO #7 objective to develop a framework to complete the Operational Command and Control organization assessment IAW COMDT was addressed Command and Control Organization (C2) Study Group final report, published in Sep 2006

12) CIAO #4 Aug 2006 – Logistics Organizational Alignment Team (LOAT) report was a result of the issuance of CIAO #4 and the approval of the Commandant to transform CG Logistics into a bi-level, life cycle maintenance system and to develop the Mission Support Organization.
13) 2006-2009 Evergreen II began from CIAO #6 to ensure the CG renew the Evergreen Cycle and the CG strategic visions to bridge the strategic intent of COMDT Allen to the watch of the next COMDT
14) Summer 2006 – Commandant Issues 10 Commandant Intent Action Orders (CIAOs). The CIAOs were issued to direct service wide reorg and strategy development to enable more effective mission execution (language taken from signed memo)
15) CIAO #2 objectives achieved in Nov 2006 – CG HQ reaches initial operation capability; reorganizes into numbered staff
16) Jan 2007 – Coast Guard Maritime Strategy is published
17) Mar 2007 – CIAOs integrated into Modernization Efforts (MEs) (DCO, DCMS, FORCECOM, ORCOM)

Key Benefits of the Coast Guard Modernization

- *Transforms* the Coast Guard into a change-centric organization.
- *Stronger* focus on the needs of our workforce.
- *Unifies* overall operational Command and Control.
- *Standardizes* doctrine, tactics, techniques and procedures.
- *Enhances and unifies* Mission Support systems.
- *Reduces* layers of bureaucracy and operational friction.
- *Develops* life-cycle sustainment in Acquisitions.
- *Significantly elevates* support to the field and our operators.
- *Bolsters* Coast Guard/maritime stakeholder relations.

Ultimately positions the Coast Guard for long-term successful mission execution.

FORCECOM Mission



Mission

FORCECOM provides ready forces to meet the supported commander's current and future operational requirements.

FORCECOM Vision

Vision

FORCECOM will be the provider of preeminent mission-ready maritime safety, security and stewardship capabilities.




INNOVATION INSIDE
2009 INNOVATION EXPO
VIRGINIA BEACH