

# **Foreign Language Needs Assessment**

## **Final Report**

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## **Executive Summary**

The Foreign Language Needs Assessment Team recommends the establishment of a Service Foreign Language Program as the optimal system for meeting the United States Coast Guard's ever increasing foreign language needs. Additionally, such a program will align the United States Coast Guard with the Department of Defense providing access to a wide spectrum of testing and training opportunities, and DOD interpreter options.

In summary, the recommendations are as follows:

- a) Establish a Service Foreign Language Program (SFLP) beginning in FY 2001 which will be responsible for overseeing/supporting all USCG mission areas that require bilingual services as well as coordinating all related activities between the USCG and the Defense Foreign Language Program (DFLP), the Defense Language Institute (DLI), and the Army Personnel Training Command (APTC).
- b) Commandant request the USCG inclusion in the Defense Foreign Language Program (letter to Assistant Secretary of Defense (C3I) pending official approval).
- c) Obligate \$1,060,000.00 in FY01 to support the SFLP, approximately 300K of which is currently expended annually. Appendix A.
- d) Submit an RP for 2003 to establish a permanent billet in G-W, and expend 100K in 2001 and 2002 to hire a reserve officer to run the program in the interim with initial oversight by G-OPL.
- e) Establish FLPP for validated units (USCG funded until Congress approves AO's).

## **Background**

In the late eighties the USCG began to recognize how valuable bilingual personnel were to mission readiness. Beginning in FY89 the USCG included a line item of 342K in its budget submission to provide Foreign Language Proficiency Pay (FLPP) and Special Duty Assignment Pay (SDAP) for foreign language speakers. However, DOT struck this from the final budget in 1989 and again in 1994, citing that the actual need had not been validated and the request was not supported by a service wide program. While seeking FLPP and SDAP funding was temporarily abandoned, the USCG spent \$1.1M on bilingual training and translation services from FY95-FY99 to meet an ever growing operational need for bilingual Coastguardmen, primarily in Spanish. Unfortunately, no system was used to track graduates of foreign language training programs, and trained skills were lost.

In FY97 LANTAREA requested that G-OPL sponsor an analysis to validate the ever growing need for Spanish linguists. In the Summer of 1998 the Diversity Advisory Council Ethnic Sub-Committee requested a review of past attempts by the USCG to approve FLPP and SDAP for bilingual personnel and the topic was further discussed during the USCG Diversity Summit in April of 1999.

In addition, Commandant received two Regional Strategic Assessments, one by PACAREA, and a draft from CCGD7 (Appendix H and I), both citing the immediate need to establish a long term plan to better meet our foreign language operational needs, as well as a letter from the USCG Academy (Appendix J) recommending the reestablishment of a foreign language curriculum.

## **Foreign Language Needs Assessment Charter/Process**

G-OPL chartered the Foreign Language Needs Assessment and directed it to identify the optimal system for meeting foreign language needs in the Coast Guard. G-OPL also headed the Guidance Team that oversaw the study. The Charter is attached as Appendix B. The three person study team was initially comprised of CWO Hice from OPL-2 and LCDR Tobias and LCDR Kelly from G-WTT. In January of 1999 LCDR Furtney replaced CWO Hice and became the lead person for the study team.

After being chartered the study team began the assessment phase by conducting an extensive phone survey of various units soliciting operational needs, but quickly realized that perceived needs were different from unit to unit and could not be supported by statistical data. ALDIST 34/99 and subsequent ALDIST 262/99 (Appendix C & D) were released directing a one year data call by all Cutters, Air Stations, Districts, Activities, Groups and Stations to document all operations /incidents that required bilingual services to accomplish. At the recommendation of the G-M representative on the Guidance Team, Marine Safety Offices were not included in the data call.

The data call used a multiple sampling process where each unit reported information by Unit Type, AOR, Mission, Language, Number of Incidents, How the unit met the Bilingual Need, and Mission Impact. The reports were sent on a quarterly basis and placed in an Excel data base for analysis. Negative reports were not required which accounts for just handful of reports coming from units which operate only in Districts One, Five, Nine and Thirteen.

In addition to the data call, the study team also visited the Defense Language Institute, had discussions with service foreign language program managers from all the DOD services, and initiated dialogue with the Defense Foreign Language Program at the Pentagon. Calls were also made to various units that participated in the data call to clarify reported information.

Independent of FLNA, G-OPL researched and contracted with Marine Accoustics, Inc to deploy On-way Phrase Translator technology on a six-month trial basis to ten PACArea units. (See Appendix Q)

The FLNA Study Team gave its final brief to the Guidance Team in February 2000 and followed it up with a brief to G-OP and G-WTT in April outlining its proposal as listed in the Executive Summary. The entire power point presentation is attached as Appendix E.

At the conclusion of the Flag brief G-OPL and G-WTT were directed to establish an Service Foreign Language Program Implementation Team and G-OPL was tasked with drafting a letter from the Commandant to the Assistant Secretary of Defense

(C3I) requesting the USCG's inclusion in the Defense Foreign Language Program.  
(See Appendix P)



## Data Analysis

The information received during the data call was entered in an Excel program (Appendix E) and covered the entire 1999 calendar year. A total of 2,807 incidents were reported by 91 different units. As the Gap Analysis Table (Appendix F) depicts, 83 percent of the incidents involved the Spanish language and the vast majority occurred in the District Seven AOR. In all the USCG completed their mission with no significant impact seventy-six percent of the time; however, numerous comments received by commanding officers of these units suggested that they were less than satisfied with the status quo for employing bilingual crewmembers.

The remaining twenty-four percent of the incidents were either not completed, had significant delays, resulted in safety or crew fatigue issues, resulted in general confusion, and or effected crew morale. The comments from the field varied, but they all had a reoccurring theme. Bilingual crewmembers are vital to the effective completion of the mission; however, there is no level of proficiency or standard they are currently required to maintain. When PCS crew are not assigned, the USCG relies heavily on TAD personnel when available, as well as contracted interpreters and AT&T (Language Line Services). These alternative bilingual sources can be effective but are only stopgap measures that are normally less than ideal. Immigration and Naturalization interpreters provide excellent support to the AMIO mission, but there is normally a significant delay before they can be transported to the scene. Finally, relying on broken English communications greatly increases the chance of something going very wrong, with the potential for lives being lost as a result.

The Study Team also received input from the USCG intelligence community and G-CI, though it was not reported in the data call format. The overview of this information strongly suggested that USCG intelligence and G-CI do rely heavily on bilingual personnel to effectively perform their missions. The FLPP proposal (Appendix O) reflects those billets that presently exist on the International Training Division, the LE Support Team (Miami), and DOA.

In addition, the USCG Auxiliary provided the Study Team with an existing database (Appendix S) of Auxiliary linguists. While the use of Auxiliarists has merit, and their services have been used (i.e. OPSAIL and D17 fisheries operations), the Study team did not explore this issue further, feeling that there was possible legal and or administrative issues that would need to be explored and that were beyond the scope of this study. Further, USCG Auxiliarists are in fact civilians. Civilian linguists are not presently supported by the Defense Foreign Language Program, so they could not be certified through DLI testing and therefore would not be eligible for FLPP.

Every message or other communication received during the FLNA will be kept on file in G-OPL.

## Short/Long-Term Solutions

As stated in the Executive Summary it is recommended that the USCG establish a Service Foreign Language Program (SFLP). The following proposed solutions should provide for an orderly transition into the establishment of the SFLP:

- 1) Stand up an SFLP Implementation Team that will be responsible for developing the internal and external processes necessary to establish the SFLP in FY2001 and implement the solutions as listed below.
- 2) USCG request for inclusion in the Defense Foreign Language Program. (See Appendix K & P ) An official response to the request pends.
- 3) Via ALCOAST direct all potentially effected USCG units to continue to report bilingual incidents on a quarterly basis and report the incidents via the CGSAILS database. (See Appendix R.)
- 4) Via ALCOAST describe the ultimate goal of establishing the SFLP and promote all bilingual active duty personnel to self-profess their bilingual abilities via PMIS.
- 5) Once USCG is officially accepted as a member of the DFLP work with the Army Personnel Training Command (empowered by DLI to administer all certification testing) to develop a process to allow access to the DLI proficiency testing program. Identify an USCG representative to attend monthly DFLP Resources and Requirements Panel to ensure proper liaison with the DFLP. (LCDR Furtney until 01 Oct 00).
- 6) Identify the necessary funding to run the SFLP in FY2001 as outlined in Appendix A.
- 7) Hire a TEMAC Officer (recommended O-4) to run the program beginning in FY2001 until an RP for 2003 for a permanent billet is established. The officer would liaison with the DOD as well as act as the primary POC for all USCG units via the various program mangers, and review all quarterly reports submitted via CGSAILS.
- 8) Establish FLPP for validated unit personnel in FY2001, USCG funding until Congress adopts and disburses funding for FLPP as it does with all of DOD.
- 9) Conduct semi-annual reviews of the program with all program managers to review funding levels, requests for additional FLPP funding, general service bilingual needs, and to consider/review new and existing sources for interpreters, language line services, and oversee the testing/implementation of all bilingual technology (i.e. DARPA).

## Appendix A

### Projected FY2001 Foreign Language Program Costs

#### Existing Expenses

Language Line Services (Formerly ATT) - **\$25,000.00** (15K PACAREA & 10K LANTAREA)...based on FY99 figures

In Lingua Immersion Training - CCGD7 **\$10,000.00**.based on FY99 figures

Contracted Haitian Interpreters(DOD on Private Contactors/TACLET7 - CCGD7 **\$130,000.00** (Currently fully funded by G-OPL via LANTAREA) based on FY99 figures

Immersion Training LEDETS PACAREA **\$125,000.00** (50K currently funded by G-OPL) based on FY99 figures.

#### New Expenses

Reserve TEMAC Officer to run program. **\$100,000.00**

FLPP = **\$580,800.00** (See Appendix O).

DOD Linguists for ALPAT Cutters **\$50,000K** Per-diem and travel costs to get military linguist to and from the deployed cutter. Will reduce some of existing Language Line Service expenditures in PACArea.

Defense Advanced Research Project Agency (DARPA) On-way phrase translator purchase **\$50,000.00**. If FY2000 evaluation considered a success, then these funds would account for purchasing 30 additional units along with associated translation and technical assistance costs.

**Estimated Total: \$1,060,800.00**

## Foreign Language Needs Assessment Study Team Charter

**Purpose:** This charter provides tasking, guidance, and procedures to identify the optimal system for meeting foreign language needs in the Coast Guard. The study team shall determine what the foreign language needs are and make recommendations on policy, procedures, and other performance factors. Every effort will be made to identify the most cost-effective interventions.

**Background:** The need for foreign language skills in the Coast Guard is not a new problem. DOT struck \$342K in proposals for Foreign Language Proficiency Pay (FLPP) and Special Duty Assignment Pay (SDAP) from the Coast Guard's FY89 and FY94 budget submissions. This resulted in quick fix solutions, such as units' sending members to a foreign country for months of immersion training. In the last five years, the Coast Guard has spent over \$790K on Spanish language training. Unfortunately, there is no system to track graduates of foreign language training throughout their careers, and so use of their skills is quickly lost. In FY97 LANTAREA requested that G-OPL sponsor a front-end analysis to validate the need for Spanish linguists. However, the current diversity in missions requires identifying all language needs.

**Task:** The team shall conduct research and analysis to identify foreign language needs of the service. Using Human Performance Technology (HPT) principles to ensure that all recommendations support a clear goal, the team must first identify the desired end-state and then the interventions to achieve that state. The team shall:

1. Identify locations where foreign language skills are needed to support mission outcomes. The study team shall review extant data, interview stakeholders at the headquarters, area, and district levels to identify organizational expectations, and benchmark other organizations.
2. Identify which foreign languages are needed and at what level of proficiency. The Defense Language Institute shall determine such by conducting a job task analysis.
3. Devise the optimal foreign language skills system, including training, tracking, personnel selection, assignment policy, and incentives.
4. Deliver a final report outlining implementation and measurement plans to execute approved interventions.

**Study Team Membership:** The Team Leader shall work with two Performance Consultants and various ad hoc members as necessary.

**Study Team Leader:** The Team Leader shall orchestrate team activities, chair meetings, assign administrative tasks, and oversee the preparation of reports and

|                           |                                                                                                                                         |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| 17 July - 24 July         | Finalize charter                                                                                                                        |
| 27 July - 14 August       | Interview HQ, TRACEN, Area, and District staff                                                                                          |
| 17 August - 25 September  | <ul style="list-style-type: none"> <li>➤ Benchmark DLI, USN, USAF, USCS</li> <li>➤ Contract DLI to conduct Job Task Analysis</li> </ul> |
| 28 September - 23 October | Compile/Analyze data                                                                                                                    |
| 26 October - 6 November   | Draft report and recommendations                                                                                                        |

**Budget:** Travel to the Defense Language Institute (DLI) in California may be necessary. Additional funding will be required for the job task analysis conducted by DLI; the estimated cost of such analysis is unknown at this time.

| Item                 | Estimated Cost |
|----------------------|----------------|
| Job Task Analysis    | \$10,000       |
| Travel Costs         | \$4,000        |
| Administrative Costs | \$1,000        |
| Total                | \$15,000       |

**Authority to Act:** The Study Team has authority to conduct research and collect data from all available sources as necessary to complete this tasking. All affected programs shall render appropriate assistance.

  
A. S. TANGEMAN

Date: 24 JUL 98

Copy: All team members  
G-OPL  
G-WTT  
G-MRP  
G-CI

Office of Law  
Enforcement (G-  
OPL)

Return to G-OPL  
Home

# FOREIGN LANGUAGE NEEDS ASSESSMENT

Project Officers:

LCDR Kristopher Furtney (G-OPL) (202) 305-8146, Fax (202) 305-9340

LT Cathy Tobias (G-WTT)

Commandant (G-OPL) is sponsoring a study to determine how to best meet the foreign language needs of the service. Presently, no formal method for tracking incidents requiring foreign language skills exists. On 29 January, via ALDIST 34/99, all cutters, stations, Groups, air stations, districts and CGIS were tasked with reporting the number of incidents requiring foreign language skills for the second and third quarters of FY99 with the following information:

A. Total number of opportunities/interactions in which a foreign language was required. (e.g., for example: 2nd QTR: 100 opportunities/interactions)

B. Foreign language need:

1. Which language was required?
2. For what mission/activity (e.g., SAR radio comms, reading documentation during boarding, vessel inspection, etc).
3. For how long (hours or days).
4. How the need was handled.
5. Effect on mission accomplishment.

Ex.

- (1) FLNA: Spanish, reading documentation during LE Boarding, 3 hrs, made photocopies of registration to fax to D7 (cc) to give to translator. Took 5 hrs extra waiting for translation.
- (2) FLNA: Vietnamese, completing SAR distress checklist via telephone, 30 mins, used AT&T translator services. Delay in sending SRU to location of distress.
- (3) FLNA: Korean, fisheries boarding, 4 hrs, CG crewmember fluent in Korean. No delay.)

**Note:** ALDIST 262/99 extended the data call through 1st quarter of FY 2000.

Using Human Performance Technology (HPT) principles to ensure that all recommendations support a clear goal, the team must first identify the desired end-state and then the interventions to achieve that state. The FLNA team shall:

1. Identify locations where foreign language skills are needed to support mission outcomes. The study team shall review extant data, interview stakeholders at the headquarters, area, district, and unit levels to identify organizational expectations. The study team shall also benchmark other organizations.

2. Identify which foreign languages are needed and at what level of proficiency. The Defense Language Institute determined proficiency levels in 1992 and can assist with updating this information.
3. Devise the optimal foreign language skills system, including training, assignment policy, incentives, and tracking.
4. Deliver a final report outlining implementation and measurement plans to execute approved interventions.

**Guidance Team Leader:** The guidance team leader is the process owner of the study. He/she shall approve the charter, the study team's progress, and final recommendations. The Guidance Team Leader plays a crucial role in advocating the implementation of final recommendations.

