



inside

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# ACQUISITION

For the men and women of the Coast Guard Acquisition Directorate

## CG-9 NEWS AND NEWSMAKERS

### New Leaders at CG-9 Field Activities Mark Milestones for Acquisition Career Path

By Michael Valliant (CG-925)

Five years after the establishment of the Coast Guard's Acquisition Directorate, CG-9's leaders boast enough acquisition experience to rotate to new posts within the directorate without missing a beat. Just how far the Coast Guard has come in developing its own cadre of acquisition professionals was evidenced this past summer during change of command ceremonies at two Project Resident Offices (PRO), the Asset Project Office (APO) and the Legacy Sustainment Support Unit (LSSU).

"We are now reaping the benefits of building the acquisition career field," said Rear Adm. Jake Korn, assistant commandant for acquisition (CG-9). "Most of our important O-6 jobs are filled by people who have had significant experience in acquisition. It shows some of the progress that we've made in Coast Guard acquisition."

This summer at PRO Gulf Coast, located on Huntington Ingalls shipyard, Pascagoula, Miss., Capt. James Sebastian relieved Capt. James Knight as commanding officer. Knight had assumed command of PRO Gulf Coast in June 2008, and during his four years there was



(From left) Cmdr. Jon Hickey, Rear Adm. Bruce Baffer (CG-93) and Cmdr. Michael Rorstad pose for a photo as Hickey officially relieves Rorstad as Commanding Officer of Project Resident Office Lockport, La. U.S. Coast Guard photo.

responsible for the management and oversight of the construction of the National Security Cutters (NSC), the Coast Guard's top-priority surface acquisition program. The first three cutters have been completed and are in service. The fourth and fifth cutters are currently under construction. Knight has now been assigned to Coast Guard

*Continued on Page 2*

## INSIDE THIS ISSUE

CG-9 Leads Big Coast Guard Donation to Feds Feed Families Campaign 3-4

CG-9 Faces 4-5

ScanEagle UAS Takes Flight from Coast Guard Cutter Stratton 6-7

*Continued from Page 1*

Headquarters as the new program manager for the Surface Domain (CG-932).

“I’ve known Capt. Knight for many years and it’s no accident that he is coming back up to Headquarters,” said Rear Adm. Bruce Baffer, program executive officer (CG-93). “He’ll be able to spread his wealth of ship production knowledge across all of our surface recapitalization efforts. At this point, he just knows too much for us to let him get away.”

Capt. Sebastian brings to PRO Gulf Coast a wealth of experience he earned as commanding officer of the APO at Baltimore. There, he was responsible for the delivery of integrated logistics support for newly acquired assets, as well as for the complex process of introducing those assets to operational service. Gulf Coast will be his second PRO assignment, having previously served at PRO Marinette, Wisc. Sebastian will continue working with the APO on logistics for the NSC project.

Capt. Ken Marien has taken the helm at the APO. Marien’s acquisition experience includes serving as project manager of the Interagency Operations Centers; he was a deputy project manager for the Rescue 21 project; and he worked as program manager for Systems Engineering and Integration, just prior to the stand-up of the Acquisition Directorate in 2007. In his most recent tour, Marien was detailed to U.S. Customs and Border Protection, where he served as the acquisition program manager for one of DHS’s border security initiatives: Integrated Fixed Towers.

Cmdr. Jon Hickey, who was previously assigned to the Rescue 21 project and its field activities, has relieved Cmdr. Mike Rorstad as commanding officer of PRO Lockport, La., on Bollinger Shipyards. During his tenure, Rorstad oversaw the delivery of the first-in-class Fast Response Cutter (FRC), Coast Guard Cutter Bernard C. Webber. He guided the FRC project from the drawing board to the first deliveries of the new Sentinel-Class Patrol Boats. Rorstad has moved on to the Surface Forces Logistics Center, where he currently serves in Alameda, Calif., as manager for the Long Range Enforcer Product Line, which is responsible for the maintenance and care of the Coast Guard’s largest cutters, including the NSCs.

