

A History of Navy Chaplains Serving with the U.S. Coast Guard

1983 and 1993 Editions by C. Douglas Kroll, CDR, CHC, USNR (retired)
2010 Edition by Heather Murphy

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WORLD WAR I

On 6 April 1917, the same day the United States declared war on Imperial Germany, the entire Coast Guard (approximately 200 officers and 5,000 enlisted men) was transferred into the Department of the Navy. As a result of that transfer, Coast Guard personnel automatically fell within the scope of Navy chaplains' responsibilities; however, no chaplains were assigned to Coast Guard units or commands.

Because of pressures to keep the Coast Guard permanently in the Navy (one of the strongest pressures coming from the young Assistant Secretary of the Navy, Franklin D. Roosevelt), after the war, the Coast Guard did not immediately return to the Treasury Department. On 18 January 1919, Carter Glass, Secretary of the Treasury, in a communication to Congress, pressed for the passage of a resolution that the Coast Guard should return to the Treasury Department, thus ending any official ministry of Navy chaplains with the Coast Guard.

BETWEEN THE WARS

While Coast Guard personnel had come under Navy jurisdiction and therefore under the care of Navy chaplains during the First World War, any involvement ended with the transfer of the Coast Guard back to the Department of the Treasury in late August 1919. Any official ministry by Navy chaplains with the Coast Guard did not resume until July 1929 when Chaplain Roy L. Lewis, whose primary duty was at the submarine base, was given additional duty orders to the Coast Guard Academy, then located at Fort Trumbull in New London, Connecticut. Prior to his departure on 24 September 1932, just four days after the Academy's relocation to its present site, Chaplain Lewis wrote to the Chief of Navy Chaplains describing his extra duties:

“I have arranged to conduct morning prayers at the Academy during the period of Lent; also to conduct a Bible study class during this season. I am convinced that the value of these services is worth all the extra effort it costs me.”

As early as 14 January 1932, Admiral Billard, Commandant of the Coast Guard, officially requested that the Chief of the Bureau of Navigation assign a full-time chaplain to the Academy. The admiral asserted that the detailing of Chaplain Lewis to such duty would be most agreeable to the Superintendent of the Academy and to him.

While budgetary technicalities between the Department of the Navy and the Treasury Department prevented the Department of the Navy from acceding to this request, similar additional duty orders were issued to Lewis' successors at the submarine base until the Coast Guard was transferred into the Department of the Navy during World War II.

WORLD WAR II

As U.S. involvement in the European war became more probable, various Coast Guard units were placed under the control of the Navy. The personnel of Coast Guard-manned Navy ships, such as transports, had been under Navy operational control since the vessels had first gone into service. Hawaiian units were transferred by executive order to the Navy on 16 August 1941.

Shortly thereafter, those cutters in the Atlantic operating with the Navy, including the Greenland Patrol, were transferred. On 1 November 1941, in Executive Order 8929, the President directed that, until further orders, “the Coast Guard operate as part of the Navy.”

By the time of the attack on Pearl Harbor, the enlisted personnel of the Coast Guard had increased, through volunteer enlistments, from about 17,000 to nearly 30,000. With the gradual increase of the personnel of the Coast Guard during the war, chaplains were assigned to the service as the occasion demanded and as the supply of available chaplains permitted.

ENLISTED TRAINING STATIONS

Basic training of enlisted men before the war had been conducted at Port Townsend, Washington; New Orleans, Louisiana; and at the Coast Guard Yard in Curtis Bay, Maryland. These training stations were augmented in the first six months of the war by the addition of training stations at Alameda, California and Manhattan Beach, New York. It was at the training station at Manhattan Beach that the first Navy chaplain was assigned full time to the Coast Guard. Chaplain Raymond F. McManus, a Roman Catholic priest, reported for duty there on 15 April 1942. By the end of 1943, Manhattan Beach was served by three Navy chaplains, a Roman Catholic, a Protestant and a Jewish Chaplain. Training Station Manhattan Beach holds the distinction of not only having the first Navy chaplain assigned to the Coast Guard as primary duty, but as the first, and only Coast Guard command to have had a Jewish chaplain assigned. Chaplain Samuel D. Soskin reported on 23 November 1943 and was relieved by Chaplain Solomon “E” Cherniak in October of 1944. Chaplain Cherniak’s departure in October 1945 brought to a close the ministry of Jewish chaplains with the Coast Guard.

The training station at Alameda had been a maritime service officers' school until 15 December 1942 when it was turned over to the Coast Guard. Chaplain Will-Mathis Dunn had been assigned to the Coast Guard base at Alameda since June 1942, but Chaplain Anthony T. Wallace, the chaplain assigned to the maritime service officers’ school, became the first chaplain assigned to the Coast Guard Training Station when it was established on 15 December. Throughout the war, Alameda had both a Roman Catholic and a Protestant chaplain assigned.

As more and more men were brought into the service, the existing recruit training stations were augmented by many district training stations. For example, Atlantic City had a chaplain assigned from 7 January 1943 when Chaplain Sander “J” Kleis reported, until 15 May 1946 when Chaplain John H. Burt was detached. Atlantic City and other district training stations operated during periods of peak recruitment and were decommissioned when the need had passed.

The other major training station for recruits was at Curtis Bay, Maryland. Chaplain Joseph M. Crandall reported to the training station on 22 April 1943, and was joined the following November by Chaplain Damian B. Cragen. The training station at Curtis Bay was served by both a Roman Catholic and a Protestant chaplain until June 1946. Then it was moved to Mayport, Florida with only one chaplain. George P. Reeves became the first chaplain to serve the new training station.

During the war, the Coast Guard also operated receiving stations at San Francisco, California; Ellis Island, New York; and Boston, Massachusetts, all with chaplains assigned to them.

Advanced training for enlisted personnel was conducted at the training station in Groton, Connecticut. Shortly after its establishment, Chaplain Thomas P. Dunleavy reported on 8 September 1942 and Chaplain Robert A. Vaughn reported a few days later on 19 September. Throughout the war, both a Roman Catholic and a Protestant chaplain were assigned to Groton.

ENLISTED WOMEN

In the summer of 1942, the women of America received an opportunity to participate directly in the war effort as members of the armed services. On 23 November 1942, the President signed Public Law 773, which amended the Coast Guard Auxiliary and Reserved Act of 1941, and established the Women's Reserve as a branch of the Coast Guard Reserve, with authority to enlist and appoint women to serve during the war, and for six months thereafter.

In the early months, members of the Women's Reserve (known as SPARS, the term being derived from the Coast Guard motto "Semper Paratus" and its translation "Always Ready") were trained in Naval training schools established for the Women's Auxiliary Volunteer Emergency Service (WAVES). In June 1943, when the Coast Guard Training Station for enlisted SPARS was opened at a Palm Beach hotel, recruiting officers were able to offer the prospect of boot training "under the glorious Florida skies." (2) Chaplain Charles E. Page, who reported to Palm Beach on 16 June, was the first to serve there. A chaplain was assigned to the training station at Palm Beach until 19 February 1945 when Chaplain Marshall E. Brennemen was detached.

OFFICER TRAINING

With the early expansion of the officer corps, necessitated by the country's entry into the war, the need arose for basic training for reserve officers.

Between February 1942 and September 1945, the vast majority of men selected for commissioning were first sent to the Academy for a four-month reserve training course. When the war began, Chaplain John W. Moore was serving as the chaplain at the Academy in an additional duty status. On 27 July 1942, his orders were changed to primary duty at the Academy, thus he became the first full-time Navy chaplain assigned to the Academy. During the peak of the recruiting effort in early 1944, there were two Protestant chaplains assigned to the Academy. Chaplain Albert E. Stone and Chaplain Scott F. Bailey were assigned from December 1943 until July 1944.

Basic training of officers was also conducted at the training station in St. Augustine, Florida. It provided an indoctrination course for commissioned officers without previous training. Beginning in September 1942, instruction was given in such fundamentals as customs and traditions of the service, military drill, use of firearms and military courtesy. When the program ended in April 1944, some 1,078 officers had completed the courses. (3) Chaplain Budde F. Janes was the first to serve at St. Augustine, reporting on 6 January 1943. He was soon joined by Chaplain Thaddeus J. Tillman, who arrived on 5 March of that year. St. Augustine continued to be served by two chaplains until its disestablishment in 1944.