**Guidance Team Roster:**

| Name              | Office |
|-------------------|--------|
| CAPT Tangeman*    | G-OPL  |
| CAPT Willis       | G-WTT  |
| CAPT Harve        | G-OCU  |
| CAPT Goward       | G-OCS  |
| CAPT Kunkel       | G-OCA  |
| Mr. Daniel Wartko | G-CI   |
| CAPT Gilmour      | G-MO   |

\* Guidance Team Leader

**Schedule:**

| <u>Start - Complete Date</u> | <u>Task</u>                                                                                                                  |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| 27 July—28 August 98         | Interview HQ, Areas, Districts, and Units                                                                                    |
| 31 August —25 September 98   | Compile/Analyze data                                                                                                         |
| 28 September—22 October 98   | <ul style="list-style-type: none"> <li>· Review charter, Guidance Team members</li> <li>· Draft data call message</li> </ul> |

|                      |                                                                                      |
|----------------------|--------------------------------------------------------------------------------------|
| 23 October 98        | Guidance Team Brief                                                                  |
| 30 October — June 99 | Collect data from field- Initial data call<br>ALDIST 34/99                           |
| 30 June - 10 July 99 | Compile/Analyze data                                                                 |
| 16 July 99           | Guidance Team Brief                                                                  |
| 01 July - 31 Dec 99  | Extend Data Call (ALDIST 262/99)                                                     |
| Dec 99               | · Benchmark DLI, USN, USAF, USCS<br>· Contact and visit DLI<br>Demo DARPA Translator |
| 15 Jan - 15 Mar 2000 | Compile/Analyze data<br>Review Training, SPEAR, and<br>Incentive Options             |
| OOA 31 Jan 2000      | SITREP One to the field                                                              |
| 15 Mar - 30 Mar 2000 | Draft report and recommendations                                                     |
| Apr 2000             | Guidance Team Brief<br>SITREP 2 to the field                                         |

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MC T COGARD MSC WASHINGTON DC  
IC T US INTERDICTION COORD WASHINGTON DC  
FC T COMCOGARD NPFC WASHINGTON DC  
O63 T COGARD NATIONAL RESPONSE CENTER WASHINGTON DC  
P 291337Z JAN 99 ZUI ASN-D00029000142  
FM COMDT COGARD WASHINGTON DC//G-OP//  
TO ALDIST  
BT

UNCLAS //N16000//

ALDIST 034/99

COMDTNOTE 16000

SUBJ: FOREIGN LANGUAGE NEEDS ASSESSMENT (FLNA)

1. COMDT (G-OPL) IS SPONSORING A STUDY TO DETERMINE HOW TO BEST MEET THE FOREIGN LANGUAGE NEEDS OF THE SERVICE. PRESENTLY, NO FORMAL METHOD FOR TRACKING INCIDENTS REQUIRING FOREIGN LANGUAGE SKILLS EXISTS. YOUR HELP TO CAPTURE THIS DATA IS CRUCIAL.

2. RECOGNIZING THE HEAVY RESPONSIBILITIES OF OUR UNITS, WE ARE ASKING FOR ONLY MINIMAL ACTION. ALL CUTTERS, STATIONS, GROUPS, AIR STATIONS, DISTRICTS AND G-O-CGIS SHALL REPORT THE NUMBER OF INCIDENTS REQUIRING FOREIGN LANGUAGE SKILLS FOR THE SECOND AND THIRD QTRS FY99 WITH THE FOLLOWING INFORMATION:

A. TOTAL NUMBER OF OPPORTUNITIES/INTERACTIONS IN WHICH A FOREIGN LANGUAGE WAS REQUIRED. (E.G., FOR EXAMPLE: 2ND QTR: 100 OPPORTUNITIES/INTERACTIONS)

B. FOREIGN LANGUAGE NEED:

1. WHICH LANGUAGE WAS REQUIRED.

2. FOR WHAT MISSION/ACTIVITY (E.G., SAR RADIO COMMS, READING DOCUMENTATION DURING LE BOARDING, VESSEL INSPECTION, ETC).

3. FOR HOW LONG (HOURS OR DAYS).

4. HOW THE NEED WAS HANDLED.

5. EFFECT ON MISSION ACCOMPLISHMENT.

(E.G., (1) FLNA: SPANISH, READING DOCUMENTATION DURING LE BOARDING, 3 HRS, MADE PHOTOCOPIES OF REGISTRATION TO FAX TO D7 (CC) TO GIVE TO TRANSLATOR. TOOK 5 HRS EXTRA WAITING FOR TRANSLATION.

(2) FLNA: VIETNAMESE, COMPLETING SAR DISTRESS CHECKLIST VIA TELEPHONE, 30 MINS, USED AT&T TRANSLATOR SERVICES. DELAY IN SENDING SRU TO LOCATION OF DISTRESS.

(3) FLNA: KOREAN, FISHERIES BOARDING, 4 HRS, CG

CREWMEMBER FLUENT IN KOREAN. NO DELAY.)

3. DISTRICTS, GROUPS, AIR STATIONS, CUTTERS, STATIONS AND G-O-CGIS WILL REPORT THE INFORMATION CONTAINED IN PARA 2 FOR SECOND AND THIRD QTRS FY99. DATA COLLECTION TO START ON 01 FEB, 1999, SO THE 2ND QTR REPORT WILL COVER ONLY TWO MONTHS. REQUIRED REPORT SHALL BE SENT TO COMDT (G-OPL) BY THE TENTH DAY AFTER THE END OF THE QUARTER. NEGATIVE REPLIES NOT REQUIRED.

4. THE KEY IS THAT EVERY INCIDENT IS REPORTED SO THAT AN EFFECTIVE SYSTEM CAN BE DEVELOPED TO SELECT, PREPARE, PROVIDE INCENTIVES, AND ASSIGN PERSONNEL TO THE PROPER LOCATIONS TO BEST MEET SERVICE NEEDS. GREATLY APPRECIATE YOUR HELP DURING THIS BUSY SEASON.

5. POC IS CWO FARON HICE (G-OPL) AT (202) 267-2563 OR LT CATHY TOBIAS (G-WTT-1) AT (202) 267-2434.

6. INTERNET RELEASE AUTHORIZED.

7. RELEASED BY RADM JAMES D. HULL, DIRECTOR OF OPERATIONS

APPENDIX D

ALDIST 262/99

MC T COGARD MSC WASHINGTON DC  
IC T US INTERDICTION COORD WASHINGTON DC  
FC T COMCOGARD NPFC WASHINGTON DC  
O63 T COGARD NATIONAL RESPONSE CENTER WASHINGTON DC  
P 091442Z AUG 99 ZUI ASN-D00221000237  
FM COMDT COGARD WASHINGTON DC//G-OP//  
TO ALDIST

BT

UNCLAS //N16000//

ALDIST 262/99

COMDTNOTE 16000

SUBJ: FOREIGN LANGUAGE NEEDS ASSESSMENT (FLNA)

A. COMDT COGARD WASHINGTON DC 291337Z JAN 99/ALDIST 34/99

1. FLNA STUDY TEAM CONTINUES TO WORK TOWARDS DEVELOPING A SYSTEM TO MEET THE FOREIGN LANGUAGE NEEDS OF THE USCG WHICH WILL TRACK LANGUAGE NEEDS AND SKILLS, TRAINING, ASSIGNMENTS, AND COMPENSATION. REF A TASKED UNITS TO REPORT THE NUMBER OF INCIDENTS REQUIRING FOREIGN LANGUAGE SKILLS FOR THE 2ND AND 3RD QTRS FY99. OVERALL, THE RESPONSES RCVD TO DATE HAVE BEEN THOROUGH AND HELPFUL; HOWEVER, THE DATA RCVD REFLECTS INPUT FROM ONLY 70 UNITS AND IDENTIFIES FEWER LANGUAGE NEEDS BY BOTH AOR AND UNIT THAN EXPECTED.

2. ACCURATE DATA IS CRUCIAL FOR DEVELOPING A SYSTEM TO MEET LANGUAGE NEEDS. IN AN EFFORT TO GET A MORE COMPLETE PICTURE OF THESE NEEDS, REQUEST DISTRICTS, ACTIVITIES, GROUPS, AIR STATIONS, CUTTERS, STATIONS, AND CGIS CONTINUE REPORTING INCIDENTS REQUIRING FOREIGN LANGUAGES SKILLS THROUGH 1ST QTR FY00. REFER TO PARA 2 OF REF A FOR REPORTING FORMAT. BOTH AREAS CONCUR WITH THIS EXTENSION.

3. POC: LCDR FURNEY COMDT (G-OPL) AT (202) 305-8146.

4. INTERNET RELEASE AUTHORIZED.

5. RELEASED BY RADM TERRY M. CROSS, DIRECTOR OF OPERATION POLICY.

BT

NNNN

| UTR Name   | UTR No | UTR Date      | UTR Type    | UTR Status | UTR Category | UTR Sub-Category | UTR Description | UTR Location | UTR Duration | UTR Start Date | UTR End Date                                                                                                                                  | UTR Hours | UTR Rate | UTR Total | UTR Comments |
|------------|--------|---------------|-------------|------------|--------------|------------------|-----------------|--------------|--------------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------|-----------|--------------|
| Dependable | 210    | D7            | S           | LE         | RC/FTF       | 1ST              | 2               | 5HRS         | MP           | CF             | FATIGUE FOR SOLE MP                                                                                                                           |           |          |           |              |
| Active     | 210    | Mexican Coast | S           | LE/INT     | FTF/RC       | 2nd              | 24              | 5 hr         | MP           | GF             | Extra hours for Spanish speaker                                                                                                               |           |          |           |              |
|            |        |               | S Total     |            |              |                  | 26              |              |              |                |                                                                                                                                               |           |          |           |              |
|            |        |               | Grand Total |            |              |                  | 26              |              |              |                |                                                                                                                                               |           |          |           |              |
| Galveston  | G      | D8            | B           | SAR        | RC           | 4th              | 1               | 30 mins      | NA           | GC             | Resolved when vs1 regained power                                                                                                              |           |          |           |              |
|            |        |               | B Total     |            |              |                  | 1               |              |              |                |                                                                                                                                               |           |          |           |              |
| Sassafraz  | 180    | D14           | C           | AMIO/SAR   | FTF/RC       | 4th              | 3               | 3days        | BE/HEI       | GC             | EI onboard only part of time/lack of full time interpreter during AMIO greatly increased risk of disaster during fire on board migrant vessel |           |          |           |              |
|            |        |               | C Total     |            |              |                  | 3               |              |              |                |                                                                                                                                               |           |          |           |              |
| Chandeleur | 110    | D7            | FC          | AMIO       | FTF          | 4th              | 1               | 48hrs        | BE           | GC             |                                                                                                                                               |           |          |           |              |

|                  |     |     |             |                   |        |     |    |         |        |    |                                                                                              |
|------------------|-----|-----|-------------|-------------------|--------|-----|----|---------|--------|----|----------------------------------------------------------------------------------------------|
| PT Martin        | 82  | D7  | FC          | AMIO              | FTF    | 3rd | 2  | 34 hrs  | SLP/BE | GC | Major concern is meeting Haitian medical needs/lack of interpreter compounded problem        |
| Mohawk           | 270 | D7  | FC          | LE                | FTF    | 2nd | 1  |         | BE/SLP | GC |                                                                                              |
| Nantucket        | 110 | D7  | FC          | LE                | RC     | 2nd | 2  |         | BE     | GC | Absence of effective Comms influenced decision not to board                                  |
| Vailant          | 210 | C   | FC          | AMIO              | FTF    | 3rd | 1  | 3 hrs   | SLP/BE | GC |                                                                                              |
| Morgenthau       | 378 | D11 | J           | AMIO              | FTF    | 3rd | 2  | 1 hr    | H      | GC | Lack of Interpreter reduced quality of flight of approach questions                          |
| Galveston Island | 110 | D14 | J           | LE Admin Boarding | FTF/RC | 2nd | 8  |         | TB     | GC | Gl: 17hrs total, 2nd qtr                                                                     |
| Honolulu         | G   | D14 | K           | LE/SAR            | RC/FTF | 3rd | 2  | 2.5 hrs | BV/BE  | GC |                                                                                              |
| Jarvis           | 378 | D14 | K/T         | LE/AMIO           | RC     | 3rd | 2  | 2.5 hr  | NA     | GC | Never determined Nationality due to lack of Interpreter                                      |
| Sherman          | 378 | D17 | R           | LEF               | R/C    | 3rd | 1  |         | BE/SLP | GC | Departing crewmember made hometrade tape of RC common questions/commands for use during AMIO |
| Port Occorror    | S   | D8  | S           | LE/SAR            | RC/FTF | 3rd | 13 | 30 hrs  | SLP    | GC | CO comment - All ALPAT cutters should have Russian Interpreter on board.                     |
| Galveston Island | 110 | D14 | T           | LE Admin Boarding | FTF/RC | 2nd | 3  |         | TB     | GC |                                                                                              |
| Port Occorror    | S   | D8  | V           | LE/SAR            | RC/FTF | 3rd | 7  | 10 hrs  | BE     | GC |                                                                                              |
| Sabine, TX       | S   | D8  | V           | LE/SAR            | RC/FTF | 4th | 46 | 150hrs  | BE/NA  | GC |                                                                                              |
|                  |     |     | V Total     |                   |        |     | 53 |         |        |    |                                                                                              |
|                  |     |     | Grand Total |                   |        |     | 96 |         |        |    |                                                                                              |



|                  |     |     |          |         |          |     |    |        |                                     |    |                                                                            |
|------------------|-----|-----|----------|---------|----------|-----|----|--------|-------------------------------------|----|----------------------------------------------------------------------------|
| Morgenthau       | 378 | D11 | C        | AMIO    | FTF      | 3rd | 1  | 8 hr   | TAD                                 | NS |                                                                            |
| LEDET 105        | L   | D14 | C        | AMIO    | FTF      | 3rd | 1  | 12 hr  | MP                                  | NS |                                                                            |
| Honolulu         | G   | D14 | C        | LE/SAR  | RC/FTF   | 3rd | 3  | 3      | MP/EI                               | NS |                                                                            |
|                  |     |     | C Total  |         |          |     | 5  |        |                                     |    |                                                                            |
| Galveston Island | 110 | D14 | CA       | AMIO    | FTF/RC   | 2nd | 2  |        | MP                                  | NS |                                                                            |
|                  |     |     | CA Total |         |          |     | 2  |        |                                     |    |                                                                            |
| Baranof          | 110 | D7  | F        | LE      | FTF/RC   | 2nd | 1  | 1 hr   | SLP                                 | NS |                                                                            |
| Vigilant         | 210 | D7  | F        | LE      | R/C      | 3rd | 1  | 30 min | MP                                  | NS |                                                                            |
| Baranof          | 110 | D7  | F        | SAR     | FTF      | 3rd | 1  | 8 hrs  | SLP/BE                              | NS | Debrief of SAR survivors                                                   |
|                  |     |     | F Total  |         |          |     | 3  |        |                                     |    |                                                                            |
| Baranof          | 110 | D7  | FC       | AMIO    | FTF/RC   | 2nd | 1  | 45 hr  | EI fm INS                           | NS |                                                                            |
| Farallon         | 110 | D7  | FC       | AMIO    | FTF      | 2nd | 1  | 15 hr  | MP in Spanish/SLP<br>Haitian-Creole | NS |                                                                            |
| Tahona           | 270 | D7  | FC       | LE      | R/C      | 3rd | 1  | 30 min | EI                                  | NS |                                                                            |
| Valiant          | 210 | D7  | FC       | LE      | FTF/RC   | 4th | 2  | 2 hrs  | MP                                  | NS | One multilingual crewmember not enough.                                    |
| Vigilant         | 210 | D7  | FC       | LE      | RC       | 2nd | 1  | 30 min | EI                                  | NS |                                                                            |
| Matagorda        | 110 | D7  | FC       | LE/AMIO | FTF      | 2nd | 3  | 4 dy   | MP                                  | NS |                                                                            |
| Lake Worth Inlet | S   | D7  | FC       | SAR     | FTF/RC   | 2nd | 1  | 6.2 hr | MP                                  | NS |                                                                            |
|                  |     |     |          |         |          |     |    |        |                                     |    | 30 of 31 incidents were Training during Tradewind 99°                      |
| Courageous       | 210 | D7  | FC       | TLE     | FTF/RC/R | 3rd | 31 | 2 dy   | MP/TAD/EI                           | NS |                                                                            |
| Baranof          | 110 | D7  | FC       | AMIO    | FTF      | 1st | 3  | 11     | BEH                                 | NS |                                                                            |
| DAUNTLESS        | 210 | G   | FC       | SAR/LE  | FTF/RC   | 1st | 2  | 6HRS   | EI/C                                | NS |                                                                            |
|                  |     |     | GANTSE   |         |          |     |    |        |                                     |    |                                                                            |
| Resolute         | 210 | C   | FC       | AMIO    | FTF      | 1st | 1  | 24HRS  | EI                                  | NS |                                                                            |
|                  |     |     | FC Total |         |          |     | 47 |        |                                     |    |                                                                            |
| Lake Worth Inlet | S   | D7  | HI       | SAR     | FTF/RC   | 2nd | 1  | 6.2 hr | MP                                  | NS |                                                                            |
|                  |     |     | HI Total |         |          |     | 1  |        |                                     |    |                                                                            |
| LEDET 105        | L   | D14 | J        | LE      | FTF      | 3rd | 5  |        | BE/SLP                              | NS |                                                                            |
| Sassafras        | 180 | D14 | J        | LER     | RC/FTF   | 4th | 2  | 3hrs   | BV                                  | NS | used FV Agent as translate                                                 |
|                  |     |     | J Total  |         |          |     | 7  |        |                                     |    |                                                                            |
| Sassafras        | 180 | D14 | K        | LER     | RC/FTF   | 4th | 2  | 3hrs   | BV                                  | NS | used FV Agent as translate                                                 |
|                  |     |     | K Total  |         |          |     | 2  |        |                                     |    |                                                                            |
| Sassafras        | 180 | D14 | K/TJ     | LEFR    | RC/FTF   | 3rd |    |        | BV                                  | NS | Multiple fish boardings... Fish agent assigned provided translation needs. |