At the LSSU at the Coast Guard Yard in Curtis Bay, Md., Cmdr. Chris Webb has relieved Cmdr. Robert “Buck” McClure



**Capt. Ken Marien (left) and Capt. James Sebastian salute one another as Rear Adm. Jake Korn (CG-9) presides over the change of command ceremony at the Asset Project Office (APO) in Baltimore. Marien relieved Sebastian as the APO’s commanding officer. U.S. Coast Guard photo.**



**(From left) Rear Adm. Bruce Baffer (CG-93), Capt. James Sebastian and Capt. James Knight after the change of command ceremony at Project Resident Office (PRO) Gulf Coast in Pascagoula, Miss. Sebastian assumed command of the PRO as Knight became program manager for the Acquisition Directorate’s Surface Domain (CG-932). U.S. Coast Guard photo.**

as commanding officer. McClure took the helm at the LSSU in 2009. Under his leadership, the final 210-foot Medium Endurance Cutters and final 110-foot Patrol Boats completed the Mission Effectiveness Project (MEP) at the Yard. MEP refurbished the cutters’ hull, mechanical and electrical

*Continued on Page 3*



*Continued from Page 2*

infrastructure and updated obsolete equipment and systems that have become too costly to operate and maintain. During the last three years, the LSSU and Coast Guard Yard teams have completed MEP availabilities for five 210s, eight 110s, and they have begun the second phase of MEP for the 270-foot Medium Endurance Cutters, with seven availabilities completed or in-production. McClure is moving to the Mission Support Resource Directorate (DCMS-8).

Webb has previously served as executive assistant to the program executive officer, working at headquarters with both Korn and Baffer. Webb's background in naval engineering and acquisition includes serving as executive officer of Naval Engineering Support Unit, Boston, and as Integrated Logistics

Platform Manager working with the Offshore Patrol Cutter design team and NSC product team.

This breadth of acquisition experience moving throughout and beyond acquisition is good for both CG-9 and the Coast Guard sustainment community, Korn said.

"Learning what goes into bringing on a new asset gives you insight into how to support it," he said. "And likewise, if you're working in the support phase, you could say, if they'd only done this earlier, it would be a lot easier to support the asset. So moving back and forth between the sustainment community, technical authorities and the acquisition community is beneficial for all of us."

## CG-9 Leads Big Coast Guard Donation to Feds Feed Families Campaign

The gauntlet was thrown for the 2012 Feds Feed Families food drive. CG-9 squared off versus CG-1, CG-4 and CG-6 to see who could contribute the most food. It was a win-win scenario with the less fortunate being the beneficiaries of a friendly Coast Guard rivalry. This government-wide effort that has, during the last three years, collected more than 8 million pounds of food and non-perishable items from the federal workforce in support of needy families.

Capt. Austin Gould (CG-926), for his second year, spearheaded the Acquisition Directorate's participation in the fund- and food-raising campaign. Under his leadership, CG-9 contributed a total of 4,265 pounds, surpassing the total donation from "Team 146."

"CG-9 has again set the standard for giving," Gould said. "Many thanks to those who contributed and coordinated bulk office donations, particularly the folks in CG-9126. A lot of people will benefit from your generosity."

CG-9126, the Office of Major Systems Contracting, donated 1,265 pounds of food, setting the bar high within CG-9. In particular, Contract Specialist Robin T. Dorsey demonstrated her generosity by raising more than 300 pounds of food on her own, and by helping coordinate and motivate the office to participate by matching or beating her contribution.



**Desiree Sylver-Foust (center) and the members of the Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance Contracts Division (CG-9126) contributed 1,265 pounds of food to the Feds Feed Families campaign. CG-9 bested other headquarters directorates CG-1, CG-4 and CG-6 in a friendly competition to see which team could contribute more food to the campaign. U.S. Coast Guard photo by Coline Sperling.**

"Outside the Coast Guard I founded a social/civic club to make a difference in the community by supporting several different causes," Dorsey said. "When I saw Capt. Gould's e-mail, I really wanted to help the Coast Guard meet our goal."

*Continued on Page 4*

Continued from Page 3

She printed reminder notices, updated her office's total contributions each week and at every staff meeting encouraged her co-workers to be sure to donate.