DISTRICT OFFICES

Coast Guard district commanders became known as District Coast Guard officers throughout most of the war. Coast Guard Districts were made coextensive with, and became part of, their respective Naval Districts. Throughout much of the war, Navy chaplains were assigned to the staff of these District Coast Guard officers, from which it was possible to serve many small Coast Guard units. Chaplain Hugh M. Miller was the first to be assigned to the Coast Guard in the 12th Naval District. When he reported in March 1943, he found that there were approximately 6,300 Coast Guard enlisted personnel in that District. Two years later, the chaplains' work there had so expanded that five Navy chaplains were on duty serving approximately 62,000 personnel scattered along a 900-mile coast line. (4)

OPERATIONAL UNITS

In addition to training commands, District headquarters and Coast Guard manned transport ships, Navy chaplains were also assigned to the Coast Guard Air Station in Elizabeth City, North Carolina; Coast Guard Section and Group offices; Coast Guard bases such as Alameda, California; Mobile, Alabama; Rockland, Maine; Wilmington, California; Staten Island, New York; and Galveston, Texas. Navy chaplains were also assigned to some Coast Guard stations (e.g. Sandy Hook, East Moriches and Portland), Coast Guard barracks and, at the close of the war, to Coast Guard personnel separation centers.

COAST GUARD HEADQUARTERS

The first chaplain to be ordered to the Coast Guard in Washington, D.C. was Monroe Drew, Jr., who reported in October 1944. He had the unique opportunity of ministering to personnel attached to Coast Guard Headquarters and approximately 1,000 SPARS on duty in the Washington area.

THE CHAPLAIN'S ASSISTANT

Early in 1942, the Navy Department took the first steps which eventually led to the establishment of a new rating, that of Specialist (W) (the "W" referring to Welfare), for chaplain's assistant. The new rating was limited to Naval Reserve only, or, in other words, for the duration of the war. The Bureau of Naval Personnel ruled against Specialists (W) serving aboard ship.

The first member of the Coast Guard to receive the rating of Specialist (W) was Emil Zemarel, who transferred from yeoman rating in November 1943. Thirty five men and 12 women of the Coast Guard were given this rating, of which 30 attended indoctrination school at the Naval Chaplains School in Williamsburg, Virginia. Two of these specialists, Zemarel and Charles C. Tingley, became chief petty officers. The Coast Guard, working under different policies than those which guided the use of specialists in the Navy, assigned some male specialists to ships. (5)

The large number of Navy chaplains assigned to the Coast Guard during the war can be attributed not only to its transfer into the Navy Department but also to the enormous expansion of the service during this time. By June 1944, the Coast Guard had reached a peak strength of 175,000 regular and regular reservists. When the war began, the Coast Guard had 168 vessels which bore names and were 100 feet or over in length. During the war, 156 more vessels of the name class and 339 of the numbered class were acquired. In addition, both the Army and the Navy needed Coast Guard personnel to man many of their vessels. In all, 351 Navy vessels and

288 Army craft were so manned. Navy craft manned by the Coast Guard included 22 transports, 9 auxiliary transports, 15 cargo ships, 5 auxiliary cargo attach ships, 18 gasoline tankers, 28 landing crafts (infantry), 76 landing ships (tank), 30 destroyer escorts, 75 patrol frigates and 33 miscellaneous small craft.

The Coast Guard was returned to the Treasury Department on 1 January 1946, pursuant to Executive Order 9666, dated 28 December 1945. Hindsight indicates that the return to the Treasury was much too soon. Although the war was over, the emergency was not, and the Coast Guard was still performing war-related duties for the Navy. It was not until seven months later, on 30 June 1946, that the Coast Guard completed the manning of Navy vessels for the war with the decommissioning of the Naval frigate EL PASO (PF 41).

POST WORLD WAR II

With the transfer of the Coast Guard back to the Treasury Department in 1946 and the accompanying demobilization following the end of the war, its number of personnel had shrunk to approximately 23,000 active duty military personnel by 1948. Also, by that year, the number of Navy chaplains serving with the Coast Guard was reduced to four, although for the first time they were serving during peacetime and assigned to Coast Guard commands as their primary duty. All of these chaplains were serving at training commands, with individual chaplains being assigned to the training center in Groton, Connecticut, the Coast Guard Academy and at the recruit training centers in Alameda, California and Mayport, Florida.

In 1946, the Coast Guard training station at Cutis Bay, Maryland moved to the abandoned Naval Air Station at Mayport, Florida. At the request of the Commanding Officer, Captain W. J. Austermann, Chaplain Paul Reeves accompanied the move. For some months, divine services were held in the station theater. Captain Austermann was eager to have a proper chapel; although funds were available for alterations to existing buildings, there were none for new construction. However, through the efforts of Captain Austermann, Chaplain Reeves and Chief Carpenter Earl Kissinger, a plan was worked out to remodel an old frame dwelling which stood on the property. In the process of remodeling, all of the original structure vanished, and a lovely, simple chapel arose. Chief Kissinger designed the building and supervised the construction, all of which was done by station personnel.

The chapel was designated "The Chapel of the Holy Spirit" and was dedicated on 17 July 1947. Among those present at the dedication was Chaplain Francis L. Albert, senior chaplain at Naval Air Station, Jacksonville, Florida. Many photographs and an accompanying article were sent to Coast Guard Headquarters in Washington, D.C., and the event was publicized as the building of the first chapel in the history of the nation's oldest continuous seagoing service. Reliable informants then recall that Captain Austermann was ordered to Headquarters, whose leaders wanted that honor to go to the Memorial Chapel at the Academy, the fund drive for which was authorized one week after the chapel at Mayport was dedicated. Captain Austermann was reportedly crushed by the reprimand, when he felt he should have received a commendation. (6)

The Academy Superintendent's "Report to the Congressional Board of Visitors" for 1947 noted that the Navy chaplain assigned to the Academy held Protestant services at the Connecticut

College Chapel each Sunday and the Navy chaplain assigned to the Coast Guard Training Center in Groton helped with Roman Catholic services at the Academy.

On 31 May 1948, the Coast Guard closed its recruit training activities at Mayport, Florida, and relocated them to Cape May, New Jersey. Chaplain James K. Snelbaker, who had reported to Mayport in April 1948, moved with the training center to Cape May the next month, becoming the first chaplain to serve there. The facilities at Cape May had also been a Naval Air Station during World War II and had been deactivated for a number of years. When the Coast Guard arrived, the base was badly deteriorated. Money for repairs was quite limited; Chaplain Snelbaker, like everyone else at the command, did the best he could with what little was available. With the arrival of the Coast Guard, the former enlisted men's club (built in 1918 as a YMCA) was converted to the training center's chapel. Chaplain Snelbaker had brought about 20 pews and a Hammond electronic organ with him from Mayport to furnish the chapel. (7)

The completion and dedication of the Coast Guard Memorial Chapel at the Coast Guard Academy in New London occurred in 1952. It was the first chapel to be built by the Coast Guard. (The chapels at other Coast Guard installations were either converted buildings or chapels inherited for the previous tenant.) In July 1947, Congress had authorized the Coast Guard to build a chapel at the Coast Guard Academy in New London, Connecticut "... for religious worship by any denomination, sect, or religion..." and provided the authority to raise the money necessary through public subscription. A nationwide fund drive was launched in October 1948, with the smallest contribution being a penny and the largest gift of \$172,000 coming from the A. W. Mellon Educational and Charitable Trust of Pittsburgh, Pennsylvania. The magnificent structure that stands atop a hill at the south end of the reservation met a need that had long been felt and discussed. Ever since the establishment of the forerunner of the present Academy, the school of instruction, there had never been a chapel, as such, where religious services could be held. Chaplain Fendlon Dobyms Hewitt saw the construction of the chapel through to its completion and was the first to serve in it.

In 1956, a second chaplain billet was added to the Training Center, Cape May, bringing the total number of chaplains assigned to the Coast Guard to five. Chaplain Joseph T. Dimino arrived at Cape May in October 1956.

THE 1960'S: TIME FOR CHANGE

The 1960's were not only a time of change for American society, they were also a time of change for the ministry of Navy chaplains assigned to the Coast Guard. During this decade, the number of chaplains serving with the Coast Guard more than doubled. But perhaps more significantly, they were utilized in new ways.

A second chaplain billet was added to the recruit training center at Alameda, California in 1960. The arrival of Chaplain John T. Moore in November of that year brought the total number of chaplains up to six.

Less than two years later, a second chaplain billet was added at the Coast Guard Academy in New London, which had previously been served by the Roman Catholic chaplain assigned to the

training center across the river in Groton. In January of 1962, Chaplain Norman A. Ricard reported as the Academy's first full-time Roman Catholic chaplain.