|            |     |    |   |             |             |     |     |          |              |    |                                                                         |
|------------|-----|----|---|-------------|-------------|-----|-----|----------|--------------|----|-------------------------------------------------------------------------|
| D7(cc)     | D   | D7 | S | AMIO        | RC          | 2nd | 15  | 6 hr     | MP/ATT       | NS | Critical details/SPEAR assign bilingual personnel this unit.            |
| Diligence  | 210 | D7 | S | AMIO        | RC/FTF      | 4th | 2   | 28 days  | TAD/EI       | NS |                                                                         |
| Farallon   | 110 | D7 | S | AMIO        | FTF         | 2nd | 2   | 2 hr     | MP           | NS |                                                                         |
| Farallon   | 110 | D7 | S | AMIO        | FTF         | 3rd | 4   | 4 hr     | MP           | NS |                                                                         |
| Key Largo  | 110 | D7 | S | AMIO        | FTF         | 4th | 10  | 22hrs    | MP/TAD       | NS | Relied heavily on E-2 crewmember (1) & TAD                              |
| Matagorda  | 110 | D7 | S | AMIO        | FTF         | 3rd | 7   | 11 dy    | MP           | NS |                                                                         |
| Mayport    | G   | D7 | S | AMIO        | FTF         | 4th | 1   | 4hrs     | MP           | NS |                                                                         |
| Monhegan   | 110 | D7 | S | AMIO        | FTF/RC      | 2nd | 5   | 133 hr   | MP           | NS | Spanish spks need to be SPEAR issue                                     |
| Monhegan   | 110 | D7 | S | AMIO        | FTF/RC      | 4th | 9   | 160hrs   | MP           | NS |                                                                         |
| PT Martin  | 82  | D7 | S | AMIO        | FTF         | 3rd | 2   | 34 hrs   | MP           | NS |                                                                         |
| Pt Martin  | 82  | D7 | S | AMIO        | FTF         | 2nd | 1   | 43 hr    | MP           | NS |                                                                         |
| Sapelo     | 110 | D7 | S | AMIO        | FTF/RC      | 3rd | 37  | 70 hr    | MP           | NS |                                                                         |
| Sapelo     | 110 | D7 | S | AMIO        | FTF         | 4th | 38  | 80hrs    | MP           | NS |                                                                         |
| Dependable | 210 | D7 | S | AMIOLE      | FTF/RC      | 4th | 4   | 4.7days  | MP/OU        | NS | Critical every unit have minimum of two Spanish speakers when in D7 AOR |
| Manitou    | 110 | D7 | S | AMIOLE      | FTF/RC      | 3rd | 3   | 4 dy     | MP           | NS |                                                                         |
| Mohawk     | 270 | D7 | S | AMIOLE      | FTF         | 4th | 14  | 29hrs    | MP           | NS | 3 Spanish Speakers in crew                                              |
| Farallon   | 110 | D7 | S | AMIO/EO/GT  | RC/FTF      | 4th | 11  | 8 days   | MP           | NS |                                                                         |
| Sitkinak   | 110 | D7 | S | AMIO/EN     | RC/FTF      | 4th | 7   | 44hrs    | MP           | NS |                                                                         |
| Courageous | 210 | D7 | S | AMIO/ET     | FTF/PSW     | 4th | 13  | 3.2 days | MP           | NS | CO/DR Training required extensive bilingual assist                      |
| Miami      | G   | D7 | S | AMIO/PA/LE  | FTF/RC/Tele | 3rd | 215 | 19hrs    | MP/NP        | NS | 5 crew are fluent in Spanish                                            |
| Sapelo     | 110 | D7 | S | AMIO/SAR    | FTF/RC      | 2nd | 14  | 68 hr    | MP/EI fm INS | NS |                                                                         |
| Nantucket  | 110 | D7 | S | AMIO/SAR/LE | FTF/RC      | 2nd | 22  |          | MP           | NS | All Nantucket cases totaled 147hrs over 20 days                         |
| Durable    | 210 | D7 | S | LE          | FTF/RC      | 2nd | 8   | 12.5 dy  | MP           | NS | 12 days consisted on one boarding at sea and at pier for drugs          |
| Gallatin   | 378 | D7 | S | LE          | FTF/RC      | 2nd | 4   |          | MP           | NS |                                                                         |
| Gallatin   | 378 | D7 | S | LE          | RC          | 3rd | 3   | 1.5 hrs  | MP           | NS |                                                                         |
| Gallatin   | 378 | D7 | S | LE          | RC/FTF/R    | 4th | 1   | 3hrs     | MP           | NS |                                                                         |
| HAMILTON   | 378 | D7 | S | LE          | FTF/RC/R    | 2ND | 10  | 63 DAYS  | MP           | NS |                                                                         |
| Matagorda  | 110 | D7 | S | LE          | RC/FTF      | 4th | 1   | 10hrs    | MP           | NS |                                                                         |
| Miami      | G   | D7 | S | LE          | FTF/RC      | 2nd | 4   | 8.03 hr  | MP           | NS |                                                                         |



|                  |     |    |   |             |        |     |    |          |       |    |                                                                                                                   |
|------------------|-----|----|---|-------------|--------|-----|----|----------|-------|----|-------------------------------------------------------------------------------------------------------------------|
| Mohawk           | 270 | D7 | S | LE          | FTF/RC | 2nd | 2  |          | MP    | NS | Two Spanish speakers due to rotate in FY00, using TAD MK also to assist Unit operational only 5 days during 4th Q |
| PADRE            | 110 | D7 | S | LE          | RC/FTF | 4th | 3  | 5.2 hrs  | MP    | NS |                                                                                                                   |
| Reliance         | 210 | D7 | S | LE          | FTF/RC | 2nd | 2  | 2 hr     | MP    | NS |                                                                                                                   |
| Resolute         | 210 | D7 | S | LE          | RC     | 2nd | 1  | 30 min   | MP    | NS |                                                                                                                   |
| Tahoma           | 270 | D7 | S | LE          | FTF/RC | 2nd | 3  | 2 hr     | MP    | NS |                                                                                                                   |
| Tampa            | 270 | D7 | S | LE          | FTF/RC | 2nd | 3  | 18 hr    | MP    | NS |                                                                                                                   |
| Thetis           | 270 | D7 | S | LE          | FTF/RC | 2nd | 11 | 11 hr    | MP    | NS | Have 9 Spanish speaking crewmembers                                                                               |
| Thetis           | 270 | D7 | S | LE          | FTF/RC | 3rd | 10 | 144 hr   | MP    | NS | Unit has 9 spanish speakers o/b including 3 qualified BTMs                                                        |
| Valiant          | 210 | D7 | S | LE          | FTF/RC | 1st | 20 | 6DAYS    | MP    | NS |                                                                                                                   |
| Valiant          | 210 | D7 | S | LE          | RC/FTF | 4th | 15 | 30 hrs   | MP    | NS | 3 Crewmembers Bilingual                                                                                           |
| Valiant          | 210 | D7 | S | LE          | RC/FTF | 4th | 1  | 3 days   | MP    | NS | Seizure of FV bilingual BTMs were critical to success                                                             |
| Venturous        | 210 | D7 | S | LE          | RC     | 2nd | 1  | 2 hr     | MP    | NS |                                                                                                                   |
| Venturous        | 210 | D7 | S | LE          | FTF/RC | 3rd | 5  | 53 hr    | MP    | NS |                                                                                                                   |
| Vigilant         | 210 | D7 | S | LE          | RC     | 2nd | 2  | 1 hr     | MP    | NS |                                                                                                                   |
| Baranof          | 110 | D7 | S | LE/AMIO     | FTF    | 3rd | 13 | 300 hrs  | MP    | NS | Only one (1) MP assigned..need minimum of two                                                                     |
| Durable          | 210 | D7 | S | LE/AMIO     | RC/FTF | 2nd | 16 | 45hrs    | MP    | NS |                                                                                                                   |
| Manitou          | 110 | D7 | S | LE/AMIO     | FTF    | 2nd | 3  | 27 hr    | MP    | NS | Only Spanish spkr onboard heavily tasked                                                                          |
| Malagorda        | 110 | D7 | S | LE/AMIO     | FTF    | 2nd | 3  | 5 dy     | MP    | NS |                                                                                                                   |
| Resolute         | 210 | D7 | S | LE/AMIO     | FTF/RC | 1st | 9  | 9DAYS    | MP    | NS |                                                                                                                   |
| THETIS           | 270 | D7 | S | LE/AMIO     | FTF/RC | 1st | 6  | 82HRS    | MP/EI | NS |                                                                                                                   |
| Key West         | G   | D7 | S | LE/SAR      | RC     | 3rd | 5  | 6 hrs    | MP    | NS |                                                                                                                   |
| Lake Worth Inlet | S   | D7 | S | LE/SAR      | FTF/RC | 2nd | 4  | 19.7 hr  | MP    | NS |                                                                                                                   |
| Tampa            | 270 | D7 | S | LE/SAR      | RC/FTF | 4th | 7  | 5.25days | MP    | NS |                                                                                                                   |
| Miami Beach      | S   | D7 | S | LE/SAR/AMIO | RC/FTF | 3rd | 85 | 60 hrs   | MP    | NS | Unit presently has 16 Spanish Speakers assigned                                                                   |

|                 |      |      |   |             |           |         |          |         |    |                                                                                    |
|-----------------|------|------|---|-------------|-----------|---------|----------|---------|----|------------------------------------------------------------------------------------|
| Vigilant        | 210  | D7   | S | LE/SAR/AMIO | FTF/R/C   | 3rd 7   | 6 dy/6hr | MP      | NS | One AMIO case accounted for 6 days of round the clock security/interpreter duties. |
| Courageous      | 210  | D7   | S | LED         | R/C       | 2nd 1   | 30 min   | MP      | NS |                                                                                    |
| LEDET 102       | L    | D7   | S | LED         | FTF/R/C   | 3rd 16  | 8.2 hr   | MP      | NS |                                                                                    |
| Resolve         | 210  | D7   | S | LED/LOG     | R/C/FTF/R | 4th 2   | 102hrs   | MP      | NS |                                                                                    |
| Thetis          | 270  | D7   | S | LOG         | FTF       | 2nd 1   | 30 min   | MP      | NS |                                                                                    |
| Chandeleur      | 110  | D7   | S | PA          | PS        | 4th 1   | 1.5hrs   | MP      | NS |                                                                                    |
| Mayport         | G    | D7   | S | PA          | PS        | 1st 1   | 6HRS     | MP      | NS |                                                                                    |
| Key West        | G    | D7   | S | SAR         | FTF/R/C   | 2nd 9   | 28 hr    | MP      | NS |                                                                                    |
| Key West        | G    | D7   | S | SAR         | R/C       | 4th 1   | 1.5hrs   | MP      | NS |                                                                                    |
| Miami           | G    | D7   | S | SAR         | FTF/R/C   | 2nd 10  | 6.85 hr  | MP      | NS |                                                                                    |
| Miami Beach     | S    | D7   | S | SAR/LE      | FTF/R/C   | 2nd 250 | 300 hr   | MP      | NS | Good comments                                                                      |
| Miami Beach     | S    | D7   | S | SAR/LE      | R/C/FTF   | 4th 120 | 40hrs    | MP      | NS | 11 Spanish Speakers at unit + 3 officers attended HIDTA immersion training         |
| Miami Beach     | G    | D7   | S | SAR/LE/PA   | R/C       | 4th 433 | 146hrs   | MP      | NS | Over 50 % of time were telephone calls                                             |
| Courageous      | 210  | D7   | S | T/LE        | FTF/R/C/R | 3rd 69  | 4 dy     | MP/T/AD | NS | 66 of 89 incidents were Training during Tradewinds 99*                             |
| Bararof         | 110  | D7   | S | AMIO        | FTF       | 1st 2   | 12       | MP      | NS |                                                                                    |
| Hanriet Lane    | 270  | TSEC | S | LE          | FTF/R/C/R | 3rd 5   | 5 hr     | MP      | NS |                                                                                    |
| Knight Island   | 110  | D8   | S | LE          | R/C       | 3rd 1   | 15 min   | MP      | NS |                                                                                    |
| Port Aransas    | S    | D8   | S | LE          | FTF/R/C   | 2nd 4   | 8 hr     | OU      | NS |                                                                                    |
| PT Nowell       | 82   | D8   | S | LE/LOG/SAR  | R/C/FTF   | 3rd 18  | 36 hrs   | MP      | NS | 50% of SAR cases require an interpreter                                            |
| Key Biscayne    | 110  | D8   | S | LE/SAR      | R/C/FTF   | 3rd 15  | 30 hrs   | MP      | NS | 80% of boardings require a Spanish Speaker                                         |
| S. Padre Island | S    | D8   | S | LE/SAR      | R/C/FTF   | 3rd 44  | 100 hrs  | MP      | NS | 10 permanent crew fluent in Spanish                                                |
| Sabine, TX      | S    | D8   | S | LE/SAR      | R/C/FTF   | 4th 10  | 7hrs     | MP      | NS |                                                                                    |
| Corpus Christi  | G/AS | D8   | S | LE/SAR/PA   | R/C/FTF   | 3rd 17  | 7 hrs    | MP      | NS | GRU CO - Spanish Speakers essential to succeed in this AOR                         |
| Knight Island   | 110  | D8   | S | LEF         | FTF/R/C   | 2nd 1   | 2 hr     | MP      | NS |                                                                                    |
| Galveston       | S    | D8   | S | SAR/LE      | R/C/FTF   | 4th 11  | 10hrs    | MP      | NS |                                                                                    |
| DAUNTLESS       | 210  | G    | S | LE/LOG      | FTF/R/C   | 1st 2   | 5HRS     | MP      | NS |                                                                                    |