"The difference we can make, the people we can feed, is so important," she added. "I would go to Sam's Club on my days off."

Dorsey also created a categorized spreadsheet, used by all of CG-9, to track and manage contributions.

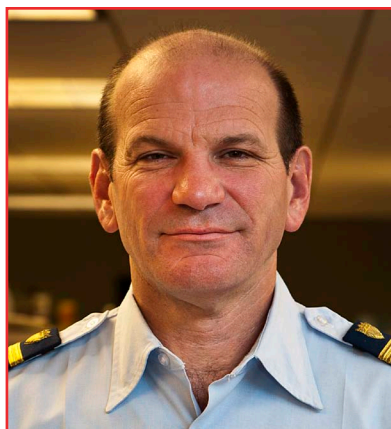
The friendly rivalry between Coast Guard directorates at Headquarters presented a fun way to support the greater Washington community.

"The real winners are our neighbors in dire need here in the Metro area; families here in the area that are hungry and struggling in these difficult economic times," Deputy Program Executive Director Giao Phan, wrote in an e-mail to CG-9 staff. "You have helped make a difference for them."



**Robin Dorsey of CG-9126 led the food-raising efforts for her division. Dorsey herself contributed more than 300 pounds of food. U.S. Coast Guard photo by Coline Sperling.**

## Capt. James Knight (CG-932)



**Capt. James Knight (CG-932). U.S. Coast Guard photo by Petty Officer 2nd Class Luke Clayton.**

After overseeing the construction of the U.S. Coast Guard's first National Security Cutters (NSC) in Pascagoula, Miss., Capt. James Knight has come to Headquarters as program manager for the Surface Domain (CG-932).

Knight served as the commanding officer of the Coast Guard Project Resident Office (PRO) Gulf Coast since the unit was established in June of 2008. At PRO Gulf

Coast, his duties included providing management oversight for the construction phase of the NSC Project with an overall project budget of more than \$5.2 billion.

Prior to assuming command of PRO Gulf Coast, Knight served as the NSC project manager's representative and contracting officer's technical representative at what was then called the Project Manager's Representative Office in Pascagoula.

He has held a variety of afloat and acquisition positions, including commanding officer of PRO Marinette, division chief of the Great Lakes Icebreaker project, and technical manager for the Seagoing Buoy Tender replacement program. Knight has completed sea tours aboard Coast Guard Cutters Boutwell and Mellon—both 378-foot High Endurance Cutters—Coast Guard Cutters Active and Confidence—both 210-foot Medium Endurance Cutters—and Coast Guard Cutter Storis—a 230-foot Medium Endurance Cutter, which also was used for icebreaking. A native of Elberta, Mich., Knight graduated in 1986 from the U.S. Coast Guard Academy. He holds a Master of Science degree in marine engineering and naval architecture from the University of Michigan, and a Level III acquisition professional certification from the Coast Guard.

## CG-9 FACES

# Capt. Shannon McCullar (CG-9325)

**CG-9 FACES**



**Capt. Shannon McCullar (CG-9325).**  
U.S. Coast Guard photo by Petty  
Officer 2nd Class Luke Clayton.

This summer, Capt. Shannon McCullar joined the Acquisition Directorate as project manager for the Response Boat-Medium (RB-M) (CG-9325), bringing an extensive background in financial and program management to the project.

Originally from Alabama, McCullar graduated from the University of Alabama at Birmingham with a degree in financial management before attending Coast Guard

Officer Candidate School (OCS).

“It was the Coast Guard mission that got me,” he said. “There are no real politics involved when it comes to the importance of search and rescue.”

After OCS, McCullar reported to Coast Guard Headquarters in Washington, D.C., working in the Commandant’s budget office. He was selected for flight school and attended initial training at Naval Air Station Pensacola, Fla. McCullar subsequently graduated from the Aviation Training Center, Mobile, Ala., where he was one of the first Coast Guard “nuggets” qualified to fly the HH-60 Jawhawk helicopter. His first aviation tour was at Air Station Cape Cod, Mass.