By this time, the Coast Guard's three major training commands, the Academy and the recruit training commands at Cape May and Alameda, each had both a Roman Catholic and Protestant chaplain assigned. In addition, a chaplain was assigned to the training center at Groton.

All of these chaplains serving with the Coast Guard were at training commands dealing primarily with student personnel, either enlisted or cadet. However, since there were no other chaplains assigned to the Coast Guard, these chaplains would frequently provide for the religious needs of all Coast Guard personnel in the area. They would make regular visits to nearby Public Health Service hospitals and occasional visits to nearby Coast Guard stations. If Coast Guard cutters were homeported in the area, they too would be visited. The chaplains at the Recruit Training Center at Alameda would periodically even ride a cutter for several days, either making a short patrol or sailing to a scheduled port on deployment.

1964 marked the establishment of "The Ensign Joseph Henry Hughes, III, Memorial Award" at the Coast Guard Academy. This award, an engraved silver service, was presented to two graduating cadets, selected by the Roman Catholic and Protestant chaplains, who contributed the most to the chapel program. When it was originally awarded, it was unique among all armed services academies. This award honored the memory of Ensign Joseph Henry Hughes, III, who was killed in an automobile accident shortly after his graduation from the Coast Guard Academy in June of 1963. (9) The award was presented until 2009, when it was discontinued and all funds were returned to the family at their request. (10)

Commander, Western Area published the "United States Coast Guard Lay Leader's Manual" in 1966 for distribution to Western Area units. The manual was prepared by the chaplains at the training center in Alameda, with Chaplain Beryl L. Burr writing the Protestant section and Chaplain Casimir A. Derengowski writing the Roman Catholic section.

A significant change in the Coast Guard's utilization of Navy chaplains took place in 1966. On 30 June of that year, Rear Admiral I. J. Stephens accepted Governors Island for the Coast Guard. The Coast Guard suddenly became the operator of a major base with over 20 tenant commands, including Commander, Atlantic Area, the Third Coast Guard District offices, five shore commands and over twelve ships. The island community, located in New York harbor, and accessible only via ferry boats, provided married housing for over 4,000 individuals.

The Coast Guard also took possession of the island's three chapels—St. Cornelius the Centurion (Protestant—a beautiful granite structure built in 1902 by Trinity Parish), Our Lady Star of the Sea (Roman Catholic) and the only Jewish chapel in the Coast Guard. To serve this newly acquired community, the Coast Guard added three chaplain billets. Chaplain Samuel R. Hardman served as the first senior chaplain at Governors Island. With the acquisition of Governors Island, the training center at Groton was moved to the island in 1967 and its last chaplain, Chaplain Charles W. Rugg, was transferred to Governors Island as well.

A chaplain billet was created at the Reserve Training Center in Yorktown, Virginia in 1968. The Training Center was the home of the Coast Guard's Officer Candidate School and various officer and enlisted training schools. It had previously been served by the chaplain assigned to the neighboring Naval Weapons Station. The first chaplain assigned to Yorktown was Chaplain Jerry D. Moritz.

The following year, a fourth chaplain billet was added at Governors Island. That billet had previously been at the Training Center at Groton. By the end of the decade, the number of Navy chaplains serving with the Coast Guard had grown to eleven and they were no longer limited to training commands.

VIETNAM

1965 marked the entry of the Coast Guard into the war in Vietnam. The Coast Guard was asked to participate by the Army, Navy and Air Force and performed a variety of duties.

The men of the Coast Guard Port Security and Waterways Detail traveled throughout Vietnam inspecting ports and harbors for security against enemy attack and safe storage of hazardous materials. Coast Guard Explosive Loading Detachments were established at major ports to supervise the off-loading of ships. Coast Guard LORAN C (long range radio navigation) stations were established in Lampang, Sattahip and Udorn, Thailand and in Con Son and Tan My, Vietnam to aid U.S. Air Force warplanes. The Coast Guard also established an Aids to Navigation Detail and a Merchant Marine Detail. Coast Guard pilots flew combat search and rescue with the Air Force, under an inter-service exchange program. A squadron of 26 82-foot cutters was sent to Vietnam for shallow water, inshore operations. All of these Coast Guard personnel were ministered to by chaplains of the Army, Air Force and Navy, depending on their location. No chaplain was assigned to serve Coast Guard personnel serving in South Vietnam.

Early in 1967, recognizing a requirement for additional Naval assets to assist in Naval gunfire support missions in support of Allied ground forces, the Navy requested that five Coast Guard High Endurance Cutters be assigned for duty with the Cost Surveillance Force engaged in Market Time Operations.

In response to this request, Coast Guard Squadron Three was established on 24 April 1967 and assumed the identity of Task Unit 70.8.6. Squadron Three usually consisted of five high endurance cutters on ten month deployments from their U.S. homeports. The cutters generally averaged between 70% to 83% of their time underway. They participated in every possible phase of the war including Naval Gunfire Support, Enemy Trawler destruction, barrier patrol, civic action projects, MEDCAPS and the Vietnamization Program. (11)

Squadron headquarters were at Subic Bay, Republic of the Philippines. With the establishment of this squadron, the full-time services of a chaplain were sought to meet the specific needs of Coast Guardsmen in this combatant situation, primarily because of the length and type of Vietnam patrols.

The first chaplain to serve with Squadron 3 was Chaplain Robert R. Mitchell. He reported for duty with the squadron on 1 July 1967 and became the first Navy chaplain to be assigned sea duty with the Coast Guard.

Chaplain Mitchell's duties consisted of circuit riding the ships of the squadron, hopping from cutter to cutter as they patrolled on Operation Market Time. With Naval Station Subic as a base of operations, the chaplain frequently rode SERVPAC 3 ships to and from the cutters. His principal mode of transportation from one ship to another was a boatswain's chair on a manila highline.

The chaplain normally spent about one week aboard each of the five cutters before returning to Subic to begin the next circuit. Chaplain Mitchell later reflected:

“My billet as chaplain was unique in several respects: First, although I was with a squadron of Coast Guard cutters, my tour of sea duty was classified as “In Country”; my senior chaplain was Captain James J. Killeen, on the staff of Commander, Naval Forces Vietnam in Saigon. I was his only chaplain afloat. Secondly, I was the first seagoing chaplain ever assigned to the Coast Guard. That came about as follows: While it is true that Coast Guard ships were active in World War II, they were always integrated into Navy commands. In the case of Squadron 3 in Vietnam, it was an independent unit under 7th fleet.”

Chaplain Mitchell was relieved in June 1968 by Chaplain Leslie Reiter. Chaplain Reiter was relieved in June 1969 by Chaplain Robert S. Borden, the last chaplain to serve with the Coast Guard in Vietnam.

In February 1969, the Coast Guard began Vietnamizing its operations in Southeast Asia. All 26 of the 82-foot cutters were turned over to the Republic of Vietnam by mid-August 1970. A similar program of training South Vietnamese Naval personnel on how to operate Coast Guard vessels resulted in the turnover of the cutters BERING STRAIT and YAKUTAT on 1 January 1971. With their turnover and the resulting reduction of Coast Guard personnel in the squadron, Chaplain Borden detached the same month. The turnover of CASTLE ROCK and COOK INLET in December 1971 ended the Coast Guard involvement in Vietnam.

Chaplain Borden, in reflecting on his service with Squadron 3, said:

“During the course of my tour, I was aboard some 18 cutters, most of them big white ones, but a couple of the 82 footers. My duties required that I ‘hitchhike’ from Song On Dak in southwestern Vietnam to Da Nang at least twice quarterly and return to Subic Bay each time a new cutter inchopped from the United States. The ministry was somewhat similar to that referred to in the Chaplain Corps as the ‘circuit’ ministry on destroyers. When I detached, the squadron was down to about two AVP-types and they were painted grey, although with the racing stripe intact.”

THE 1970'S: CONTINUED GROWTH

The 1970's saw the number of chaplains assigned to the Coast Guard increase even more. The decade also marked the beginning of the history of Naval Reserve chaplains serving with the Coast Guard.

In August 1971, the Coast Guard established a training center at the former Army security base in Petaluma, California. The following month, Chaplains Joseph A. Ferraro and Merrill C. Leonard reported. Less than a year later, in June 1972, the Coast Guard took possession of the former Naval Station on Kodiak Island in Alaska and established a Coast Guard base there. Kodiak was a situation similar to Governors Island with family housing and a number of tenant commands. The chaplains assigned to the Naval Station, Chaplain Bashford S. Power and Chaplain George S. Macho, were transferred to the Coast Guard base on the day it shifted from Navy to Coast Guard property. Chaplain Macho later reflected:

“The first year was tough going. The Coast Guard realized the importance of the base but the cost of operation was beyond all expectations. As one of the officers told me in the first few weeks of transition, ‘Thank God for the chaplains, they are the only non-problem area.’”