| Confidence | 210 | C      | GANTSE      | S            | AMIO     | FTF/M/RC | 1ST | 3      | 28HRS  | MP    | NS |                                                                                                                                                      |
|------------|-----|--------|-------------|--------------|----------|----------|-----|--------|--------|-------|----|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Valiant    | 210 | C      | GANTSE      | S            | LE/AMIO  | FTF      | 3rd | 5      | 6 dy   | MP    | NS |                                                                                                                                                      |
| LEDET 206  | L   | C      | GANTSE      | S            | LE/LOG   | FTF/RC   | 3rd | 4      | 8 hr   | EI/MP | NS |                                                                                                                                                      |
| LEDET 206  | L   | C      | GANTSE      | S            | LE/LOG   | FTF/RC   | 3rd | 3      | 4 hr   | EI    | NS |                                                                                                                                                      |
| LEDET 101  | L   | C      | GANTSE      | S            | LED      | FTF/RC   | 2nd | 12     | 6.5 hr | MP    | NS | Deployed aboard Navy PC                                                                                                                              |
| LEDET 106  | L   | C      | GANTSE      | S            | LED      | FTF/RC   | 2nd | 18     | 60 hr  | MP    | NS | Deployed aboard Navy PC                                                                                                                              |
| Active     | 210 | Mexico | S           | LOG          | FTF      | 2nd      | 3   | 7 dy   | MP     | NS    |    |                                                                                                                                                      |
| Edisto     | 110 | WCM    | S           | LE           | FTF/RC   | 3rd      | 7   | 10hrs  | MP/EI  | NS    |    |                                                                                                                                                      |
| LEDET 102  | L   | WCM    | S           | LE           | FTF/RC   | 4th      | 49  | 88hrs  | MP/OU  | NS    |    |                                                                                                                                                      |
| Chase      | 378 | WCM    | S           | LESAR/LOG/PA | RC/FTF/R | 3rd      | 10  | 5 dy   | MP     | NS    |    | 7 Spanish Speakers attached.                                                                                                                         |
| Edisto     | 110 | WCM    | S           | LED          | FTF/RC   | 2nd      | 20  | 16hrs  | MP     | NS    |    |                                                                                                                                                      |
|            |     |        | S Total     |              |          |          |     | 2041   |        |       |    |                                                                                                                                                      |
| Sassafraz  | 180 | D14    | T           | LE/R         | RC/FTF   | 4th      | 2   | 3hrs   | BV     | NS    |    | used F/V Agent as translator                                                                                                                         |
|            |     |        | T Total     |              |          |          |     | 2      |        |       |    |                                                                                                                                                      |
| Midget     | 378 | D11    | V           | SAR          | RC       | 3rd      | 1   | 4hrs   | SLP    | NS    |    |                                                                                                                                                      |
|            |     |        | V Total     |              |          |          |     | 1      |        |       |    |                                                                                                                                                      |
|            |     |        | Grand Total |              |          |          |     | 2120   |        |       |    |                                                                                                                                                      |
|            |     |        |             |              |          |          |     |        |        |       |    |                                                                                                                                                      |
| Silktrak   | 110 | D7     | S           | AMIO         | FTF      | 2nd      | 1   | 3 dy   | SLP    | SH    |    | CO comments/solutions to problem                                                                                                                     |
| Nantucket  | 110 | D7     | S           | AMIO/LET     | FTF/RC   | 4th      | 52  | 25days | MP     | SH/CF |    | Sole spanish speaker in crew became fatigued from continuous use during AMIO and OP with Hondurian Navy required pulling him out of ENG duty section |
| Confidence | 210 | D7     | S           | AMIO/SAR/LE  | RC/M/FTF | 4th      |     | 21days | MP     | SH/CF |    | Heavy Workload for 2 Spanish Speakers during two intense patrols multiple daily interactions w/migrants                                              |
|            |     |        | S Total     |              |          |          | 53  |        |        |       |    |                                                                                                                                                      |

| MARSEC        | SEC | MARSE | M           | AMIO     | FTF/RC | 2nd | 20  | 100 hr. | OU, INS                  | SH/RC    | Only 1 INS interpreter on Guam                                                                                                               |
|---------------|-----|-------|-------------|----------|--------|-----|-----|---------|--------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------|
|               |     |       | M Total     |          |        |     | 20  |         |                          |          |                                                                                                                                              |
| Galveston     | G   | D8    | S           | SAR      | RC     | 4th | 11  | 10hrs   | OU                       | SH/TD    | Use of other F/MS in the area assisted in translations                                                                                       |
|               |     |       | S Total     |          |        |     | 11  |         |                          |          |                                                                                                                                              |
| Honolulu      | G   | D14   | J           | LE/SAR   | RC/FTF | 3rd | 23  | 13 hrs  | BE/MP/SLP/OU             | SH/TD/GC |                                                                                                                                              |
|               |     |       | J Total     |          |        |     | 23  |         |                          |          |                                                                                                                                              |
|               |     |       | Grand Total |          |        |     | 107 |         |                          |          |                                                                                                                                              |
| *****         |     |       |             |          |        |     |     |         |                          |          |                                                                                                                                              |
| Sassafras     | 180 | D7    | C           | AMIO     | FTF/RC | 2nd | 15  | 32 hr   | MP/EI fm INS/BE          | TD       | Delay due to sharing of CG & INS interpreters                                                                                                |
|               |     |       | C Total     |          |        |     | 15  |         |                          |          |                                                                                                                                              |
| Maui          | 110 | D7    | FC          | LE       | FTF/RC | 2nd | 1   | 10 hr   | BV                       | TD       |                                                                                                                                              |
| Airsta Miami  | AS  | D7    | FC          | SAR      | FTF    | 2nd | 1   |         | SLPH                     | TD       |                                                                                                                                              |
|               |     |       | FC Total    |          |        |     | 2   |         |                          |          |                                                                                                                                              |
| Sassafras     | 180 | D7    | J           | LE       | FTF/RC | 2nd |     |         | OU (Fishing Agent)/MP/BE | TD       |                                                                                                                                              |
| Tampa         | 270 | D7    | J           | LE       | FTF/RC | 2nd | 1   | 6 hr    | BV                       | TD       |                                                                                                                                              |
|               |     |       | J Total     |          |        |     | 1   |         |                          |          |                                                                                                                                              |
| Sassafras     | 180 | D7    | K           | LE       | FTF/RC | 2nd |     |         | OU (Fishing Agent)/MP/BE | TD       | Amount of delay attributed to availability of interpreter, ashore and underway. Lac of Japanese interpreter resulted in no radio comms       |
|               |     |       | K Total     |          |        |     | 0   |         |                          |          |                                                                                                                                              |
| LALB          | G   | D11   | S           | SAR      | RC     | 2nd | 2   | 35 min  | MP                       | TD       | Used Spanish Speaking watchstanders from Gru LALB and Station.                                                                               |
| San Francisco | G   | D11   | S           | SAR      | RC     | 4th | 1   | 1.5 hrs | OU                       | TD       | Moderate Time delays note when using ATT services/Author strongly suggests that bilingual skill should be considered thru assignment process |
| D7(cc)        | D   | D7    | S           | SAR/AMIO | RC     | 3rd | 23  | 5 hr    | ATT/MP                   | TD       |                                                                                                                                              |

|                 |     |     |         |            |          |     |      |         |                          |                                                  |                                                                                                                                          |
|-----------------|-----|-----|---------|------------|----------|-----|------|---------|--------------------------|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| Sikriak         | 110 | D7  | S       | LEAMIO/SAR | FTF/RCM  | 3rd | 17   | 23 dy   | MP/EI                    | TD                                               | Lone Bilingual crewmember overtasked/assistance of INS APSCO critical to relay medical problems of migrant/slowed down APSCO interviews. |
| Miami           | AS  | D7  | S       | LOG        | FTF/RC   | 2nd | 8    |         | S/P/BE                   | TD                                               |                                                                                                                                          |
| Miami           | AS  | D7  | S       | SAR        | RC       | 2nd | 1    |         | OU                       | TD                                               |                                                                                                                                          |
| Galveston       | G   | D8  | S       | SAR        | FTF/RC   | 2nd | x/15 | x/16 hr | FA                       | TD                                               |                                                                                                                                          |
|                 |     |     | S Total |            |          |     | 52   |         |                          |                                                  |                                                                                                                                          |
| Sassafas        | 180 | D7  | T       | LE         | FTF/RC   | 2nd |      |         | OU (Fishing Agent)/MP/BE | TD                                               |                                                                                                                                          |
|                 |     |     | T Total |            |          |     | 0    |         |                          |                                                  |                                                                                                                                          |
| LALB            | G   | D11 | V       | SAR        | FTF/RC   | 2nd | 1    | 5 hr    | OU Navy Translator       | TD                                               |                                                                                                                                          |
| Port Aransas    | S   | D8  | V       | LE         | FTF      | 2nd | 1    | 2 hr    | H                        | TD                                               | Negatively impacted effectiveness of boarding                                                                                            |
| Galveston       | G   | D8  | V       | SAR        | FTF/RC   | 2nd | y/15 | y/16 hr | FA                       | TD                                               |                                                                                                                                          |
|                 |     |     | V Total |            |          |     | 2    |         |                          |                                                  |                                                                                                                                          |
| Tahoma          | 270 | D7  | T       | LE         | R/C      | 3rd | 1    | 30min   | BE                       | TD (15 mins)                                     | Lack of interpreter reduced quality of right of approach questions                                                                       |
|                 |     |     | T Total |            |          |     | 1    |         |                          |                                                  |                                                                                                                                          |
| Tampa           | 270 | D7  | F       | LE         | RC/FTF/R | 4th | 2    | 4hrs    | BE/SLP                   | TD 30 mins                                       |                                                                                                                                          |
|                 |     |     | F Total |            |          |     | 2    |         |                          |                                                  |                                                                                                                                          |
| Mellon          | 378 | D17 | K       | LEF        | RC/FTF   | 2nd | 1    | 4 hr    | BE                       | TD 30 minutes                                    |                                                                                                                                          |
|                 |     |     | K Total |            |          |     | 1    |         |                          |                                                  |                                                                                                                                          |
| Sherman         | 378 | D17 | R       | LEF        | RC       | 3rd | 6    | 10hrs   | BE/TB                    | TD 4hrs/GC                                       |                                                                                                                                          |
|                 |     |     | R Total |            |          |     | 6    |         |                          |                                                  |                                                                                                                                          |
| San Diego       | A   | D11 | S       | SAR        | RC       | 2nd | 25   | 12 hr   | MP/OU                    | TD as much as 2 hours while locating interpreter |                                                                                                                                          |
|                 |     |     | S Total |            |          |     | 25   |         |                          |                                                  |                                                                                                                                          |
| Tahoma          | 270 | D7  | J       | LE         | FTF/RC   | 2nd | 1    | 1.5 hr  | BE                       | TD by 1 hour                                     |                                                                                                                                          |
|                 |     |     | J Total |            |          |     | 1    |         |                          |                                                  |                                                                                                                                          |
| Honolulu        | G   | D14 | V       | LE         | FTF      | 2nd | 1    | 3 hr    | BE                       | TD by 1 hour                                     |                                                                                                                                          |
|                 |     |     | V Total |            |          |     | 1    |         |                          |                                                  |                                                                                                                                          |
| Fort Lauderdale | S   | D7  | S       | SAR        | RC       | 2nd | 1    | 1 hr    | OU                       | TD by 20 min while locating Spanish spkr         |                                                                                                                                          |
|                 |     |     | S Total |            |          |     | 1    |         |                          |                                                  |                                                                                                                                          |
| Tahoma          | 270 | D7  | V       | LE         | FTF/RC   | 2nd | 1    | 1 hr    | BE                       | TD by 30 min                                     |                                                                                                                                          |

## APPENDIX F

## GAP ANALYSIS TABLE

2807 incidents total (average 8 times/day fleetwide)  
 2338 (83%) Spanish, predominantly in D7 (also D11, D8, West CENTAM, GANTSEC)  
 234 (8%) Vietnamese, predominantly in D8 by Group and Station  
 57 (2%) French-Creole, predominantly in D7 by almost 110, 210, 270  
 50 (1.8%) Japanese, predominantly in D14 by Group Honolulu, 110, 180  
 28 (1%) Chinese, predominantly in D14 by 180 (Sassafra)  
 28 (1%) Mandarin, predominantly in MARSEC. Notable AMIO incident off Guatemala when round was discharged.  
 44 (1.6%) Russian, predominantly in D17 by 378  
 Remaining 1.6% in Bahamian, Cantonese, French, Greek, Hindi, Polish, Philippine, and Portuguese.

| Optimal                                                                                  | Actual                                                                                                                        | Gap                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| All missions requiring foreign language skills are executed effectively and efficiently. | 2125/2807 (76%) of missions requiring foreign language skills were executed with no significant impact.                       | <ul style="list-style-type: none"> <li>▪ 101/2807 (3.6%) incidents of reported crew fatigue.</li> <li>▪ 284/2807 (10%) reported general confusion.</li> <li>▪ 56/2807 (2%) of missions were not accomplished.</li> <li>▪ 130/2807 (4.6%) reported increased safety hazard.</li> <li>▪ 340/2807 (12%) reported time delay.</li> <li>▪ 2 units reported the need to use higher level of force on 1 incident.</li> </ul> |
| Language                                                                                 | 2041/2338 (87.3%) Spanish no significant impact due to permanently assigned member. (Spanish comprised 83% of all incidents.) | 297/2338 (12.7%) Spanish crew fatigue, general confusion, mission not accomplished (10 from Airista Sacramento), increased safety hazard, and time delay.                                                                                                                                                                                                                                                             |
|                                                                                          | 47/57 French-Creole no significant impact due to embarked interpreters and permanent crew.                                    | 226/226 Vietnamese in D8 general confusion and time delay.                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                          | 7/50 incidents requiring Japanese were executed with no significant impact due to embarked F/V agent and broken English.      | 10/57 French-Creole general confusion, time delay, and crew fatigue.                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                          | 1/44 incidents requiring Russian executed with no significant impact due to AT&T translation service (D14 commcn).            | 43/50 Japanese general confusion and time delay. 3 of those were unable to conduct hearings                                                                                                                                                                                                                                                                                                                           |
|                                                                                          | 5/29 Chinese no significant impact due to TAD member, permanent member, and external interpreter.                             | 43/44 Russian ineffective or not accomplished. (Hamilton during fisheries patrols. Of these Sherman reported 7 incidents of general confusion and time delay.)                                                                                                                                                                                                                                                        |
|                                                                                          | 5/28 Mandarin no significant impact due to permanent member and AT&T.                                                         | 24/29 Chinese general confusion and time delay.                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                          | 7/17 Korean no significant impact due to embarked F/V agent.                                                                  | 23/28 Mandarin increased safety hazard, and 1 of those required increased use of force.                                                                                                                                                                                                                                                                                                                               |
|                                                                                          |                                                                                                                               | 10/17 Korean unable to establish radio comm, general confusion and time delay.                                                                                                                                                                                                                                                                                                                                        |

|  |  |                                                        |
|--|--|--------------------------------------------------------|
|  |  |                                                        |
|  |  | <b>Foreign Language Needs Assessment</b>               |
|  |  | LCDR Kris Furtney (G-OPL)<br>LCDR Cathy Tobias (G-WTT) |
|  |  |                                                        |

K

Welcome. We're here to present our results and recommendations.

LCDR Tobias to present history and results. I'll present the recommendations.

|                        |  |
|------------------------|--|
|                        |  |
| <b>Overview</b>        |  |
| ● Background           |  |
| ● Charter              |  |
| ● Data Analysis        |  |
| ● Long-Term Solutions  |  |
| ● Short-Term Solutions |  |
| ● Key Decision Points  |  |
| ● Questions            |  |
|                        |  |

c



## Background

- DOT struck \$342K from FY89 & FY94 budgets
- \$1.1M spent on training/translation FY95-FY99
- Use of skills quickly lost
- LANTAREA requested FLNA
- G-OPL chartered in 98
- DAC & Diversity Summit

Budget cuts for FLPP and SDAP for FL speakers

Since then, PACAREA has and D7 will submit RSAs asking for a more effective way to manage FL issues.

OPL, LANATAREA, and PACAREA over \$1.1M spent to deal with FL needs, primarily in training.

Investment in training quickly lost because no tracking and maintenance.

In 97, LANATAREA requested FL needs assessment to validate need for Spanish speakers.

OPL drafted charter. Data collection began in Jan 99.

Diversity Summit and Ethics Subcommittee DAC both raised issue of compensation for FL speakers.

