

When the writer comes to write against your name he will write not whether you won or lost but how you played the game. The attached document is a summary of my last 9 months. Bro Evan

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From: Isett, Carl H USA CDR USN Navy Customs Quebec
Sent: Wednesday, August 16, 2006 12:12 PM
To: Cooper, Evan USA LCDR USN Navy Customs Quebec
Subject: OPS,

I thought you might want to keep this for your records. The packages are going into 1st PERSCOM today. They will board them, forward them to the MG if approved then forwarded to the Navy for concurrence. It is possible that they might be completed before we depart but not likely.

Thanks for all the great work you've done. It has been an honor to serve with you.
R/
CDR Carl H Isett, SC, USN
Executive Officer
Navy Customs Battalion QUEBEC

Lieutenant Commander Evan Cooper is recommended for the award of the Army Meritorious Service Medal for his extraordinary meritorious achievement while serving as Operations Officer of Navy Customs Battalion QUEBEC for the period 8 JAN 06 to 24 SEP06 in support of Operation Iraqi Freedom 06-07 and Operation Enduring Freedom 06-07. LCDR Cooper has made a long term, significant impact on the overall redeployment pre-clearance customs mission through his superior dedication to duty, attention to detail, and unflinching high standards in the disposition of his duties. His superb leadership contributed immensely in the formation, training, and mission execution of BN QUEBEC operating in five separate camps throughout Kuwait and at Camp Anaconda, Balad, Iraq. LCDR Cooper's no nonsense style inspired BN QUEBEC to process over 150,000 PAX, 480,000 pieces of baggage, 41,000 vehicles and aircraft, 30,000 containers, 25,000 pallets and 43,000 pieces of equipment during their deployment. These efforts resulted in the collection of over 90,000 amnesty items and the seizure of over 50,000 prohibited items. BN QUEBEC is the first customs unit to have achieved zero defects in processing as not a single item was captured stateside by Department of Homeland Security Customs Border Protection (CBP) or Transportation Security Administration (TSA) and not a single vehicle was found to be non-compliant by USDA standards upon arrival in CONUS.

Customs BN QUEBEC stood up in JAN 06 at Navy Expeditionary Logistics Support Group Headquarters in Williamsburg, VA. As part of the core leadership group he was tasked with building the operations component of the command from the ground up. Capitalizing on his extensive previous military and civilian experience, he successfully developed comprehensive standard operating procedures and processes that effectively served the battalion throughout the deployment. He hand selected sailors for key functional roles in the Operations Department from a pool of over 350 sailors using information developed through interacting with 106 distinct Navy Operational Service Centers in 43 States and 2 US Territories.

LCDR Cooper displayed exceptional operational expertise and unparalleled resourcefulness as the officer responsible for managing the dissemination of Customs pre-clearance information within a joint environment in a theatre of war. He was responsible for the management of the Coalition Forces Land Component (CFLCC) PMO's Executive Agent for Customs stamps as well as CFLCC reporting requirement submissions. He was a driving force for improvement in the Customs pre-clearance processes. Tapping his S3 LNO's operations research skills, LCDR Cooper leveraged the development of a battalion econometric model. This model tracked QUEBEC's day-to-day variations in amnesty collections and contraband seizures during the first 3 months of operation and proved improvements were a function of effective redeployer pass-down of USDA/US Customs regulations, systematic improvement in technical change and process cycle efficiencies. This value-added analysis has led to the supposition that while QUEBEC is 16 percent less in manning than the previous battalion, it is 25 percent more cost effective per day, saving the US Government over \$9.3 million over a 3-month period. His superior organizational ability coupled with his superior planning/coordination skills were showcased through a significant decrease in items seized as contraband, a

reduction of nearly 10%, through the implementation of customs education outreach to redeploying units as well as amnesty process improvements at customs locations. Through his personal investment in the process, nearly 3,000 fewer items were seized over the sample period 3-month period.

LCDR Cooper took the lead in pushing an aggressive operational training plan for the battalion. While serving as Training Officer at Williamsburg, VA, he ensured 100-percent unit training compliance, enabling all 360 Sailors to attain certification/recognition as Customs Border Clearance Agent (CBCA). He successfully led the battalion in accomplishing approximately 58,000 training hours before deploying to theater. This training directly prepared QUEBEC to be successful in executing the mission and raising the standards of excellence for all future Customs battalions to come. While in theater, LCDR Cooper reviewed, prepared, and maintained the watch bills of all 3 companies. He effectively planned and hand-picked the optimal mix of leadership candidates and manning requirements at all companies when normal rotational shifts required it. His oversight of personnel assignment to various stations and duties within the companies kept strong operational momentum needed to accomplish other tasking such as security measures and safety training.

LCDR Cooper solved significant production problem areas that existed prior to QUEBEC's arrival in theatre, specifically, at the Life Support Area (LSA) - Ali Al Salem. He revamped equipment and facilities, including the restructuring of tent configurations at the LSA. He supervised the allocation of approximately 6,792 man-hours in facilities upgrade and maintenance that included the use of \$13,200 in materials obtained through DRMO, recycled materials, and from surplus equipment from other units, thus reducing battalion resource procurement costs for the project to zero. Specific projects include: amnesty booths and Gable Sunshade, Customs compound fence, search tables for the X-ray machine, Post Office booth, medical and MWR area, patios, 4,700 square feet of walkways, and a portioned wall at the CBT. These refurbishments and additions improved system capacity while providing added value to customer welfare in terms of aesthetics and ease of use. The new renovations have created a pleasant and hospitable atmosphere at the Customs compound for redeploying war fighters. Through the elimination of duplicative manual efforts at the LSA and by changing to shift equipment in the checked baggage tent, inspection process time decreased by approximately 35 percent. Additional LSA improvements commenced under his direction were the 10 percent addition of inspection points and addition of a much needed X-ray machine that has increased PAX and baggage throughput by 14 and 9 percent, respectively. His superior problem-solving skills and attention to detail paved the way to a higher PAX processing rate of 5-10 minutes at the LSA

Recognized for his mature and responsible stewardship, he filled the role of Commanding Officer and Executive Officer during their absences and thoroughly and cogently briefed them upon their return. He was left in charge of QUEBEC during the CO's trips to Iraq and when the XO was away on emergency leave. He was consulted in senior leadership planning conferences and briefs, and throughout he maintained the confidence of the Commanding Officer to lead the Battalion in his absence, in a war zone and to return the command safely back to the states. As a senior and trusted leader of the Battalion, he was tasked with restructuring two companies during QUEBEC's deployment. In each case, he skillfully and diligently re-staffed the companies to realign them with the command's mission and objectives. His broad skill set coupled with his no nonsense leadership style enabled him to research an issue back to its simplest element and then present appropriate recommendations for senior leadership to make informed decisions.

LCDR Cooper has proven to be a sterling professional military officer. Serving under the direct TACON/OPCON of the U.S. Army, he has excelled in a truly joint war-time environment. His ability to build a functional operation from the ground up, train to the highest possible limit, deploy across two countries in a combat zone, and accomplish the mission and leave a more efficient process in place are testaments to his superior leadership. LCDR Cooper ensured the success of a critical theater objective through tireless dedication, and the employment of his superior leadership skills. His actions while deployed in a combat zone are in the highest traditions of duty and service to the United States. He is a superior Navy Officer who provided unparalleled results and is truly deserving of the Meritorious Service Medal.

Send newsletter submissions to Bob Zinn,
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If you change phone, address or e-mail address, send updated information to Joe Richard <jgr2@cox.net>



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