COMMANDANT NOTICE 7301 of 19 November 1975 authorized Coast Guard funding for the ministry of chaplains to the Coast Guard. The Coast Guard, by a joint service agreement, had always reimbursed the Navy for pay and allowances of chaplains detailed to the Coast Guard for duty. It was not until 1972 that the Coast Guard officially agreed to fund the chaplains' programs. However, that decision was never officially promulgated in either a Commandant instruction or in the Coast Guard Comptroller Manual. The notice, published in 1975, stated that necessary supplies needed by Navy chaplains serving with the Coast Guard could be properly charged to Coast Guard operating expenses. Unfortunately, the notice was rather restrictive in its wording and did not specifically include funding for travel, purchase of organs or other major chapel equipment or funding for the construction of chapels out of appropriated funds.

On 27 May 1976, The Chapel of Our Lady of the Sea on Governors Island was rededicated by Terence Cardinal Cooke, Archbishop of New York and Military Vicar. The chapel had been transformed from a stereotyped Army chapel to a modern place of worship. The transformation had begun almost four years earlier when it was found that the wiring in the chapel was dangerous, the walls were not fireproof and the exterior needed painting. Since this would involve major reworking, it was decided to go ahead with a complete renovation which would bring the chapel up to date with modern trends in the Roman Catholic Church following Vatican II. Present at the rededication were Chaplain Peter R. Pilarski, the Roman Catholic chaplain on Governors Island, and his predecessor, Chaplain Richard M. Mattie, who had begun the renovation project.

CHAPLAIN COORDINATOR

With the number of Navy chaplains serving with the Coast Guard increased to fifteen, the need for official coordination of the chaplains became apparent to the Navy Chaplain Corps. The Chief of Chaplains proposed that the senior Navy chaplain assigned to the Coast Guard Academy (at that time the senior ranking Navy chaplain serving with the Coast Guard) be designated as the “Chaplain Coordinator” for all chaplains assigned to Coast Guard commands. The Commandant

of the Coast Guard responded with the alternative proposal for designating the senior chaplain billet at Support Center New York (Governors Island) as “Chaplain Coordinator for Chaplains serving with the Coast Guard.”

On June 22, 1976, the Chief of Chaplains advised the Commandant of the Coast Guard that the Chief of Naval Operations concurred with the Commandant’s recommendation. Shortly after that, Chaplain Eli Takesian, who, as a commander was the senior chaplain at Governors Island, was designated as the “Chaplain Coordinator for the Coast Guard.” The position was unique in that it was the only coordinator who was not stationed with and, as a primary duty, assigned to the headquarters of his claimancy; nor did he serve in a position where his primary and collateral duties fit hand in glove.

A further challenge faced by Chaplain Takesian was convincing a number of senior Coast Guard offices of the need for a “Chaplain Coordinator.” Coast Guard units generally act independently and not as part of a squadron, carrier group, or battle group. As a result, they do not think in terms of “coordination” as much as their Navy counterparts. They also tend to be more self reliant. Chaplain Takesian liked to compare the Navy to “a school of fish” and the Coast Guard to “hermit crabs.” He was successful in winning the support of these offices. (15)

In August of 1977, Chaplain Takesian flew to San Francisco to join Vice Admiral Austin Wagner, USCG, Commander, Western Area, on a WESTPAC tour. His visits to isolated Coast Guard LORAN Transmitting Station on islands in the western Pacific made him aware of the need for developing a lay leader program to train people and provide materials so that Coast Guard personnel might be provided with religious ministry. He returned with the hopes of starting a lay leader training program at the Academy and at the recruit training centers in Cape May and Alameda. He also wanted to have active duty chaplains assigned to each of the District Offices, who would provide a circuit-riding ministry and facilitate lay reader programs.

Aware of the need for more chaplains to provide religious ministry to the Coast Guard, Chaplain Takesian approached the Chief of Chaplains’ office about securing selected reserve chaplains to drill and mobilize with the Coast Guard.

SELECTED RESERVE

In 1977, seventeen Naval Reserve (SELRES) billets were authorized to augment chaplain services to the Coast Guard in the event of mobilization. These billets were formed into a SELRES unit named “Naval Reserve U.S. Coast Guard Religious Support Detachment Number 106” (NR USCG RELSUP 106). For administrative purposes, these reserve chaplains were assigned to the Naval Reserve Center at Adelphi, Maryland, with training and supervisory responsibility delegated to the staff chaplain of Naval Reserve Readiness Command Region Six as an additional duty. Chaplain Daniel Stone served in that capacity at the time the unit was established.

The unit was unusual in that its members were scattered across the United States and drilled at active duty Coast Guard commands near their homes, most often at Air Stations, Group Commands or District offices. In the early years, the only time members of this reserve unit saw

each other was if they were able to attend meetings of all the reserve chaplains in the Readiness Command.

With so few active duty chaplains assigned to the Coast Guard, the role of selected reserve chaplains in providing religious ministry to Coast Guard personnel was vitally important. Many of these reserve chaplains served in areas where no active duty chaplain was assigned. Drilling on weekdays at active duty Coast Guard commands, frequently doing far more than their required two days per month, these chaplains functioned more as part time active duty chaplains than as typical Naval Reserve chaplains.

UNIFORMS AND RESTRUCTURING

COMMANDANT NOTICE 1020 of 14 June 1978 authorized Navy chaplains detailed to serve with the Coast Guard to wear the Coast Guard uniform. In 1976, the Coast Guard had adopted a new, distinctive uniform. Prior to that time, Coast Guard personnel had worn the same uniforms as the Navy, only with Coast Guard insignia. This Notice specified that when Navy chaplains wear the Coast Guard uniform they “will wear the cap device, sleeve insignia, and insignia on shoulder marks of the Navy Chaplain Corps in lieu of Coast Guard insignia.”

During this time, the Religious Program Specialist (RP) rating was being established in the Navy. Chaplain Takesian advised the Chief of Chaplains against trying to establish the rating in the Coast Guard because of the extremely small numbers that would be involved. He suggested either detailing Navy RPs to duty with the Coast Guard or continuing to utilize Coast Guard yeoman. Chaplain Takesian thought that the latter would be preferable since Navy petty officers would likely be perceived as “outsiders.”

Chaplain Takesian, because of his responsibilities as the senior chaplain at Governors Island, found it difficult to devote the time necessary to being the “Chaplain Coordinator for the Coast Guard.” While he was able to visit Coast Guard Headquarters in Washington, D.C. on occasion and work on developing a budget, he also knew that a staff chaplain there was a necessity.

Thus, he recommended to the Commandant of the Coast Guard in February of 1979 that a new billet, “Chaplain, United States Coast Guard” be established in Headquarters, with additional duty as “Assistant to the Chief of Chaplains for Coast Guard and Merchant Marine Chaplains,” and a collateral function as “Chaplain Coordinator for the Coast Guard.” He further recommended that the senior chaplain billet (which was a Captain’s billet) at Support Center New York be deleted and transferred to Coast Guard Headquarters in Washington, D.C. (16)

The following May, the Commandant of the Coast Guard requested an additional chaplain billet to establish the position of a staff “Chaplain, USCG” at Coast Guard Headquarters. He also requested that if this was not possible that the senior chaplain at Support Center New York be given Additional Duty (ADDU) orders to the Commandant, U.S. Coast Guard as staff “Chaplain, USCG.” Chaplain Takesian advised the Commandant not to pursue his latter recommendation “as this will only complicate matters.” (17)

Realizing that Governors Island was in many ways a microcosm of the Coast Guard, Chaplain Takesian approached the Commanding Officer of the Training Center on Governors Island about

the possibility of setting up a two-week orientation course for Naval Reserve chaplains that would introduce them to the Coast Guard. Working together with the Training Center's Commanding Officer and with Chaplain Theodore Granberg, a reservist from New Jersey who was assigned to NR USCG RELSUP 106, Chaplain Takesian developed a curriculum.

A Coast Guard orientation course for Naval Reserve chaplains was conducted at Governors Island for the first time in 1979. Chaplain Granberg served as the course director. The two-week course was designed to introduce reserve chaplains to the organization, missions, uniforms and programs of the Coast Guard in order to enable them to provide better service should they be mobilized for ministry in the Coast Guard. Active duty chaplains en route to the Coast Guard began attending this course in Spring 1990.