**Charter - *Develop a system to:***

- Track FL needs
- Track FL skills
- Provide translation services
- Provide training, certification, maintenance
- Provide input to assignments
- Provide compensation

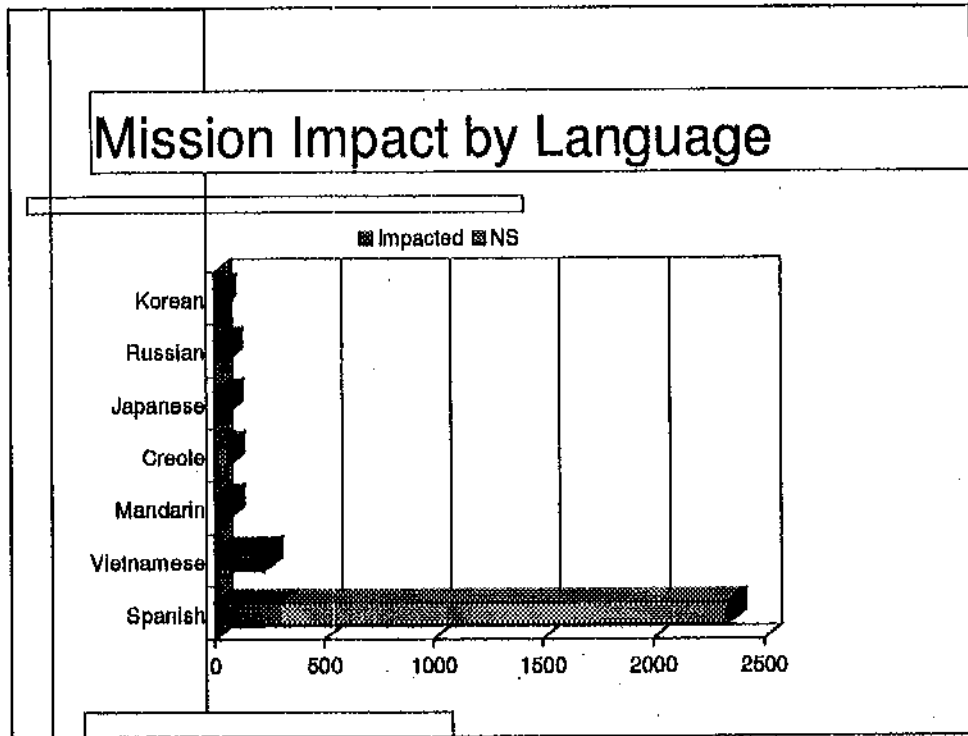
## Data Analysis

- Data call to Cutters, WPBs, Districts, Groups, Stations, Airstas, LEDETS
- 2,807 reported incidents in CY99 (8/day)
- 24% mission negatively impacted

M and CGIS stated that need wasn't large enough to justify burdening their units with a data call.

Negative impact includes

- mission ineffective/not accomplished
- time delay
- increased safety hazard/use of force
- general confusion
- crew fatigue
- decreased morale

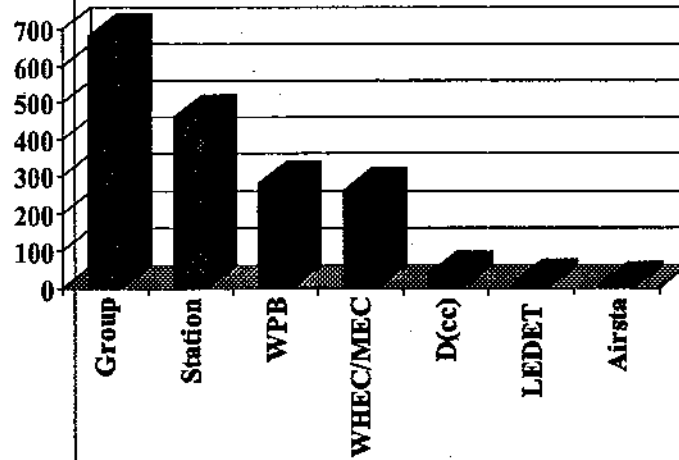


How many incidents by language - Spanish clearly dominated reports received.

Blue indicates no significant mission impact. 87% of Spanish successful missions were accomplished due to bilingual crew members. No system in place to ensure that these speakers are assigned to critical units.

Red indicates mission impacted, which accounts for 682 incidents of the 2807.

## D7 Units Requiring Spanish



How many Spanish incidents reported by unit type in D7/GANTSEC.

## Cost of Doing Business

- \$2.2M lost on missions aborted & time delays
  - \$1.8M D17 ALPAT
  - \$400K All Other
- Intangible costs
  - Increased safety hazards (Wing Fung Lung, Gissar)
  - Impact on public affairs (Surfside Six)
  - Crew fatigue
  - Decreased morale

D17 ALPAT costs based on cost to operate a 378 per hour. HAMILTON reported losing 2.6 hours/day to due to inability to monitor/establish communications with Russian fishing fleet.

Time Delays based on operating costs for each unit type:

District 14 ...One incident 110 unable to conduct to LE boardings. Cost 4K

District 11....One incident C-130 unable to conduct comms for 10hrs. Cost 75K.

D14, D11, WCM, D7, D8

270 x 4hrs = 13K

210 x 1hr = 2.8K

378 x 5hrs = 27K

180 x 8hrs = 26K

110 x 46hrs = 46K

H65 x 2hrs = 10K

## Comments from the Field

- *Lack of bilingual comms delayed dewatering efforts, and the vessel ran aground.*
- *I relied heavily on one E-2 for all interpreter needs - fatigue was a real factor.*
- *It's critical that every afloat unit in D7 AOR have a minimum of 2 Spanish speakers.*
- *All ALPAT cutters should have Russian interpreters onboard.*
- *Bilingual speakers needs to be a SPEAR issue.*

## Data Analysis Conclusions

- Fortunate enough to meet ~ 75% of mission needs
- Little or no return on FL investments
- No servicewide organization to
  - Track FL needs & skills
  - Provide translation services
  - Provide training, certification, maintenance
  - Provide input to assignments
  - Provide compensation

K-

Fortunate enough to meet ~ 75% of mission needs

Little or no return on FL investments

No servicewide organization to

Track FL needs & skills

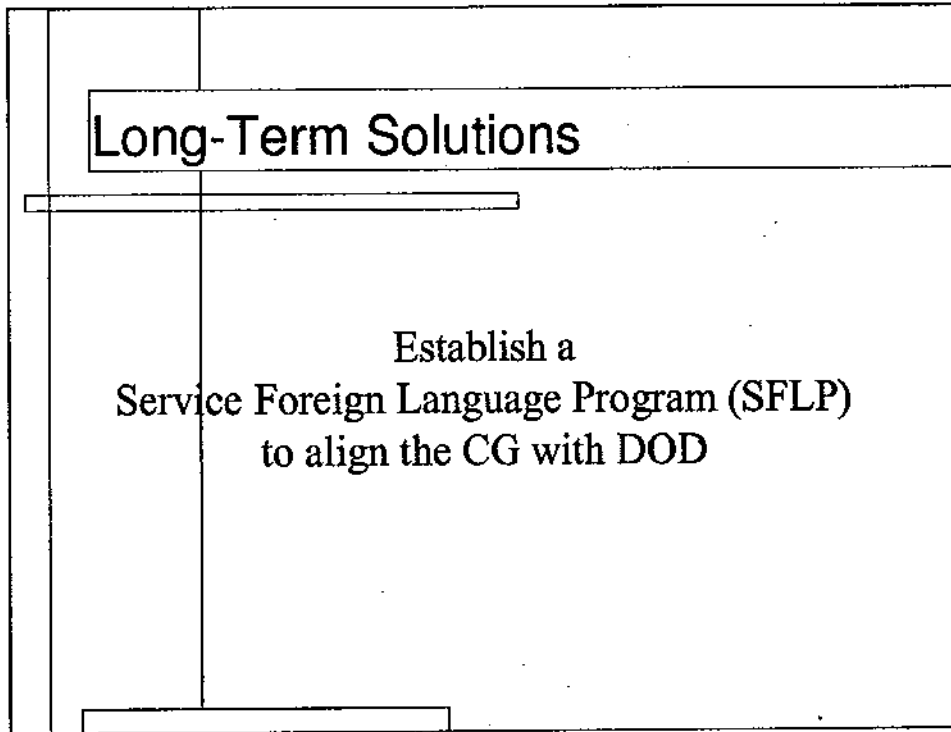
Provide translation services

Provide training, certification, maintenance

Provide input to assignments

Provide compensation





The program is responsible to ensure that

all missions requiring foreign language skills are executed effectively and efficiently.

| <b>SFLP Responsibilities</b>   |                                 |
|--------------------------------|---------------------------------|
| Track FL needs                 | <b>CGSAILS/Other</b>            |
| Track FL skills                | <b>PMIS, PeopleSoft</b>         |
| Provide translation services   | <b>DLI, AT&amp;T, DARPA,...</b> |
| Monitor training & maintenance | <b>DLI</b>                      |
| Provide input for assignments  | <b>Coordinate with SAMS</b>     |
| Ensure compensation            | <b>FLPP</b>                     |

In tracking needs, the program will also track lost costs by mission impact as was done in the data call.

PMIS - has existing data fields for FL skills  
 self-declared  
 proficiency test score a separate field

Will provide translation/interpreter services where appropriate as identified by  
 mission criticality  
 frequency  
 complexity of tasks  
 (DLI determines this for us for free)

DARPA explanation

Many DLI services free or low cost once CG in DFLP

SAMS = Skills Architecture & Management Study (Cathy explains)

FLPP - we're making recommendations for this to happen sooner rather than later

## SFLP Organizational Structure

- Located in G-WPM
- Primary Duty O4
- 1 assistant E7
- Identified POCs in each HQ program
- RP for 2003
- \$175K/yr for interim reserve personnel

Review of slide

Benchmarked DOD organizational structure to develop our recommendations.

\$175K based on 2001 Standard Personnel Cost tables.

## Projected SFLP Annual Costs

- \$175K HQ Billets
- \$400K Training & Contracted Services
- \$400K FLPP
- \$100K DOD Linguist Services
- \$100K DLI Certifications
  
- ~\$1.2M

\$175K again based on 2001 SPC tables.

\$400K is an approximation of what we are spending today with little long-term return.

FLPP \$400K based on results of data call and are broken down in the three page document in your handout. (Actual projection closer to \$300K.)

Data Call/CO's comments/frequency... accounts for TAD requests/LV/fatigue

\$100K for DOD and DLI services are pessimistically high. Anticipate lower costs and will reduce in out years as DLI's funding increases to meet CG service needs.

Projected maximum total cost for 2001 - \$1.2 mil

## Short-Term Solutions

- CG to join DFLP - ltr to Assistant Secretary DOD
- Routine data call via CGSAILS
- Fleetwide update of PMIS
- Administer FL proficiency tests - DLI
- Establish FLPP for validated units
  - *CG funded until Congress approves*
- AOs attempt to ensure D7 WPBs, WHECs/MECs, Groups, & Stations have at least 2 Spanish speakers
- DLI services, DARPA trial underway
- G-OPL-2 (LCDR Furtney) collateral duty thru SEP 00

You have two DOD documents in your handout. The first is the directive that outlines the DFLP. Consultation with Pentagon POC recommended that the USCG request inclusion by Comdt ltr - in front of you is a draft letter.

Simple inclusion in the DFLP will cost the CG nothing. But, will allow the CG immediate access to DLI services and potential use of DOD linguists.

Long term support of a program will require continual review of our needs. We propose CGSAILS.

As mentioned earlier, we would use existing PMIS data field for self-declared skills and DLI proficiency test results which will entitle CG personnel to FLPP. Note - we will have to expect no funding from Congress until 2003.

Making best effort for SPEAR to be part of this program and recognizing that bilingual skills are mission essential at identified units. AOs will have access to the PMIS database, once updated.

Fully anticipate that DLI training services will be more cost effective than contracted services used today.

DARPA

## Key Decision Points

- Approval of Comdt letter
- Approval for ALCOAST
  - Results of FLNA
  - Routine data call via CGSAILS
  - Fleetwide update of PMIS
  - Other approved solutions
- Funding for interim FLPP
- Who to submit RP 2003
  - O4/E7
  - w/in G-WPM

### Approval of Comdt letter for ALCOAST

Results of FLNA

Task fleet with routine data call via CGSAILS

Fleetwide update of PMIS

Other approved solutions

Approve RP 2003

O4/E7

G-WPM

|  |  |            |
|--|--|------------|
|  |  |            |
|  |  | Questions? |
|  |  |            |
|  |  |            |
|  |  |            |

APPENDIX H

| ISSUE #  | ISSUE TITLE                           | PRI # | BUDGET YEAR |      |      |      |      |
|----------|---------------------------------------|-------|-------------|------|------|------|------|
|          |                                       |       | FY02        | FY03 | FY04 | FY05 | FY06 |
| PA-00-XX | Foreign Language Capability Shortfall |       | X           | X    | X    | X    | X    |

| STRATEGIC GOALS |     |          |           |           | COMMANDANT'S DIRECTION |        |      |       |        |
|-----------------|-----|----------|-----------|-----------|------------------------|--------|------|-------|--------|
| SAFETY          | PNR | MOBILITY | MAR. SEC. | NAT. DEF. | SERVICE                | PEOPLE | TEAM | EXCEL | VISION |
|                 |     |          | C1/C2/C3  |           | S                      | S      |      | P     |        |

| MISSION LINES |     |     |     |              |     |            | SUPPORT LINES |             |    |           |    |                |       |
|---------------|-----|-----|-----|--------------|-----|------------|---------------|-------------|----|-----------|----|----------------|-------|
| ELT           | MEP | ICE | SAR | CINC SUPPORT | WWM | BORDER SEC | EXP LOG       | INT'L ENGAG | HR | OUT REACH | IT | SYSTEMS / TECH | OTHER |
| P             |     |     |     |              |     | S          |               | X           | X  |           |    |                |       |

**PERFORMANCE GOAL(S):**

**THREAT:** Many of the highest threat mission areas in PACAREA require interdicting, communicating, and boarding foreign flagged vessels. The language barrier presents a major obstacle to effective communications. In the Bering Sea, Russian and other flagged vessels operate near the Maritime Boundary Line. In the Eastern Pacific (EPAC) the primary language of vessels, both legitimate and illegal, is Spanish. Throughout the Pacific (especially in the western portion) the threat of illegal migration by Chinese speaking vessels is on the increase.

**TREND:** D17 has increasingly relied on the Alaska Command (ALCOM) to provide interpreter support for both operational and administrative demands. While ALCOM has been more than generous in meeting these requests continued use of this source at current or expanded levels will be difficult. The number of Peoples Republic of China (PRC) citizens intercepted increased from less than 250 per year in 97/98 to over 1400 in 99. During High Seas Driftnet cases we often deal with both Chinese and Russian flagged vessels and while the PRC Boarding Agreement provides for Chinese shipriders for our cutters they are not always available for every patrol or cutter involved in the mission. In spite of a significant number of Spanish speaking personnel in the CG there is no system that ensures that our units deploying in the EPAC have this capability onboard.

**GAP:** The Coast Guard does not possess an internal foreign language capability. There are few Russian or Mandarin speaking members in the Coast Guard. Those members that do possess foreign language skills are not compensated for the extra duties and frequent TAD imposed upon them based on this skill. Additionally, we have no system for identifying, tracking, and assigning linguists that optimizes the use of their capabilities.

**ISSUE:** We need to establish a source for Russian and Chinese (Mandarin) language capability. Funding of contracted individuals would cost in excess of \$180K per year for each individual.

**ACTION: HQ**

- Establish specialty pay for individuals actively using critical language skills.
- Effectively utilize the Personnel Data Sheet for tracking linguists.
- Fund costs associated with TAD of personnel.
- Establish a Russian Linguist billet (GS-11) at the North Pacific Regional Fisheries Training Center. This billet would provide continuity in Russian engagement and a source for deployments.

**PACAREA/MLC**

- Provide TAD support to units requiring linguistic capabilities.
- Until sufficient CG internal resources are identified continue to research other potential sources (DOD, CG Auxiliary, etc) for individuals with the appropriate language skills.

**OUTCOME/IMPACT:** Effectiveness of our units will be drastically improved with these additional language capabilities. In addition to providing improved communications with foreign flagged vessels the improved ability to monitor open communications between vessels will be valuable, especially along the MBL.