In 1997, the Coast Guard assigned McCullar to Air Station Clearwater, Fla., as a Jawhawk engineer, rising to assistant Engineering Officer (EO). He then qualified to fly the HC-130 Hercules Long Range Surveillance aircraft.

After earning his Masters Degree in business administration from the University of Texas, McCullar went to the Aviation Logistics Center (ALC) in Elizabeth City, N.C., as leader of the HC-130 Production Cell before becoming product line manager for the Hercules.

While at the ALC, he was part of a project that built a new hangar using venture capitalists to fund the project.

“The new hangar changed the business model by giving contractors one work card at a time with the Coast Guard providing technical oversight,” McCullar said. “It was like our laboratory to better understand our assets so we could create better contracts.”

After returning to ATC Mobile to re-qualify in the Jawhawk, he went on to Air Station Cape Cod again as EO for three years. While in Cape Cod, he helped work on modernization for small boat stations.

“At air stations, the EOs oversaw the logistics, so I was asked to work directly with the small boat stations as they transitioned to Aviation Logistics Management Information System (ALMIS),” McCullar explained. “You spend 20 years in the Coast Guard doing aviation; you think your knowledge is broad, but working with the small boat stations really revealed how narrow my experience had been. Luckily the way you manage a small boat station is more similar to how you manage an air station than it would be to managing a cutter.”

McCullar returned to Headquarters, under the Assistant Commandant for Planning, Resources & Procurement (CG-8) to work on a financial systems renewal. He worked as a deputy project manager, as well as working as the CG-8 executive assistant. He had his Level III program management certification when he was promoted to Captain. McCullar believes the RB-M project manager job is a great fit for his experience, combining his background in logistics and sustainment.

“The RB-M project is really in its sweet spot—we are delivering products and it’s a great product that’s being well received in the field,” he said.

McCullar lives in Stafford, Va., with his wife Susan, their daughter Jordan and son Joshua. They have two daughters in college: Whitney, who is in the nursing school at George Mason University, and Katie, who is attending James Madison University.



# ScanEagle UAS Takes Flight from Coast Guard Cutter Stratton

By Petty Officer 2nd Class Luke Clayton

Crewmembers of the U.S. Coast Guard Cutter Stratton embarked off the California coast, Aug. 8, 2012, on a two-week deployment to demonstrate the ScanEagle Unmanned Aircraft System's (UAS) potential to provide the Coast Guard's National Security Cutters (NSC) with a persistent and efficient surveillance tool.

The ScanEagle is already being used as a land-based launch and recovery system by the U.S. Marine Corps and has also been deployed on sea-going missions with the U.S. Navy.

"Many of our sister military services are already employing UAS," said Lt. Cmdr. Jeff Vajda, the Coast Guard's UAS platform manager. "We look at this in the Coast Guard as a future capability, but it is a reality today."

The Stratton, a 418-foot NSC homeported in Alameda, Calif., was designed to deploy with UAS capabilities. However, the Coast Guard has yet to decide upon a permanent cutter-based UAS for the NSC fleet.

The primary goal of this deployment was for the crew of the Stratton, along with a 17-member UAS demonstration team, comprised of personnel from Coast Guard Headquarters, the Coast Guard Research and Development Center (RDC) in New London, Conn., Naval Air Systems Command, Naval Surface Warfare Center (NSWC), Dahlgren, Va., and Insitu, Inc., to demonstrate the ScanEagle's ability to operate from the NSC.



**PACIFIC OCEAN – Petty Officer 3rd Class John Cartwright, a Coast Guard Cutter Stratton crewmember, releases the Unmanned Aircraft System ScanEagle during a demonstration approximately 150 miles off the Pacific Coast, Aug. 12, 2012. The ScanEagle is being demonstrated as a proof of concept for future deployments of small UAS aboard the National Security Cutter fleet. U.S. Coast Guard photo by Petty Officer 2nd Class Luke Clayton.**

Operators needed to safely launch, fly, transmit real-time data and imagery and then recover the UAS aboard the ship.