Rear Admiral John J. O'Connor, the Chief of Chaplains, United States Navy, commented very favorably about Chaplain Takesian's performance as the first Chaplain Coordinator for the Coast Guard:

"Wherever I have visited Coast Guard (personnel), including the Washington Headquarters, I have heard his praises sung. For his own efforts of the past two and one half years and the efforts of his fellow chaplains in the outstanding ministry they provide on a daily basis—a ministry too little known and appreciated—I am sincerely grateful." (18)

CHAPLAIN COORDINATION EXPANDS

In 1979, Stanley J. Beach took over as the second Chaplain Coordinator of the Coast Guard, with additional duty as the Senior Chaplain at U.S. Coast Guard Support Center, Governors Island. At Governors Island, Chaplain Beach's work was very specific and focused on serving the members stationed there. He supervised three other chaplains and two enlisted personnel. He also conducted worship, counseled and provided professional advice to the Commanding Officer. In addition, Chaplain Beach identified a need for, and subsequently established, family assistance programs at Governors Island.

"I discovered that the shorter but more frequent U.S. Coast Guard deployments tended to be more disruptive of family life," Beach wrote. "[They were more] difficult than the longer and less frequent deployments experienced in other services."

In his role as Chaplain Coordinator, Chaplain Beach conversely addressed the continuing larger needs of the chaplain corps throughout the service. His duties in that job were many and varied, highlighting the immediate importance of that relatively new position.

"I traveled to U.S. Coast Guard units with chaplains to inspect and advise commands. [I] advised the Commandant via the Director of Personnel. I worked with U.S. Coast Guard, U.S. Navy and the Department of Defense to establish four new U.S. Coast Guard chaplain billets... I conducted memorial services for the Blackthorn in Tampa, Florida, conducted two flag officer funerals at Arlington National Cemetery, established a U.S. Coast Guard Orientation Training Course for the Naval Reserve chaplains, and arranged for the first chaplains to accompany cadets on their summer cruise," Beach wrote. (19)

With so many responsibilities and duties, the job of Chaplain Coordinator was becoming increasingly demanding. As the Coast Guard and its chaplain corps grew, it seemed more difficult for one person to balance the coordinator job as well as fill a regular chaplain billet.

THE 1980'S: NEW ORGANIZATION

Fifteen chaplains were assigned to the Coast Guard at the beginning of 1980; but before the year ended, three additional chaplain billets had been authorized and filled. However, securing those billets was a difficult process.

“[There were] major challenges in securing new billets. DOD had a restriction on the numbers of personnel assigned to outside agencies—which required frequent communications with DOD representatives to explain the “arrangement” of the Navy Chaplain Corps and the U.S. Coast Guard. DOD had continued to insist that the Coast Guard establish their own chaplains,” Beach said. (20)

Despite that challenge, the 1980s would have the most growth in numbers of any decade thus far and would see significant improvements in the supervision of both regular and reserve chaplains assigned to the Coast Guard.

BILLET CHANGES

Chaplain David L. Percy reported to Coast Guard Air Station Cape Cod, at Otis Air Force Base, Massachusetts in June of 1980. The Air Station, commissioned in August of 1970 as a tenant command aboard Otis Air Force Base, became the largest active duty military installation in the Otis complex when the Air Force left the site in December 1973. The last Air Force chaplain departed Otis in 1975. Until Chaplain Percy's arrival in 1980, there was no active duty military chaplain presence at the complex.

At the time, the Coast Guard was the host command and managed base housing for approximately 2,200 people in over 600 units. It also provided support services such as medical care, base exchange, movie theater and many other family-oriented activities.

The chaplain billet at Cape Cod was justified not only because of the personnel at the Air Station, but also because of the need to provide for the religious needs of the personnel of the First Coast Guard District, headquartered in Boston, Massachusetts. Chaplain Percy functioned not only as the Air Station chaplain but also as a “circuit rider”, providing ministry to over 75 small, remote stations and a large number of floating units, including a number of large cutters. In effect, the chaplain assigned to Air Station Cape Cod had served as the chaplain to Coast Guard personnel and their dependents throughout the First Coast Guard District (New England), with the Air Station being the base of operations.

The U.S. Navy Chaplains Manual (OPNAVINST 1730.1), which had been previously distributed as an information document to Coast Guard commands and which authorized active duty chaplains and mobilization chaplain billets, became effective for Coast Guard use in the fall of 1980 with the promulgation of Commandant Instruction M1730.2 on 29 October 1980. The

notice also noted that requests for information, resources and any assistance pertaining to the religious support program or chaplains' ministry in the Coast Guard was to be addressed to Commandant (G-PS) via the Coast Guard Chaplain Coordinator at Support Center New York.

COMMANDANT INSTRUCTION 1730.3 was promulgated in February 1981. It dealt with "U.S. Navy Chaplains serving the Coast Guard." It discussed both the assignment of active duty and reserve chaplains to duty with the Coast Guard and specified that all chaplains serving with the Coast Guard were to be coordinated and supervised by the Chaplain Coordinator, USCG, and that they were authorized to wear the Coast Guard uniform with a Navy cap device and sleeve, collar and shoulder board insignia of the Navy Chaplain Corps in lieu of Coast Guard insignia.

The recruit training center at Alameda was decommissioned in June of 1982. Chaplain Baker, the last Protestant chaplain to serve at the recruit training center, retired and Chaplain Baldwin, the final Roman Catholic chaplain, was reassigned to the newly created position of District Chaplain for the Twelfth Coast Guard District, headquartered in San Francisco. He continued to work out of the chapel office of the newly-commissioned Support Center, Alameda.

Chaplain Norman Ricard's retirement from active duty on 1 July 1982, while serving at the Reserve Training Center in Yorktown, brought to a close an active duty career which touched Coast Guard personnel more than most. Chaplain Ricard had served two tours of duty at the Academy, first in the early sixties and again in the mid-seventies. His last tour of duty had been at the Reserve Training Center in Yorktown, Virginia.

1982 was a significant year for the selected reserve chaplains assigned to the Coast Guard as well. That year, the members of NR USCG RELSUP 106 came under the supervision of their own unit commanding officer rather than the staff chaplain of the Readiness Command. Chaplain John Griffith was the first to fill the newly created billet of Commanding Officer of NR USCG RELSUP 106.

CHAPLAIN OF THE COAST GUARD

A major milestone occurred in February of 1983 when Chaplain Eddy Moran reported to Coast Guard Headquarters as the first staff "Chaplain, U.S. Coast Guard." The newly-established billet was a special staff element under the immediate direction of the Vice Commandant and Commandant.

During Chaplain Moran's tour of duty he wrote the first Commandant Instruction (Manual) on "Religious Ministries in the Coast Guard" and discovered and disseminated a provision in the comptroller regulations that allowed the Coast Guard to furnish uniforms for Navy chaplains assigned to it.

Chaplain Moran integrated the selected reserve chaplains assigned to the Coast Guard into a more active functional role, even including them in some of the special training conferences held for the active duty chaplains. He also insured that the chaplains were made an integral part of the Coast Guard's developing family programs.

CHAPLAIN OPERATIONS

The Seventh Coast Guard District, headquartered in Miami, Florida, became the second District to have a chaplain assigned primary duty as the District Chaplain. Chaplain Daniel Ottaviano reported to Miami in September of 1983 to a position that he saw as a “circuit rider” both afloat and ashore. The Seventh District, which included the Greater Antilles Islands and eastern Caribbean Sea, was heavily involved in the interdiction of drug smuggling and law enforcement. Chaplain Ottaviano spent, on average, three quarters of this time in the field visiting District units. Half of that time was spent riding cutters involved in law enforcement patrols. In reflecting on his tour of duty with the Coast Guard, chaplain Ottaviano described it as “interesting, exciting, with a lot of room for innovation and creativity.” (22)

The Thirteenth Coast Guard District, which includes the states of Washington, Oregon, Idaho and Montana as well as a large area of the Northern Pacific Ocean extending halfway to Hawaii, became the third District to have a chaplain assigned primary duty as a District Chaplain. Chaplain Virgil J. Tillman reported to Seattle in August of 1984. The District headquarters and staff were located in the Henry M. Jackson Federal Building in Seattle but the District Chaplain’s office was located in the Support Center on the waterfront in downtown Seattle at Pier 36 where four major cutters, including two polar icebreakers, were homeported.