REFERENCE: Foreign Language Needs Assessment COMDT 291337Z JAN 99

| ACTION |      |     |      | STATUS: |
|--------|------|-----|------|---------|
| HQ     | AREA | MLC | DIST |         |
|        |      |     |      |         |

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## APPENDIX I

| Issue #  | Issue Title                                      | Priority | Time Frame |
|----------|--------------------------------------------------|----------|------------|
| D7-00-?? | Language Capability as an Operational Imperative | High     | FY-01 +    |

| Operational Strategic Goal(s) Affected |     |          |                   |                  | Logistics Strategic Goal(s) Affected |         |      |       |
|----------------------------------------|-----|----------|-------------------|------------------|--------------------------------------|---------|------|-------|
| Safety                                 | PNR | Mobility | Maritime Security | National Defense | HR                                   | Systems | Info | Other |
|                                        | X   |          | X                 | X                | X                                    |         | X    |       |

**Situation:**

The continuing demand for Servicewide linguistic expertise has far outstripped the present capability of our workforce.

**Strategic Success Depends Upon Communications.** Communications remains one of the cornerstones of Coast Guard C4ISR. The Coast Guard's present day global & multi-national operations require immediate, accurate communications to achieve mission success. Language capability, both spoken & written, is an absolutely critical part of communication. On a daily basis, Coast Guard units & Coast Guard personnel must communicate orally &/or in writing with personnel of myriad nationalities & languages. The following is a representative sample:

| <u>Strategic Goal</u> | <u>Performance Goal</u> | <u>Language(s) Encountered</u>                                 |
|-----------------------|-------------------------|----------------------------------------------------------------|
| Maritime Security     | Drug Interdiction       | Spanish, French, Creole                                        |
| Maritime Security     | Migrant Interdiction    | Spanish, French, Creole,<br>Chinese                            |
| Maritime Security     | EEZ Enforcement         | Russian, Japanese, Korean,<br>Vietnamese, Polish,<br>Taiwanese |
| National Defense      | DOD Operations          | Spanish, French, Creole                                        |

**Suboptimal Mission Performance.** Despite demonstrated cross-programmatic & mission critical needs, there is no readily available cadre or pool of trained, proficient foreign language speakers in the Coast Guard. Coast Guard personnel who possess any of the above language capabilities are too often pressed into emergent service to perform on-scene communications merely because, by virtue of their ethnicity, they have at least a rudimentary knowledge of the language & they are the sole available resource. Experience has shown that frequently, the sole/available language speaker does not have the fluency or background to effectively communicate with foreign nationals. The Coast Guard is markedly different from other Government agencies because it simultaneously performs regulatory, law enforcement, emergency response, military, environmental, & humanitarian roles. Given the legal, policy, humanitarian, &

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political aspects of our global operations in the areas of migrant interdiction & enforcement of laws & treaties, the Coast Guard's status quo with respect to language training suboptimizes overall mission performance.

**International Strategic Engagement.** The USCG International Strategic Plan (COMDTINSTR 5710.2A) identifies numerous emerging opportunities within the next 5 years, where language expertise will be necessary. In the future, continuous increases in the number of Coast Guard personnel assigned to International Representational duties is expected as we place more personnel abroad in Defense Attaché, Liaison Officer, & Military Group Officer billets.

**Foreign Language Needs Assessment.** Fortunately, the Coast Guard has acknowledged the operational imperative associated with language training & is attempting to quantify the need via the Foreign Language Needs Assessment. This assessment, sponsored by COMDT(G-OPL) & scheduled for completion in mid 2000, seeks to "determine how best to meet foreign language needs of the Service". Since no formal method for tracking incidents requiring foreign language incidents exists, data collection from the field is a key aspect of this study. Since January 1999, per ALDISTS 34/99 & 262/99, all Cutters, Stations, Groups, Airstas, Districts, & CGIS offices have been reporting whenever a foreign language was needed during mission accomplishment. cursory review of the preliminary field data reveals the following:

- Field units reported 216 occasions where at least 1 of 16 different foreign languages was required.
- Numerous units reported that a lack of foreign language capability made mission accomplishment impossible or ineffective. Some units with a limited number of language speakers reported overtaxing those personnel.
- Several units indicated that the inability to communicate raised concerns for crew safety (own plus others).

### **Imbalance:**

The Coast Guard does not possess either a sufficient quantity or quality of foreign language speakers to support our global, multinational operations. The present level of investment in foreign language training is inadequate & is unable to support a Servicewide cadre of proficient language "experts". The lack of a Servicewide cadre of language "experts" results in an inability to accomplish assigned missions &/or suboptimal mission accomplishment. Given the present state (i.e. minimal/nonexistent investment in language training), the Service, by default, depends upon accession/recruitment of personnel who already possess requisite language skills. Unfortunately, many of those personnel, when "pressed into service" do not possess the proficiency to communicate as effectively or precisely as legal, policy, & political considerations require.

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**DRAFT****Recommendation(s):**

| Manage the Base |                     |                                     |                      | Increase Resource |
|-----------------|---------------------|-------------------------------------|----------------------|-------------------|
| Accept Risk     | Reduce Requirements | Change Policy, Strategy, or Process | Reallocate Resources |                   |
|                 |                     | X                                   |                      | X                 |

| Recommended Action(s) Required By: |      |     |          |
|------------------------------------|------|-----|----------|
| Headquarters                       | Area | MLG | District |
| X                                  |      |     |          |

**Summary of Recommended Action(s):**

(Recommendations made herein are intended to mutually support the Strategic Plan, the International Strategic Plan, & the Foreign Language Needs Assessment Survey.)

**General recommendations are as follows:**

- Invest in foreign language training to create a sufficient cadre of proficient professionals.
- Consider this cadre as a renewable resource & provide funding to sustain the cadre.
- Provide appropriate compensation to foreign language cadre personnel.

**Specific recommendations are as follows:**

- Complete the Foreign Language Needs Assessment Survey. Use Needs Assessment Survey results plus the International Strategic Plan's requirements to prepare FY 2002 RCPs to properly resource a comprehensive foreign language training program.
- Consider testing all personnel for language aptitude at accession.
- Using survey results as a baseline, train X% over & above the number required (i.e. 150% of the total number required for EACH language as reported in the Foreign Language Needs Survey). This would constitute the Coast Guard's cadre of foreign language professionals.
- Make foreign language training available to officer & enlisted personnel.
- Insure operational units are properly staffed with foreign language professionals.

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- Recruit/target personnel who already possess desired language ability.
- Upon completion of language training & upon attainment of a specified level of competency/proficiency, pay personnel Proficiency Pay for language expertise.
- Invest in periodic retraining & reexamination to enable personnel to maintain fluency.
- Continue to pay personnel Proficiency Pay as long as they maintain a requisite fluency level.

## **Impact(s) of Denial:**

As we move toward 2020, the demand for Coast Guard services will assuredly increase. The Commandant & the Senior Leadership are endeavoring, via the Strategic Plan, to position the Service for continued success.

Commensurate with expanded regulatory, enforcement, national security, & humanitarian tasking, our focus & our operations will become more global in nature. If the Coast Guard is to remain a critical element of National Security, a key partner in an international/intermodal marine transportation system, & an acclaimed humanitarian organization, improvement in international communication is essential.

A comprehensive, Servicewide foreign language capability is an inherent part of an international (communication) strategy. If the Coast Guard intends to achieve its vision: "The world's best Coast Guard...Ready today...Preparing for tomorrow", a major investment in language resources is necessary.

Failure to do so will continue the present haphazard means of communication, will severely constrain the Services' ability to achieve its strategic goals, will result in suboptimal mission attainment/performance, & will subject Coast Guard personnel & foreign nationals to undue risk.

## **Support Resource Requirement(s):**

Exact support requirements will largely depend upon the outcome of the Foreign Language Needs Assessment results & the level of investment that the Coast Guard elects to make in order to obtain a Servicewide foreign language program or capability. The training & support allowances will obviously be affected by any programmatic changes. Funds will be required for initial training, Proficiency Pay, & fluency maintenance. Additional requirements pend program adoption.

**DRAFT****References:**

USCG Strategic Plan 1999  
 USCG International Strategic Plan – Toward 2020 (COMDTINST 5710.2A)  
 Foreign Language Needs Assessment

| Points of Contact: |                 |              |                     |
|--------------------|-----------------|--------------|---------------------|
| Office             | Name            | Phone        | e-mail              |
| HQ: G-OPL          | LCDR K. Furtney | 202-305-8146 |                     |
| Area:              |                 |              |                     |
| MLC:               |                 |              |                     |
| District: dcs      | CAPT G. Sutton  | 305-536-5646 | Gsutton@d7.uscg.mil |

**STATUS:****DRAFT**



APPENDIX J

1530  
APR 07 1999

From: Superintendent, Coast Guard Academy  
To: Commandant (G-W)  
Via: Commandant (G-WT)

Subj: REQUEST FOR ESTABLISHMENT OF FOREIGN LANGUAGE INSTRUCTION IN  
CADET ACADEMIC PROGRAM

Ref: (a) Personnel Allowance List for OPFAC 60-60100  
(b) COMDT (G-OPL) msg 16000 of 291337Z Jan 99  
(c) Commandant's Direction: 1998 through 2002  
(d) Coast Guard 2020, May 1998

1. I request funding to establish foreign language instruction within the cadet academic program at the Coast Guard Academy. This will include the addition of one foreign language instructor to reference (a) and money for the initial establishment and recurring maintenance of a foreign language laboratory/classroom. My goal is to provide instruction in Spanish and, if possible, French at the earliest possible date. Ultimately, I envision a multi-semester cadet language program and several short intensive language courses run at the Leadership Development Center (LDC) during the summer to help meet the Coast Guard's immediate foreign language needs.
2. The Department of Humanities, Curriculum Committee, and Academic Council all recommend the establishment of foreign language instruction to strengthen the Government major course of study and provide elective language courses to the entire corps of cadets. Foreign language instruction provides an invaluable complement to such courses as International Relations, Comparative Politics, Area Studies, Humanities in World Literature, American Foreign Policy, European History, and Latin American History. The Academy, which prepares its graduates for public service in roles that regularly involve contact with non-English speakers, cannot completely fulfill its stated mission without providing foreign language instruction.
3. As outlined by reference (b), Commandant (G-OP) is currently conducting a service-wide Foreign Language Needs Assessment (FNLA) to acquire a clearer picture of the Coast Guard's need for foreign language skills. Expected to be complete in late summer 1999, the FNLA is systematically collecting a body of quantitative data that will, I believe, provide clear support for our foreign language instruction initiative. Commandant (G-OP) spends \$700,000 annually on foreign language instruction and translation services. Foreign language instruction at the Academy can meet some of the service's short term foreign language needs and ultimately save money by providing in-house language training through the LDC and by building a basic competency through the cadet academic program.
4. Foreign language instruction will also help the Academy continue to successfully recruit and retain the nation's top high school students. Many top colleges and universities require the study

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Subj: REQUEST FOR ESTABLISHMENT OF FOREIGN LANGUAGE INSTRUCTION IN  
CADET ACADEMIC PROGRAM

of foreign language in their curriculums. The Director of Admissions has noted a rise in the number of prospective cadets inquiring about foreign language instruction at the Academy. Increasingly, our lack of instruction in this area is a handicap in the highly competitive world of college recruitment. Also, restoration of foreign language instruction will strengthen the ability of Academy graduates to meet the language requirements imposed by most universities for admission to graduate study in areas like international relations, history, and political science. This is particularly relevant to officers returning to the Academy as rotating instructors.

5. The study of foreign language provides an extraordinary opportunity to broaden cadets' perspective and deepen their appreciation of diverse peoples and cultures. This outcome is in step with the course charted for the Coast Guard by ADM Loy. Reference (c) outlines the goal of "removing obstacles to better Communication, Diversity Management and Career Development." Reference (d) anticipates major shifts in the United States' demographics with increasing numbers of minorities entering the workforce and continued growth in immigration. Reference (d) also predicts increasing economic globalization in the next two decades. These are all areas in which the Coast Guard will benefit from personnel with foreign language skills. With so much of the Coast Guard's business focused in the Caribbean and Latin America, the need to be able to clearly, quickly, and accurately communicate with the Spanish and French speakers of the region is obvious.

6. The costs associated with the start of foreign language instruction are as follows:

a. Language Laboratory/Classroom Costs: Located in the renovated Satterlee Hall (budgeted for FY00), the room will be wired and ready for business. The lab will need 20 CGSWIIIs (20 x \$1,600 = \$32,000). Initial purchase of tape machines, software, and instructional materials is estimated at \$15,000. Total start-up cost is estimated at \$47,000. Recurring annual cost for maintenance and renewal is estimated at \$9,000.

b. Personnel Costs: A civilian language instructor will teach Spanish and, possibly, French. First year start-up cost per the February 1999 update to the SPC will be \$98,778. Recurring cost will be \$96,992.

7. The Academy's point of contact is our Planning Officer, CDR Kyle Moore, at (860) 444-8322 or the Head, Department of Humanities, Dr. Nils Wessell, at (860) 444-8356. Your assistance in funding this requirement is greatly appreciated and will have an invaluable impact on the quality of the cadet academic program and the Coast Guard's operational missions.

  
D. H. TEESON

Copy: COMDT (G-O) (G-OP) (G-H) (G-I) (G-CI) (G-WP)





Department of Defense  
**DIRECTIVE**

NUMBER 5160.41

April 7, 1988

ASD(AM&P)

SUBJECT: Defense Language Program (DLP)

- References:
- (a) DoD Directive 5160.41, subject as above, August 2, 1977 (hereby canceled)
  - (b) DoD Directive 5137.1, "Assistant Secretary of Defense (Command, Control, Communications, and Intelligence)," April 2, 1985
  - (c) DoD Directive 5010.16, "Defense Management Education and Training Program," July 28, 1972
  - (d) DoD Directive 4100.15, "Commercial Activities Program," August 12, 1985
  - (e) through (j), see enclosure E1.

1. REISSUANCE AND PURPOSE

This Directive reissues reference (a) to update policy guidance on responsibilities and procedures for conducting and administering the DLP and its two subcomponents, the Defense Foreign Language Program (DFLP) and the Defense English Language Program (DELP).

2. APPLICABILITY AND SCOPE

This Directive:

2.1. Applies to the Office of the Secretary of Defense (OSD), the Military Departments, the Organization of the Joint Chiefs of Staff (OJCS), the Unified and Specified Commands, and the Defense Agencies (hereafter referred to collectively as "DoD Components").

2.2. Encompasses all language instruction in the DoD Components, except for

language instruction at or by the National Security Agency (NSA) and for cadets and midshipmen at the U.S. Military, Naval, and Air Force Academies.

### 3. RESPONSIBILITIES

3.1. The Assistant Secretary of Defense (Force Management and Personnel) (ASD(FM&P)) shall provide overall policy guidance for the DLP.

3.2. The Assistant Secretary of Defense (Command, Control, Communications, and Intelligence) (ASD(C3I)) is designated as the Primary Functional Sponsor for the DFLP (DoD Directive 5137.1, reference (b)), and the Director, Defense Security Assistance Agency (DSAA), is designated as the Primary Functional Sponsor for the DELP. They shall review their respective programs to:

3.2.1. Assess the quality and efficiency of the program.

3.2.2. Recommend changes to policy, levels of resources, and specific types or content of training to meet DoD requirements most economically, uniformly, and effectively.

3.2.3. Report and defend the respective programs to the Congress.

3.3. The Primary Functional Sponsors shall assist and support the ASD(FM&P) in providing policy guidance (planning, programming, management, and administration of language training) to the designated Executive Agents, as relates to:

3.3.1. Procedures necessary to manage adequately total DoD language training requirements in consonance with policies and procedures prescribed by DoD Directive 5010.16 (reference (c)).

3.3.2. Authorized use of the private sector for language training, in compliance with DoD Directive 4100.15, DoD Instruction 4100.33, and DoD 5105.33-M (references (d) (e), and (f)) when it is in DoD interest and applicable training readily is available.

3.4. The Heads of the DoD Components concerned shall establish internal procedures to assemble and maintain a current record of their personnel language training requirements and shall:

3.4.1. Project training requirements 5 years in advance and update them

annually.

3.4.2. Maintain an annually updated inventory of qualified foreign language-trained U.S. personnel in their respective DoD Components.

3.4.3. Inform the Commandant of the Defense Language Institute Foreign Language Center (DLIFLC) or the Commandant of the Defense Language Institute English Language Center (DLIELC) of the establishment, major revision, or disestablishment of resident and nonresident language programs operated by and within DoD Components.