The ScanEagle used in this demonstration was outfitted with an Automatic Identification System receiver, an electro-optical camera for daytime operations and an infrared camera for

*Continued on Page 7*



**PACIFIC OCEAN – The Unmanned Aircraft System ScanEagle is recovered on Coast Guard Cutter Stratton during a demonstration approximately 150-miles off the Pacific Coast, Aug. 13, 2012. The capabilities delivered by UASs can provide persistent and efficient surveillance in support of all 11 Coast Guard Missions. U.S. Coast Guard photo by Petty Officer 2nd Class Luke Clayton.**

nighttime operations, enabling the system to expand the NSC's effective surveillance horizon. The four-foot fuselage houses these payloads, along with the engine, avionics, and GPS receiver.

"The aircraft weighs about 45 pounds fully fueled and has a 10-foot wingspan," said Cyrus Roohi, an unmanned systems test engineer for NSWC. "It has a 100-kilometer range with 20-30 hour aloft time."

After Stratton steamed past the Golden Gate Bridge, the NSWC team began assembling the ScanEagle's catapult launcher and "SkyHook" recovery system on the cutter's flight deck.

The team was ready to launch the ScanEagle on the first UAS mission from a NSC. After warming up the ScanEagle and conducting several system checks, an engineer from the RDC pulled the launch ripcord. The UAS launches from the pneumatically-operated catapult and whirled from the flight deck. The UAS team immediately began examining all aspects of the system—including flight characteristics, fuel consumption, and payload effectiveness. Input from all members, including ship's company, was extremely useful, officials said.

"The ship's crew provided tremendous value in terms of input," said William Posage, the UAS project manager for the RDC. "Not only on how to operate, but how to integrate the UAS system into day-to-day operations."

After several hours in the air, the ScanEagle was ready for recovery. The hydraulically-operated SkyHook system hoisted a taut line in between two large crane-like booms, forming a large letter "D."

The ScanEagle conducted two passes to ensure the GPS guidance system navigated correctly to the recovery line, and then made the final approach. The ScanEagle neatly snagged the line with a clip on its wingtip, and an inertial switch automatically turned the engine off. NSWC crews lowered the ScanEagle from the SkyHook, and a team member carried it away to be refueled and inspected.

Over the next week, the teams conducted several more successful flights, executing various mission scenarios. "There are very common elements that go across all missions," said Posage.



**PACIFIC OCEAN -- The Unmanned Aircraft System ScanEagle launches from Coast Guard Cutter Stratton during a demonstration approximately 150 miles off the Pacific Coast, Aug. 13, 2012. The ScanEagle is being demonstrated as a proof of concept for future deployments of small UAS aboard the National Security Cutter fleet. These capabilities can provide persistent and efficient surveillance in support of all 11 Coast Guard Missions. U.S. Coast Guard photo by Petty Officer 2nd Class Luke Clayton.**

"One of the biggest elements for the UAS is to help the ship's crew find potential targets. The UAS extends the eyes of the ship well beyond the horizon—that's only one benefit of having it onboard."

Although the Coast Guard is assessing the benefits of this specific model, the ScanEagle may not be the exact unmanned aerial system the Coast Guard acquires.

"This is a surrogate system and our approach to UAS is 'crawl, walk, run,'" explained Posage. "We'll start off with a simple, low risk system to get the initial flight deck and aviation facility certifications, conduct flight operations and use that to build more elaborate systems."

The RDC is evaluating the system, including costs to acquire, maintain and operate, and balance it with mission effectiveness.

"The RDC finds new technologies to help conduct our missions more efficiently and effectively," said Posage. "By doing experimentation with the UAS onboard the ship, we are figuring out how UAS can fit into Coast Guard daily operations and its utility toward mission performance."

The UAS team, collected data and evaluated the UAS extensively throughout this deployment. Now, with a greater understanding of the basic mechanics, procedures and requirements to install and deploy these systems, they are aggressively preparing to assess UAS capabilities in a real operational scenario next year.



**Acquisition  
Directorate**

**"The Coast Guard Acquisition Directorate empowers a workforce motivated by leadership, integrity, and teamwork to deliver the assets and systems that increase operational readiness, enhance mission performance, and create a safer working environment."**

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