Chaplain Tillman later gave the following description of his ministry as the Thirteenth District chaplain:

“In addition to worship and counseling, religious ministry since that time has involved administrative work in the areas of writing local instructions, requesting and securing office and chapel spaces and educating personnel on the chaplain’s role within the command. This has proven to be very exciting. The ministry is such that the chaplain may find himself driving through the snow covered Cascade Mountains one day, flying about the Olympic Mountains or the Oregon Coast the next and sailing on the Puget Sound the third day. All of this is in order to visit his people during a time of crisis, in isolated duty or mid-deployment. The chaplain is given orders on a quarterly basis which allow for frequent responding to emergency situations anywhere within the Thirteenth District.” (23)

One of the major events that occurred during Chaplain Moran’s tour of duty at Coast Guard Headquarters was the entombment of the unknown serviceman from the Vietnam War at the Tomb of the Unknowns in Arlington National Cemetery. On Memorial Day of 1984, Chaplain Moran, as the Chaplain of the Coast Guard, was a participant in the entombment ceremony.

In April of the following year, Chaplain Martha E. Bradley reported for duty as the first chaplain assigned to the Coast Guard Support Center in Portsmouth, Virginia. Chaplain Bradley also became the first female chaplain to be assigned to duty with the Coast Guard. Much like the chaplain assigned to the Air Station in Cape Cod, this Support Center Chaplain also functioned as the District Chaplain for the Fifth Coast Guard District, with its headquarters located in a different location in Portsmouth.

In 1984, the selected Reserve chaplains assigned to NR USCG RELSUP 106 had their first annual meeting as a unit. Chaplain Bill Will, the new commanding officer of the unit, presided at the meeting and worked on unit organization and accountability throughout his tour of command.

COMMANDANT INSTRUCTION M1730.4 “Religious Ministries Within the Coast Guard” was promulgated on 7 May 1985. For the first time the Coast Guard had its own manual on religious ministries. In many ways it was a Coast Guard adaptation of the Navy OPNAVINST 1730 series, but it also reflected the establishment of the “The Chaplain, United States Coast Guard” and the existence of NR USCG RELSUP 106.

In June of 1986, Chaplain Moran departed Coast Guard Headquarters and Chaplain Alan Plishker became the second Chaplain of the Coast Guard.

The following year a chaplain billet was established at the Coast Guard Air Station at Borinquen, Puerto Rico. Chaplain Douglas Shamburger reported to the Air Station in July of 1987.

During Chaplain Plishker’s tour, the Coast Guard underwent a major realignment which involved merging some Districts and the creation of Maintenance and Logistics Commands for both the Atlantic and Pacific Areas. The goal of this realignment was to increase the number of operational personnel and decrease the number of support personnel. Chaplain Plishker successfully fought the proposal to place all chaplains under the Maintenance and Logistic Commands rather than have them assigned to operational commands. In the end, the only impact his realignment had on the chaplains assigned was in the Twelfth District (headquartered in San Francisco). The realignment merged the Twelfth District with the Eleventh District, which was headquartered at Long Beach. With the Twelfth District no longer in existence, the District Chaplain was reassigned to the staff of Commander, Pacific Area with headquarters on Coast Guard Island in Alameda.

Chaplain Plishker was also faced with the proposal for the disestablishment of NR USCG RELSUP 106. It was uncertain whether the reserve chaplains would be converted to Individual Mobilization Augmentees (IMAs) and remain assigned to active duty Coast Guard commands, or whether there would no longer be any reserve chaplains assigned to the Coast Guard. After consultations with the Chief of Chaplains and the Commander, Naval Reserve Force, it was decided to leave NR USCG RELSUP 106 intact as a selected reserve unit.

Chaplain Plishker retired from active duty in July of 1989. Prior to his departure, Chaplain Plishker revised the “Religious Ministries within the Coast Guard” instruction. COMMANDANT INSTRUCTION M1730.4A was finally promulgated on 8 September 1989.

Chaplain James G. Goode reported to Coast Guard Headquarters in July of 1989 to become the third Chaplain of the Coast Guard.

THE 1990’S: FULL OF CHALLENGES

The year 1990 was special and full of challenges for the nation’s oldest, continuous, seagoing armed service. It was a special time because of the celebrations surrounding the Coast Guard’s

bicentennial, marking two centuries of service dating back to 4 August 1790 when Congress authorized a fleet of revenue cutters, forerunners of today's Coast Guard. During 1990, the Coast Guard was designated as federal on-scene coordinator of the summer 1990 cleanup effort in the wake of the Exxon Valdez massive oil spill in Alaskan waters. The year also saw the Coast Guard respond to Desert Shield and Desert Storm requirements for enhanced security in U.S. and Persian Gulf ports, and to the critical need for experienced boarding personnel for the naval embargo of Iraq.

Navy chaplains were very much a part of these celebrations and challenges. For the first time in its fifty-year history, members of the Coast Guard reserve were involuntarily mobilized. Port Security units from Milwaukee, Buffalo and Cleveland were mobilized and deployed to Persian Gulf ports during September and November. Prior to their deployment, these reservists underwent training at Camp Perry, Ohio. Chaplain Goode traveled to Camp Perry and provided training for lay readers and made presentations on family separations and war trauma. Navy chaplains throughout the Coast Guard were involved in training and preparing arrangements for the event of possible mass casualties.

1990 was a very significant year for chaplains serving with the Coast Guard, as well. As the Coast Guard began its third century of service there were twenty-two active duty and seventeen selected reserve chaplains assigned to it. The decade would begin with the realignment of several of the active duty chaplain billets and with a decrease in the number of selected reserve chaplains assigned to the Coast Guard.

Eight active duty chaplain billets were realigned to better reflect their functions. The billet assigned to the Support Center in Portsmouth, Virginia was transferred to the staff of the Fifth District with additional duty orders to the Support Center. The billet assigned to the Air Station at Borinquen was transferred to the staff of Commander, Greater Antilles Section with additional duty to the Air Station.

A number of chaplains were given additional duty orders to better reflect their actual functions. The chaplain assigned to Air Station Cape Cod was given additional duty orders to the First District. The chaplain assigned to the Support Center at Elizabeth City was given additional duty orders to the Fifth District. The senior chaplain at Support Center Kodiak was given additional duty orders to the Seventeenth District and the senior chaplain at Governors Island was given additional duty orders to both the staffs of Commander, Atlantic Area and Commander, Maintenance and Logistics Command, Atlantic. The Seventh District chaplain was also given additional duty orders to Air Station Miami.

While a number of active duty chaplains were realigned, the number of billets authorized for NR USCG RELSUP 106 decreased from seventeen to fourteen during 1990.

The year also saw the development and implementation of a lay reader program throughout the Coast Guard. Chaplain Vucinovich, the Commanding Officer of NR USCG RELSUP 106, came on temporary active duty to develop the Lay Reader Manual, based on one developed by Chaplain Goode while he was the force chaplain for the Submarine Force, Pacific Fleet. Chaplain Chadwick at Cape Cod edited the manual. The "U.S. Coast Guard Training Manual for

Lay Readers” (COMDTPUB P1731.1) was published in May and thirty-six Protestant and an equal number of Roman Catholic lay reader kits were delivered to District chaplains. At the same time, the religious ministries manual (COMDTINST M1730.4A) was amended with the addition of a fourth chapter giving details of the lay reader program. (24)

The first biannual conference for active duty chaplains assigned to the Coast Guard was held at Yorktown during this year of the Coast Guard’s Bicentennial. The conference was developed and promoted by Chaplains Goode, Chadwick and Tundel.

The year 1991 marked the transfer of one of the chaplain billets at Governors Island to the Eighth District office in New Orleans. Chaplain Ronald Sturgis reported for duty there in early July. Prior to Chaplain Sturgis’ arrival, a selected reserve chaplain had functioned as the Eighth District chaplain on a part-time basis.

The year also saw a new “Memorandum of Understanding Between Chief of Naval Operations and Commandant of the United States Coast Guard Regarding Management of and Reimbursement of Chaplains Serving with the Coast Guard.” The memorandum of understanding was the first policy document since 1942 that officially connected the Navy and Coast Guard in the management, reimbursement and utilization of chaplains.