3.5. The Executive Agent is the Secretary of the Military Department designated by the Secretary of Defense to be responsible for the management of common Service language activities on a DoD-wide basis. The Secretary of the Army and the Secretary of the Air Force, hereby designated Executive Agents for the DFLP and DELP, respectively, shall:

3.5.1. Ensure that language training is provided to satisfy all DoD requirements to include language training for dependents of members of the Armed Forces in accordance with DoD Directive 2055.3 (reference (g)) and 10 U.S.C. 2002 (reference (h)), and training of dependents of other DoD personnel on a space-available basis. Assemble and maintain, for use by appropriate DoD Components, a current record of all personnel language training requirements.

3.5.2. Develop administrative and financial arrangements with other U.S. Government Agencies for all language training on a space-available, reciprocal, or reimbursable basis in consonance with existing DoD policies applicable to intergovernmental programs.

3.5.3. Monitor related research and development activities, and establish and maintain coordination channels with other Federal Agencies for language research and development activities.

3.5.4. At the request of DoD Components with language missions, provide review of nonresident language training requirements and make recommendations on course and/or program content, materials, and proficiency standards (section 4., below).

3.5.5. When required, in coordination with the Head of the DoD Component concerned, establish DoD field language training facilities, using established facilities, including equipment, personnel spaces, and civilian personnel assigned to DoD Components, when feasible. The transfer of language training funds, facilities,

equipment, personnel spaces, and civilian personnel to the Departments of the Army and Air Force from other DoD Components shall be accomplished under established DoD procedures.

3.5.6. When requested, assist the Commandants of the Language Training Centers to enter into contracts or other arrangements with private institutions, individuals, and other U.S. Government Agencies. Confer with and assist academic accreditation agencies in the determination of credit for DoD-approved courses.

3.5.7. Establish necessary procedures to provide timely policy guidance, and administrative and resource support to the DLIFLC and the DLIELC. Provide and maintain facilities and base support functions commensurate with the importance of the mission.

3.5.8. Provide annual budget and manpower resource requirements to the OSD for the DLIFLC and the DLIELC in their respective departmental overall budget and financial plans. Separately identify all associated expenses and manpower resources in their Military Department Operation and Maintenance budget and financial plans in coordination with the ASD(FM&P) through the applicable Primary Functional Sponsor.

3.5.9. In accordance with DoD Directives 5210.70 and 3305.2 (references (i) and (j)), solicit skill requirements and final learning objectives from the principal mission sponsors requiring language skills and, through the Commandants, periodically inform them as to curriculum content and major course changes. Commandants shall have final authority for course structure to meet these requirements and objectives.

3.5.10. Periodically, at least annually, empanel senior representatives of the DoD Components with language mission requirements for advice and guidance on major policy, resource, and administrative issues affecting language training programs.

3.6. The Commandant of the Defense Language Institute Foreign Language Center (DLIFLC) shall:

3.6.1. Exercise technical control (section 4., below) over the DFLP that encompasses DoD foreign language programs or courses, conducted directly by, or under contract for, the DoD Components for the training of DoD or DoD-sponsored personnel and their dependents.

3.6.2. Provide resident training and nonresident support to language instruction for DoD personnel, as required, and for other Government or

Government-sponsored personnel, when feasible.

3.6.3. Provide for foreign language training for dependents of DoD personnel in accordance with 10 U.S.C. 2002 (reference (h)).

3.6.4. Confer with and assist academic accreditation agencies on the determination of credit for DLIFLC-approved courses.

3.6.5. Assist the user Agencies in determining and validating their foreign language training requirements.

3.6.6. When necessary, provide mobile training teams and language training detachments to assist in the operation of the foreign language programs for DoD personnel in the continental United States (CONUS) and overseas.

3.6.7. Perform field evaluations to assess mission accomplishment.

3.6.8. Conduct foreign language research and development to meet DoD-wide requirements. Be cognizant of, monitor, and report on all DoD foreign language research reports.

3.7. The Commandant of the Defense Language Institute English Language Center (DLIELC) shall:

3.7.1. Exercise technical control (section 4., below) over the DELP that encompasses all DoD English language programs or courses conducted for U.S. personnel or for foreign military personnel under the International Military Education and Training (IMET) and Foreign Military Sales (FMS) programs.

3.7.2. Provide resident English language training for foreign and U.S. personnel.

3.7.3. Assist the user Agencies in determining and validating their English language training requirements.

3.7.4. When necessary, provide mobile training teams and language training detachments to assist in the operation of the English language programs in the CONUS and overseas.

3.7.5. Perform field evaluations to assess mission accomplishment.

3.7.6. Review for technical adequacy all contracts containing English language training before approval and/or signature by any DoD Component other than those exempted in subsection 2.2., above, of this Directive.

3.7.7. Furnish English language course materials on a reimbursable basis to IMET, FMS, other Government Agencies, and to the private sector for use in English language programs being conducted worldwide.

#### 4. TECHNICAL CONTROL

Technical control is the authority to approve language training methodologies, instructor qualifications, texts, materials and media, and course content based on approved objectives, tests, and test procedures for resident, nonresident, and contracted language training. This authority does not extend to the programs of the Defense Agencies and major Service components designed for internal use or special missions for which the Agency or DoD Component maintains operational responsibility. The Commandants of the Language Training Centers shall be informed of the existence and extent of such programs. The Commandants, through the Executive Agents, shall establish and maintain criteria for standards and procedures affecting the following:

4.1. Screening applicants for language training, including aptitude, physical and educational requirements, and establishing a starting point for those students with prior language knowledge.

4.2. Tests, measurement and evaluation devices, scoring, and official interpretations of scores, including their validations.

4.3. Text material and training aids.

4.4. Determining attainment of required proficiency and/or competencies.

4.5. Maintenance of language skills.

4.6. Determining changes in course objectives in coordination with the Primary Functional Sponsors.

4.7. Instructor qualifications.

#### 5. ADMINISTRATION

5.1. The Military Department of the incumbent in the position of Commandant of the DLIFLC and of the DLIELC shall be Army and Air Force, respectively. The tour of duty shall be a minimum of 3 years. The Commandants shall report through command lines to their respective Executive Agent.

5.1.1. The Executive Agents shall nominate for the position of Commandant and, after coordination with the applicable Primary Functional Sponsor, submit the name to ASD(FM&P) for approval in advance of assignment.

5.1.2. Considerations in selecting the Commandants shall be leadership and resource management ability, experience in language training or education, and service as a defense attache or member of a security assistance organization.

5.1.3. The Commandants shall hold the rank of Colonel; pay grade O-6.

5.2. The Executive Agents shall exercise operational control of the DLP. However, the ASD(FM&P) and Primary Functional Sponsors are authorized direct liaison with the Commandants.

5.3. The Commandants, as the Defense Language Proponents, are authorized to communicate directly with all elements of the Department of Defense, other Government Agencies, private agencies, and associations on language program objectives, requirements, efficiency, and support. They shall maintain proper liaison with U.S., foreign, public, and private institutions, associations, agencies, departments, and individuals involved in second language instruction for improving the relevancy, quality, and focus of the DFLP and the DELP.

5.4. The Commandants, in coordination with the applicable Executive Agent and under the guidance of the applicable Primary Functional Sponsor, shall prepare and update a 5-year plan for their respective language programs annually with priorities and projections based on DoD Component submissions.

5.4.1. This plan should provide the approach, priority, method, and milestones by which the Commandants, assisted by the Executive Agents, shall accomplish their missions; and, when approved by ASD(FM&P), shall serve as the requirement document for the planning, programming, and budgeting for resources to be provided by the supporting DoD Components.

5.4.2. The plan shall include curriculum revision and/or development, course establishment and/or disestablishment, research in support of resident and nonresident

training, facilities upgrading or new construction, manpower, special budget requirements, and any special planning data required by the DoD Components.

5.5. The Commandants shall prepare and submit to the applicable Primary Functional Sponsor via their respective Executive Agents, with a copy furnished to the ASD(FM&P), a report on the previous year's accomplishments on each aspect of the plan to include information on student enrollments, attrition, and major disciplinary problems that required action by the student's sponsor (the United States or foreign country).

5.6. The DLIFLC, the DLIELC, and field language facilities may be staffed both by civilian employees and by officer and enlisted personnel of the Military Departments. The Military Departments shall prorate the staffing of military positions, using average student load by each Military Department as the basis for computation.

5.7. Pay, allowances, and permanent change of station travel costs of U.S. personnel assigned to the staff or faculty of the DLIFLC, the DLIELC, and other language training facilities shall be borne by their sponsoring DoD Component, other U.S. Government Agency, or foreign country.

5.8. DoD Directive 5010.16 (reference (c)) shall govern the allocation of student quotas.

5.9. A direct technical link shall be maintained between the DLIFLC and the DLIELC on teaching methodology, performance standards for language training equipment and media, test and evaluation systems, non-resident language programs, and research and development to preclude duplication of effort and ensure full cooperation and coordination on information, concepts, and techniques for both programs.

5.9.1. The Commandants shall report in writing annually to the ASD(FM&P) on efforts to fulfill the objectives in subsection 5.9., above.

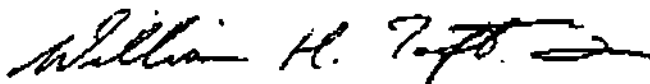
5.9.2. Information copies of the reports shall be furnished to the Executive Agents and Primary Functional Sponsors.

5.10. The Commandants expediently shall inform the ASD(FM&P) and the Primary Functional Sponsors on matters affecting their functions and responsibilities.



6. EFFECTIVE DATE AND IMPLEMENTATION

This Directive is effective immediately. Forward two copies of implementing documents to the Assistant Secretary of Defense (Force Management and Personnel) within 120 days.



William H. Taft, IV  
Deputy Secretary of Defense

Enclosures - 1

1. References, continued

E1. ENCLOSURE 1

REFERENCES, continued

- (e) DoD Instruction 4100.33, "Commercial Activities Program Procedures," September 9, 1985
- (f) DoD 5105.38-M, "Security Assistance Management Manual," (Chapter 10), April 1, 1984, authorized by DoD Directive 5105.38, August 10, 1978
- (g) DoD Directive 2055.3, "Manning of Security Assistance Organizations and the Selection and Training of Security Assistance Personnel," March 11, 1985
- (h) Title 10, United States Code, Section 2002
- (i) DoD Directive 5210.70, "DoD Cryptologic Training," November 3, 1980
- (j) DoD Directive 3305.2, "DoD General Intelligence Training," July 20, 1984

## Appendix L

### Defense Language Institute (DLI)

The Defense Language Institute (DLI), located in Monterey, CA oversees all foreign language training programs in the Department of Defense (DOD). On-site they train the majority of the DOD Career Linguists in a myriad of languages. In addition, DLI conducts off-site immersion training for military personnel assigned overseas attache' duties as well as being capable of developing personalized training programs to meet specific language needs. DLI also maintains an extensive data-base of all DOD linguists that are available for deployment world wide.

DLI provides oversight and technical control for a number of off-site programs, most notably the Army Personnel Test Program (AFTP). The AFTP has been empowered by DLI to administer all Defense Language Program tests for linguists for the original and re-certification testing process. Results of the tests help determine individual eligibility for Foreign Language Proficiency Pay.

An on site visit was made to DLI as part of the FLNA. G-OPL-2 has on file the DLI organizational binder that was provided during the visit that discusses DLI regulatory responsibilities, the command plan as well as all aspects of the Defense Foreign Language Program.



# Department of Defense INSTRUCTION

NUMBER 7280.3

February 23, 2000

ASD(FMP)

**SUBJECT:** Special Pay for Foreign Language Proficiency

- References:**
- (a) DoD Instruction 7280.3, "Special Pay for Foreign Language Proficiency," April 15, 1987 (hereby canceled)
  - (b) Section 101(9) of title 10, United States Code
  - (c) Sections 204, 206 and 316 of title 37, United States Code

## 1. PURPOSE

This Instruction reissues reference (a) to implement policy, assign responsibilities, and provide procedures for the administration and payment of a special pay for foreign language proficiency for qualified members of the Armed Forces.

## 2. APPLICABILITY

This Instruction applies to the Office of the Secretary of Defense, the Military Departments (including the Coast Guard when it is not operating as a Military Service in the Department of the Navy by agreement with the Department of Transportation (DoT)), the Office of the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense.

## 3. DEFINITIONS

3.1. Active Duty for Training (ADT). A category of active duty used to provide structured individual and/or unit training or educational courses to Reserve component

members. The primary purpose of ADT is to provide individual and/or unit readiness training, but ADT may support active component missions and requirements.

3.2. Armed Forces. The term "Armed Forces" as used herein refers to the Army, the Navy, the Air Force, the Marine Corps, and the Coast Guard.

3.3. Critical Language. Any foreign language identified by the Secretary of Defense in which it is necessary to have proficient personnel because of national defense considerations.

3.4. Inactive Duty Training (IDT). Authorized training performed by members of a Reserve component not on active duty, and performed in connection with the prescribed activities of the Reserve component of which they are members. It consists of regularly scheduled unit training periods, additional training periods, and equivalent training. IDT also encompasses muster duty in the performance of the annual screening program.

3.5. Language Proficiency. Level of proficiency a member possesses in a foreign language skill (listening, reading and/or speaking) as certified by the Secretary concerned through the Defense Language Proficiency Test (DLPT) or other test designated by the Commandant of the Defense Language Institute, Foreign Language Center (DLIFLC).

3.6. Secretary Concerned. The term "Secretary concerned" as used herein is defined in Section 101(9) of title 10, United States Code (reference (b)).

#### 4. POLICY

37 U.S.C. 316 (reference (c)) authorizes a foreign language proficiency pay (FLPP). The Secretary of Defense must determine languages that are critical to the Department of Defense because of national defense considerations and to administer FLPP.

#### 5. PROCEDURES

The following procedures shall apply regarding the administration of FLPP to members of the Armed Forces:

5.1. Eligibility. FLPP is authorized for a member of the Armed Forces who meets the following conditions:

5.1.1. Active Components.

5.1.1.1. Is entitled to basic pay under 37 U.S.C. 204 (reference (c)).

5.1.1.2. Has been certified by the Secretary concerned within the past 12 months to be proficient in a foreign language identified by OASD (C3I) as a language in which it is necessary to have proficient personnel because of national defense considerations, and

5.1.1.2.1. Is qualified in a career military linguist specialty (hereafter referred to as "career linguist") as defined by the Secretary concerned, or

5.1.1.2.2. Has received training under regulations prescribed by the Secretary concerned designed to develop such a proficiency, or

5.1.1.2.3. Is assigned to military duties requiring such a proficiency,  
or

5.1.1.2.4. Is proficient in a foreign language for which the Secretary concerned has identified a critical need.

5.1.2. Reserve Components.

5.1.2.1. Meets the conditions for special pay authorized for the active components.

5.1.2.1.1. Members called to active duty or ADT who are entitled to basic pay under 37 U.S.C. 204 (reference (c)) may receive a prorated share of FLPP authorized under paragraph 5.2., below, for each day of duty performed.

5.1.2.1.2. Members attending IDT who are entitled to compensation under 37 U.S.C. 206 (reference (c)) are entitled to one-thirtieth of the rate of FLPP authorized under paragraph 5.2., below, for each regular period of instruction, training, or duty, up to a maximum of the monthly FLPP rate.

5.2. Amount and Method of Payment.

5.2.1. The monthly FLPP rate for career linguists and other eligible members shall be determined as follows:

|                            |                                                                                        |                             |
|----------------------------|----------------------------------------------------------------------------------------|-----------------------------|
| Career linguists (FLPP I): | <u>FLPP I Baseline Rate</u><br>\$100                                                   | <u>Increment</u><br>\$25.00 |
| Others (FLPP II):          | <u>FLPP II Baseline Rate</u><br>Service sets but not to exceed<br>FLPP I Baseline Rate | <u>Increment</u><br>\$12.50 |

The minimum qualifying proficiency for the baseline FLPP rate shall be established by the Secretary concerned but may not be less than level 2 in listening and not less than level 2 in reading or speaking. In languages for which only a single-modality DLPT or other designated test exists, there is no requirement to attain the minimum qualifying proficiency in a second modality, as set out above. For FLPP-I, one increment shall be added to the baseline pay amount for measured levels of proficiency attained above the minimum qualifier. For FLPP II, incremental increases of \$12.50 may be added to the FLPP-II baseline rate, as specified in applicable Service regulations, for levels of proficiency attained above the minimum qualifier. The monthly FLPP rate for one foreign language may not exceed \$200. FLPP may be awarded for proficiency in multiple foreign languages. Monthly FLPP paid to a member for proficiency in more than one foreign language may not exceed \$300.