The memorandum was signed by Vice Admiral Martin H. Daniell, USCG, the Vice Commandant of the Coast Guard, on 10 December 1990 and by Vice Admiral J. M. Boorda, USN, Deputy Chief of Naval Operations for Manpower. It detailed the joint services agreement for the management of Navy chaplains to support and meet the religious ministry requirements of the Coast Guard and also provided for the reimbursement for billets of active duty Navy chaplains assigned to the Coast Guard. Further, it made reference to the Chaplain of the Coast Guard and also incorporated the authorization to provide Coast Guard uniforms to Navy chaplains assigned to the Coast Guard.

New chaplain billets were approved in 1991 for Group/Air Station St. Petersburg, Florida, and the Eleventh District Office in Long Beach. An additional billet was also approved for a second chaplain at Air Station Cape Cod. In addition, three civilian support staff positions were approved for Borinquen, the Coast Guard Academy and Petaluma.

CHAPLAINS AID HAITIAN CRISIS RESPONSE

Over 20,000 Haitians were rescued from the Caribbean between October 1991 and May 1992 by Coast Guard cutters and their crews. During this crisis, additional Coast Guard resources and support systems were required to meet the critical circumstance of the Haitian refugees. Noting the increased pressures and demands on the crew, Chaplain Goode arranged for seven active duty and two reserve Coast Guard chaplains to be deployed on a rotating basis. The chaplains served from two to three weeks each. This is the first time chaplains were forward deployed on Coast Guard cutters in a non-wartime situation.

Chaplain Clark Prescott from Governors Island was the first and arrived on Thanksgiving Day 1991. He visited all cutters in port providing services for both Haitians and Coast Guard personnel. His services in Spanish enabled larger numbers of Haitians to participate. Chaplain

James Duncan from the Fifth District arrived on scene a few days later. In addition to riding the cutters during rescue missions, he developed a handbook on Haitian culture, terms and traditions which was most helpful for chaplains and other support personnel arriving on scene. Chaplain Bruce Maxwell, from Petaluma, relieved Chaplain Duncan just prior to Christmas and was most supportive to Coast Guard personnel and Haitians during Christmas and the New Year.

The only Catholic chaplain to serve during this crisis, Chaplain Maxwell provided services aboard Coast Guard Cutters: DURABLE, HARRIET LANE, THETIS, TAHOMA and VIGILANT. Chaplain Maxwell was followed by Chaplain Greg Demarco, Elizabeth City, Chaplain Thomas Kappert, District 7, Chaplain James Ellis, Cape May, Chaplain Richard Inman, Governors Island and two reservists, Chaplain Eric Darrow and Chaplain Francis Bonadonna.

May and June 1992 saw the largest exodus and repatriation of Haitians. Coast Guard cutters were involved in rescuing nearly 16,000 during this period. Three additional chaplains provided support for both Coast Guard personnel and Haitians. Chaplain Felix Villanueva of Borinquen, Chaplain Dave Gibson of Yorktown and Chaplain Robert Adair of District 5 were called in for this strenuous period.

On the work and ministry they provided, one Task Group Commander wrote, the chaplains "provided much needed spiritual advice and services to the crews of the assigned task units, as well as officiating special services for Haitian migrants. Their worth to the success of this operation is immeasurable. Please continue this support."

NAVY CHAPLAIN OF THE YEAR

For his innovative leadership with the Coast Guard in developing a lay reader program, training programs for reserve and active duty chaplains, the realignment of eight billets, staffing sixteen additional billets by 1995 and his immediate response to the Desert Storm and Haitian Crisis, Chaplain Goode was nominated and selected the outstanding Navy Chaplain of the Year by the Military Chaplains Association (MCA) who presented him with the "Distinguished Service Award" in recognition of that honor on 30 April 1992.

Admiral Kime stated, "Chaplain Goode has brought vitality and spiritually to the Coast Guard. From preparing units for deployment to the Persian Gulf to responding to the latest exodus of Haitian migrants, he has made outstanding contributions to Coast Guard men and women. He is truly deserving, and I am delighted to see his efforts recognized."

Chaplain Goode departed the Coast Guard in July 1992 and reported to his new assignment at Naval Air Station Pensacola in August. His relief, Captain Thomas Chadwick, who served as chaplain for Air Station Cape Cod, 1987-1990, became the fourth Chaplain of the Coast Guard in July 1992.

EXPANDING THE CHAPLAIN CORPS' REACH

Much of Chaplain Chadwick's tour as Chaplain of the Coast Guard was spent locating and placing additional chaplain billets throughout the service. At that time, as part of the Commandant's commitment to increase the number of chaplains serving with the Coast Guard, with the goal of one chaplain for every one thousand active duty personnel, new billets were

continually established and filled. Chaplain Chadwick was not responsible for creating these billets, but identifying where they should be located.

“I spent a lot of time surveying around the Coast Guard—looking for larger concentrations of Coast Guard, maybe not in the same command... but a pocket of [closely-located] units where I could assign the chaplain,” he said.

In 1992, Chaplain Karl Lindblad reported to fill the newly-established second billet at Air Station Cape Cod. Chaplain Charles Robinson became the first active duty chaplain assigned to the staff of the Commander, 11th Coast Guard District in Long Beach, California.

1993 began with even more billets filled. Chaplain Wesley Sloat reported as the first chaplain assigned to Group St. Petersburg, Florida. Chaplain Gary Weeden reported to the staff of Commander, 9th Coast Guard District in Cleveland, Ohio. The new billet at Air Station Astoria, Oregon was filled by Chaplain Gary Stewart.

Chaplain Chadwick also assigned a chaplain to Charleston, South Carolina, where the Navy had recently removed their chaplain billet. A Catholic chaplain was also added to the staff at Air Station Borinquen. While there had previously been a Protestant billet there, recently realigned to Commander, Greater Antilles Section, there had never been a Catholic chaplain. With a large Coast Guard presence, including families living in Coast Guard housing, Chaplain Chadwick decided both Protestant and Catholic chaplains were necessary to properly serve the community.

In addition, there was a large Coast Guard presence in mainland Alaska, near Juneau and Sitka, without chaplain support. The two chaplains stationed on the island of Kodiak would occasionally travel to the mainland on Coast Guard aircraft, but their visits were rare. To better support Alaska’s Coast Guard members and families, Chaplain Chadwick added a chaplain billet at the Seventeenth Coast Guard District in Juneau. In total, 14 new billets were added throughout the Coast Guard during Chaplain Chadwick’s tenure.

One of these new billets was a chaplain assigned to Coast Guard Headquarters in Washington, D.C. Although the Chaplain of the Coast Guard was also stationed there, his duties were located throughout the geographic United States and abroad, anywhere the Coast Guard took its members. These duties left little time for ministry to the over 1,200 active duty personnel, one of the largest concentrations of Coast Guard personnel in one location, also stationed there. Chaplain Tim Demy reported as the first Coast Guard Headquarters chaplain. In addition to serving as the chaplain for all personnel assigned to Headquarters and nearby Coast Guard units, he also served as the Deputy Chaplain of the Coast Guard.

NEW BILLETS IN ACTION

After placing the chaplains in their new locations, Chaplain Chadwick then defined how each chaplain would operate. Before this expansion, many of the chaplains were assigned to training commands or other large bases that typically had a chapel. At these locales, the chaplains usually followed a parish model, spending their time running the business of the chapel: conducting regular services, meeting with members, coordinating a choir and organizing Bible studies.

With the expansion, more chaplains were stationed in federal buildings or other staff locations without chapels and served Coast Guard members stretched over a large geographic area. Chaplains in St. Louis, Cleveland, Seattle and Honolulu, for example, joined a staff without any material resources.

Together with the newly-assigned chaplains, Chaplain Chadwick had to decide how the chaplains would minister to all the members assigned to them. Orders, vehicles, lodging and other logistics were determined as the chaplains traveled to stations and units never before regularly visited by chaplains.

“I was always fighting to fund the new billets,” Chadwick said. “Local commands wanted the chaplains, but not the expense.”

INCREASED UNIFORM ALLOWANCE

Another area of logistics that Chaplain Chadwick addressed during his tenure was chaplain uniform allowance. While the Coast Guard previously provided certain uniform items to Navy chaplains temporarily joining the ranks, the list was minimal.

“When I was in my first Coast Guard billet at Cape Cod, I said, if I’m ever Chaplain of the Coast Guard, I’m going to make this list reflect reality,” Chadwick said.

Chaplain Chadwick increased the uniform allowance to an amount that could be reasonably worn and washed in one week. He also added a separate uniform allowance for female chaplains, including the addition of blouses and skirts. Previously, the list only mentioned trousers and shirts, leaving local commands to determine what uniforms to provide female chaplains.