5.2.2. FLPP is payable in addition to any other pay or allowance to which the member is entitled.

5.2.3. FLPP may be terminated at any time in accordance with applicable Service regulations.

5.3. Member Eligibility to Take DLPT. Members taking the DLPT will certify they have not taken the DLPT in the same language in the past six months, or have been granted an exception to policy to retest and have provided a copy of the memorandum/letter granting the exception to the DLPT Test Control Officer.

## 6. RESPONSIBILITIES

6.1. The Assistant Secretary of Defense (Command, Control, Communications, and Intelligence) shall:

6.1.1. Annually determine which foreign languages are critical based on national defense considerations.

6.1.2. Furnish the critical languages list and subsequent changes to the Assistant Secretary of Defense (Force Management Policy).

6.2. The Assistant Secretary of Defense (Force Management Policy) shall:

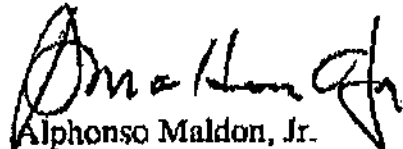
- 6.2.1. Provide overall policy guidance regarding the administration of FLPP.
- 6.2.2. Review Military Department implementation plans.

6.3. The Secretaries of the Military Departments shall:

- 6.3.1. Annually certify members' level of proficiency.
- 6.3.2. Comply with this Instruction.

7. EFFECTIVE DATE

This Instruction is effective April 1, 2000.

  
Alphonso Maldon, Jr.  
Assistant Secretary of Defense  
for Force Management Policy



APPENDIX N

Date: 03/21/2000 10:12 AM  
 Sender: CSamuel@comdt.uscg.mil  
 To: CTobias@comdt.uscg.mil; kristopher.g.furtney@usdoj.gov  
 bcc: Kristopher G Furtney  
 Priority: Normal  
 Subject: FW: INCREASE IN FOREIGN LANGUAGE PROFICIENCY PAY (FLPP)

FYI. Latest info from DFAS on FLPP rates. Note FLPP-II rates for non-cryptologic foreign language specialist.

Cliff Samuel  
 Compensation Division  
 USCG Headquarters  
 Phone: 202-267-2210  
 FAX: 202-267-4823

-----Original Message-----

R 170759Z MAR 00  
 FM DFAS CENTER CLEVELAND OH//FFR//  
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 AIG 4678

BT  
 UNCLAS //N07220//  
 MSGID/GENADMIN/DFAS-CL-FFR//  
 SUBJ//INCREASE IN FOREIGN LANGUAGE PROFICIENCY PAY (FLPP)//  
 MILITARY PAY ADVISORY 22/00//  
 REF/A/DOC/BODI 7280.3//  
 REF/B/DOC/OPNAV 7220.7E//  
 REF/C/DOC/DODFMR VOL 7A//  
 REF/D/DOC/DJMS PTG//

NARR/REF A IS DEPARTMENT OF DEFENSE INSTRUCTION 7280.3 "SPECIAL PAY FOR FOREIGN LANGUAGE PROFICIENCY," DATED 23FEB00. REF B IS OPNAV INSTRUCTION 7220.7E "FOREIGN LANGUAGE PROFICIENCY PAY (FLPP) PROGRAM," EFFECTIVE 01APR00. REF C IS DEPARTMENT OF DEFENSE FINANCIAL MANAGEMENT REGULATIONS VOLUME 7A. REF D IS DEFENSE JOINT MILITARY PAY SYSTEM PROCEDURES TRAINING GUIDE.// POC/FIELD RELATIONS/DFAS-CL-FFR/COMM (216) 522-5886/DSN 580-5886// RMKS//1. REF A AUTHORIZES AN INCREASE IN FLPP FOR CRYPTOLOGIC TECHNICIAN INTERPRETIVE (CTI) PERSONNEL. FLPP WILL BE PAID IN INCREMENTS OF 25.00 BEGINNING AT 100.00, UP TO A MAXIMUM OF 300.00. REF B CONTAINS THE TWO FLPP CATEGORIES, INCREASED AMOUNTS AWARDED TO QUALIFIED CTI PERSONNEL AND REVISED ELIGIBILITY CRITERIA TO RECEIVE FLPP. THIS CHANGE IS EFFECTIVE 01APR00.  
 AN

INTERIM CHANGE TO PAR 190103 OF REF C AND A CHANGE TO PART 1 CHAPTER 9 OF REF D WILL BE FORTHCOMING FROM DFAS.  
 2. SYSTEM CHANGES HAVE BEEN IMPLEMENTED TO ALLOW POSTING OF THE NEW FLPP RATES. DISBURSING OFFICES ARE REQUIRED TO SUBMIT FID 0202-STOP FOREIGN LANGUAGE PRO PAY TRANSACTION WITH AN EFFECTIVE DATE OF 31MAR00 AND FID 0201-START FOREIGN LANGUAGE PRO PAY TRANSACTION WITH AN EFFECTIVE DATE OF 01APR00 IN ACCORDANCE WITH REF D. TABLE 038 IN DJMS WILL REFLECT THE FOLLOWING SKILL LEVELS AND LANGUAGE DIFFICULTY CODES EFFECTIVE 01APR00. REPORT ONLY THE LANGUAGES FOR WHICH PAYMENTS WILL BE MADE. IN NO CASE WILL THE MONTHLY RATE EXCEED 300.00 FOR FLPP I OR 100.00 FOR FLPP II. SYSTEM CHANGES HAVE BEEN IMPLEMENTED TO REDUCE THE AMOUNT OF THE SECOND LANGUAGE WHEN IT EXCEEDS THE MAXIMUM AMOUNT PAYABLE.

FLPP I  
 (CTI PERSONNEL)

| SKILL LEVEL | LANGUAGE | DAILY RATE<br>DIFFICULTY | MONTHLY RATE |
|-------------|----------|--------------------------|--------------|
| 1           |          | 1                        | 3.33333      |
| 100.00      |          | 2                        | 4.16666      |
| 125.00      |          | 3                        | 5.00000      |

|        |  |   |         |
|--------|--|---|---------|
| 150.00 |  |   |         |
| 1      |  | 4 | 5.83333 |
| 175.00 |  |   |         |
| 2      |  | 1 | 6.00000 |
| 200.00 |  |   |         |

FLPP II  
(NON-CAREER LINGUISTS)  
LANGUAGE      DAILY RATE  
DIFFICULTY

| SKILL LEVEL | LANGUAGE | DAILY RATE | MONTHLY RATE |
|-------------|----------|------------|--------------|
| 3           |          | 1          | 1.66666      |
| 50.00       |          |            |              |
| 3           |          | 2          | 2.08333      |
| 62.50       |          |            |              |
| 3           |          | 3          | 2.50000      |
| 75.00       |          |            |              |
| 3           |          | 4          | 2.91666      |
| 87.50       |          |            |              |
| 4           |          | 1          | 3.33333      |
| 100.00      |          |            |              |

3. DISBURSING OFFICES ARE REQUIRED TO USE A SKILL LEVEL AND LANGUAGE DIFFICULTY CODE OR A COMBINATION OF ONE OR MORE SKILL LEVELS AND LANGUAGE DIFFICULTY CODES ON FID 0201-START FOREIGN LANGUAGE PRO PAY TO POST THE CORRECT AMOUNT. ANNUAL VERIFICATION OF SKILL LEVEL AND LANGUAGE DIFFICULTY IS STILL THE COMMANDING OFFICERS RESPONSIBILITY AS PER REF B.//

BT  
NNNN

## Appendix O

### USCG Foreign Language Proficiency Pay (FLPP) Annual Cost Recommendation

Updated 12 July 2000

The following languages, units and AORs are based on one year data call covering the period 01 Jan 99 – 31 Dec 99

#### Spanish

Afloat units include all units that deploy to D7 and D11 AORs

378 (3 per unit) X 12 units = 36  
270 (3 per unit) X 13 units = 39  
210 (3 per unit) X 15 units = 45  
110 (2 per unit) X 23 units = 46  
82/87 (2 per unit) X 01 unit = 02 (Point Knoll at Station South Padre Island)  
LEDETS (2/unit) X 24 units = 48

Sub Total = 216

Ashore units account for International Training Division, Atlantic Area, District Seven, Groups Miami, Key West, San Diego (Station San Diego Only), Corpus Cristi (Station South Padre Island Only), GANTSEC, COMCEN Miami, and Air Stations San Diego, Miami, and Borinquen.

International Training Division....Total = 22

Atlantic Area (LE Support Team)....Total = 20

District Seven Staff (Command Center, Intelligence, Public Affairs, etc) Total = 10

USCG Overseas Liaison/Attaché Duties Total = 10

Air Station Miami (3 on staff) = 03

Group Miami (2 on staff) = 02  
Stations (2 per station) X 03 = 06

Group Key West (2 on staff) = 02  
Stations (2 per station) X 03 = 06

APPENDIX P

U.S. Department  
of Transportation

United States  
Coast Guard



Commandant  
United States Coast Guard

2100 Second St SW  
Washington, DC 20593  
Staff Symbol: (G-W)  
Phone: (202) 267-0905  
FAX: (202) 267-4205

3000

MAY 3 2000

Mr. Arthur L. Money  
Assistant Secretary of Defense (C3I)  
6000 Defense Pentagon  
Washington, DC 20301-6000

Dear Mr. Money:

I request you include the United States Coast Guard in the Defense Foreign Language Program (DFLP). Based on the findings of an extensive Foreign Language Needs Assessment (FLNA) we recently conducted, the Coast Guard is taking steps to establish a Foreign Language Program within our service. During calendar year 1999, our operational commanders reported 2,807 incidents where bilingual skills were required to successfully complete the mission. Results from the FLNA strongly suggest the Coast Guard will benefit greatly from the support and services the DFLP has to offer.

Your timely response in this important matter is greatly appreciated. My point of contact is CDR Christopher Carter, who can be reached at (202) 267-1178.

Sincerely,

A handwritten signature in black ink that reads "J. B. Willis".

J. B. WILLIS  
Captain, U. S. Coast Guard  
Acting Director of Reserve and Training

Copy: Mr. Alphonso Maldon, Jr.  
Assistant Secretary of Defense (FMP)

## Appendix Q

### **Defense Advanced Research Project Agency (DARPA) One-way Voice Actuated Phrase Translation System (PTS).**

In 1996 the Marine Acoustics, Inc. (MAI) and Dragon Systems, Inc. teamed up to develop, test and produce the Defense Advanced Research Project Agency (DARPA) One-way. - a voice actuated phrase translation system (PTS). The development has been sponsored by DARPA ITO Human Language Systems. When an English phrase is spoken into the system's microphone, speech recognition software matches the input phrase with a recorded translation which is in turn played back through a speaker. Phrases are translated in advance by a native translator, recorded and saved in a phrase database.

The DARPA One-way PTS is not a two way translator. It is an electronic, voice actuated phrasebook. The DARPA One-way was originally developed as text-to-voice phrase translator by the Naval Operational Medical Institute (NOMI). Speech recognition was later added to enable voice-to-voice one-way communication. The DARPA One-way (then designated the Multilingual Interview System or MIS) was deployed to Bosnia 1997 for demonstration and evaluation and in 1998 to the Arabian Gulf in support of Maritime Intercept Operations where it was used by Navy and Coast Guard boarding personnel. Operating in the 100 degree heat of the Northern Arabian Gulf, the DARPA One-way was used by boarding teams to enhance communications with non-English speaking merchant crews during boardings and inspections of merchant vessels.

The DARPA One-way PTS components consist of speech recognition software, application software, phrases and their associated translations into other languages, a Pentium Laptop or notebook, and a microphone input and speaker output.

Typically the phrases and their associated translations are grouped into mission or task specific modules such as security, medical evaluation, law enforcement, etc. Module size generally ranges from 500 to 1500 phrases translated into from two to ten languages. The system is flexible, and allows for easy addition of phrases and translations. Phrases can be translated into multiple languages, and the user can switch between languages on the fly.

The DARPA One-way PTS is currently being evaluated by ten Coast Guard field units in Pacific Area during a six-month trial period which will run from 15 April to 15 October 2000. G-OPL funded this evaluation at a cost of 13K

II rate. Therefore, it is believed that the annual payment of FLPP, at least in the first two to three years will not exceed 350K.

If units have more certified FLPP II personnel then FLPP per unit allows, then the Commanding Officer will determine which personnel will receive FLPP. Factors such as higher degree of Skill Level, collateral duties assigned (i.e. Boarding Team member, etc.) will help determine eligibility, again at the CO's discretion. If a monthly FLPP recipient is away on Leave or TAD then the next certified crewmember as determined by the CO is authorized to receive FLPP at the level of pay they are certified for. Annual verification of Skill Level and Language Difficulty is the Commanding Officers' responsibility.

If a Commanding Officer identifies the need for a language not listed above then they should request FLPP for that language.

## Appendix R

### CG-SAILS DATABASE

During the Foreign Language Needs Assessment (FLNA) analysis phase it was determined that there was a need for a standardized mechanism for the long term collection of data on USCG operational incidents involving bilingual communication, similar to what was collected during the year long FLNA data call. The FLNA Team believes that such a mechanism will be a critical component of a successful service wide Foreign Language Program (FLP). Tracking incidents by language, location, frequency, etc., will help ensure that long-term commitment of meeting the needs of the units in the field are met. The FLNA Team believes an USCG database, known as CG-SAILS can be used for this incident tracking.

ALCOAST 030/00 outlined the establishment of the Coast Guard Standard After Action Information and Lessons Learned System (CG-SAILS). This automated web-based system can be easily accessed on the Internet at [HTTP://WWW.CGSAI LS.USCG.MIL](http://www.cgsails.uscg.mil)

The development of the system was a joint COMDT (G-O/G-M) effort to provide to the field a single, standard means of submitting after actions, lessons learned, and best practice reports as well as easy access to review the same.

After discussion with the database manager it was agreed that the CG-SAILS database could be used to report bilingual incidents for review and analysis and eventually all USCG personnel could review them on the Intranet. Further the database manager has agreed to add a "Bilingual Incident" mission category in order to more easily search for these reports for future analysis and review. Below is an example of such a report using the CG-SAILS database. The general description block is free form text with required FLP information in a suggested format.

#### Example CG-SAILS Report for a Bilingual Incident

Source Document Reference ID: 2000####  
Submitting Organization: USCGC TAMAROA  
OpFac: ##-#####  
Event Name: AMIO Patrol  
Event Type: Actual  
Type of Mission: Bilingual Incident  
Type of Exercise: N/A  
Start Date: 05/27/2000 End Date: 06/29/2000

General Description: As per ALCOAST ###/00:

**AOR Language...Mission...**

**Activity.....Quarter..Frequency...Time...Resource.....Mission Impact**

D7.....Spanish.....AMIO.....Boardings....3<sup>rd</sup>.....7 events....15hrs...Ship's crew.....None

Comments: 3 bilingual crew o/b

D7.....French-C....MEDICO...Radio.....3<sup>rd</sup>.....1 event.....03hrs...Broken-English Time Delay

F/V

crew

Comments: 2hr delay in understanding what medical problem was, used AT&T operator to resolve.

New Page

ROBERT B. WITTE

Greek

ARTHUR A. MAKENIAN  
NICK P. KOTAKIS  
IOANNIS PAPAIACOVOU

Hungarian

VICTOR BEELIK



SANDER B. SHADOF  
SALVATORE A. ARICO  
JACQUELINE G. COLETTA  
ROBIN R. RIVERA-POMALES  
ALFRED J. FABBRINI  
BRUCE MAC MASTER, JR.  
ERNESTO R. CORDAY  
VIGINIA J. HAASE  
ROBENS D. BONILLA  
WILLIAM W. WOODHOUSE, III  
STEVEN S. YOUNG  
CARLOS A. TISSMBAUM  
CARLOS R. ROBERT

Sweedish

RAYMOND DAHLE  
BO LINDSTRAND

Thai

ADUL SANKHAGOUT

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