NEW CHAPELS

The early 1990’s also saw new chapels put into service. The Training Center at Petaluma, California dedicated its new religious activity center, Lighthouse Chapel, on 29 May 1992. The building, originally constructed by the Army in 1943, had served as a recreation building. Slated for destruction in 1988, the demolition plans were changed in favor of salvaging and renovating. The principal speaker for the dedication of the renovated building was Chaplain Goode. Located at the center of the Training Center, this new 150-seat chapel replaced the old 75-seat chapel which was located a half mile west, well outside the training center’s busiest area.

Command Chaplain Bruce C. Maxwell, in the dedication benediction said, “The chapel will provide a space of quiet in a world that moves so quickly, a space to return to our source of strength. Like a solid pointer in a storm, the chapel will be our lighthouse of strength.”

A new construction chapel was completed at the Reserve Training Center in Yorktown and dedicated on 1 July 1993. Named the “Olde Yorke Chapel,” it occupies a site on the training center that was once inhabited by early Virginia settlers in the first establishment of the town of Yorktown in the 1630s. The Commandant of the Coast Guard, Admiral J. William Kime, and the Chief of Chaplains, Rear Admiral David White, were the keynote speakers. A large A-frame construction overlooking Wormley Creek, the chapel is situated in the woods, on a small knoll just opposite the Aids to Navigation School. It seats 150 worshippers and has overflow capacity

of an additional 50 seated in the narthex. The complex includes a office and fellowship hall, also of A-frame construction.

In addition, Chaplain Chadwick looked in to funding a new chapel in Elizabeth City, North Carolina, but construction did not begin during his tenure.

OPERATION ABLE MANNER

On 15 January 1993, the Coast Guard began Operation Able Manner in an attempt to prevent massive loss of life by Haitians seeking to flee the United States in unworthy seacraft. A squadron of 15 cutters was initially deployed. A chaplain billet was soon added to the rotating squadron staff.

In February 1993, in a separate event, Coast Guard chaplains were deployed to assist the Navy SPRINT team in the Critical Incident Stress debriefing of Coast Guard crews. These crews assisted in the retrieval of bodies following the disastrous ferry boat accident in Haitian national waters. Three chaplains were deployed to this event: Commander Tim Demy, Lieutenant Jim Weibling and Lieutenant Commander Greg Demarco.

In both responses, the chaplains provided limited ministry to Haitians, mostly because of the language barrier. However, the chaplains provided ample post traumatic stress and other counseling to Coast Guard members working there.

“Coast Guard crews had to do difficult work, rescuing live people, but also dealing with a lot of death,” said Chaplain Chadwick. (25)

The following chaplains participated in Operation Able Manner or the response to the Haitian ferry boat accident, each serving a two or three week period circuit-riding on the cutters and ministering to the Aviation Detachment at the Naval Station, Guantanamo Bay, Cuba:

CDR Timothy Demy	HQ, USCG
CDR Robert Adair	CGDS
LCDR Greg Demarco	AirSta Elizabeth City
LT James Weibling	CGD7
LT Karl Lindblad	AirSta Cape Cod
LT Ronald Sturgis	CGD8
LT Robert Freiberg	SUPRTCEN Governors Island
LT David Gibson	RTC Yorktown

RECOGNITION OUTSIDE THE COAST GUARD

Chaplain Skip Blancett became the fifth Chaplain of the Coast Guard in 1995. One major crisis affecting the service occurred about one year later. On July 17, 1996, TWA flight 800 crashed into the Atlantic Ocean, south of Long Island, New York, killing all 230 passengers and crew onboard. The Coast Guard response was huge and immediate. In total, 18 cutters, 28 small boats, 11 aircraft, 1,100 active duty service members and 121 reservists participated in the response. (26) The chaplain corps responded to this tragedy as well, with a senior reserve chaplain on Long Island becoming the lead chaplain.

Besides disaster ministry, Chaplain Blancett and his Deputy, Chaplain Ronald Swafford, focused on ensuring their chaplain corps received the recognition they deserved for their dedication and effort. At least one billet, the Pacific Area Chaplain, was upgraded to O-6. Also, Chaplains Blancett and Swafford devoted a significant amount of time to ensuring their chaplains' fitness reports accurately reflected their chaplains' work.

"Probably the most important thing we did... was to work hard to elevate the ministry of USCG chaplains in the eyes of our USN/USMC colleagues," Swafford wrote. "The increased promotion rate of USCG chaplains became the talk of the USN CHC. Most of our guys 'made the cut' most of the time. We started having chaplains coming to us to get a USCG billet!" (27)

MITIGATING DISASTER: THE 9/11 AND KATRINA ERA

CHAPLAINS' CRISIS RESPONSE

Chaplain Leroy Gilbert began his second tour with the Coast Guard when he became the sixth Chaplain of the Coast Guard in 1998. Having already served as the senior chaplain at the Coast Guard Academy from 1993 – 1995, Chaplain Gilbert was familiar with the missions, nature and operations of the Coast Guard before he assumed his new billet in Washington D.C.

Going into the job, Chaplain Gilbert considered the role of the chaplains serving in the Coast Guard to be different than that of those serving with the Navy or Marine Corps. Because of the Coast Guard's humanitarian missions and more frequent interaction with the community, Chaplain Gilbert felt the chaplain corps could have a more intimate, unique role with the public. As a result, he took steps to prepare the entire chaplain corps for any type of community-wide disaster.

"It was in appreciation for what the Coast Guard did," Gilbert said. "The Coast Guard involved themselves when there was a crisis. How can we involve ourselves as a chaplain community? We had the skills and leadership that we could provide support to the community. [Therefore], we developed a crisis ministry."

Chaplain Gilbert established relationships with the Red Cross and other disaster response agencies, which provided disaster response training to the chaplain corps. Little did he know, these relationships and training would be invaluable for the unusual events that unfolded throughout his tenure as Chaplain of the Coast Guard.

PUBLIC EMERGENCIES BUILD RELATIONSHIPS

One high profile event the Coast Guard was involved with during this time was the fatal private plane crash of John F. Kennedy, Jr., off the coast of Martha's Vineyard, Massachusetts. As Coast Guard pilots and cuttermen searched for survivors, area chaplains prepared to minister to service personnel involved as well as the local community.

Their response was typical of the standard procedure that had developed among the chaplain corps: When the Coast Guard responded to a disaster, the chaplains responded as well. (28)

A second airplane crash occurred in early 2000, when Alaska Airlines Flight 261 went down off the Southern California coast, killing all 88 passengers and crew onboard. (29) The Pacific Area chaplains from Alameda, San Diego, Astoria and Seattle as well as several reservists were involved in the response. These chaplains were led by Chaplain Ronald Swafford, the Pacific Area Chaplain at the time.

“I coordinated the ministry and worked closely with the President of Alaska Air and Gray Davis, the Governor of California, who came for the memorial service, at Pepperdine University’s auditorium,” Swafford wrote. (30)

Experiences like this one continued to elevate the Coast Guard chaplain corps’ exposure and availability to help with disaster ministry.

“[Over the course of] several airplane crashes... and emergencies, we created a relationship with other agencies and community organizations,” Gilbert said. “When the Coast Guard responded in a public manner, we tried to respond. Before there was no pastoral involvement.”

As Chaplain Gilbert provided leadership for chaplain response during emergencies, local active duty and reserve chaplains operated on the ground, assessing the needs of those involved in the situation and providing a ministry presence. Chaplains also served as resource guides, helping victims and family members find the help they needed according to their specific situation.

In addition to providing pastoral care to emergency responders and the local community, Coast Guard chaplains also found themselves taking a leadership role in local public ministry.

“We became involved with community leaders and organizations,” Gilbert said. “We wound up training local clergy in how to involve all those who wanted to help.”

Coast Guard chaplains who responded to community-wide emergencies found that locals weren’t always used to working together to respond to spiritual needs in an interfaith way. As a result, Coast Guard chaplains devised an operations plan to automatically include the chaplain corps in disaster response in the community. This plan outlined ways in which chaplains could respond to post-disaster pastoral needs: conducting services, providing a presence, directing victims to support services, counseling, augmenting the local community’s care, providing training and leadership and helping local clergy.

To adequately fill the community service role described in the new operations plans, all chaplains in the Coast Guard received all of the training they could potentially need, including critical incident stress debriefing.

9/11

The chaplains’ training and new role as disaster responders were soon put to the test in a disaster unlike one anyone had seen: 9/11.

On September 11, 2001, terrorists crashed passenger planes into the two towers of the World Trade Center in New York, New York and the Pentagon, outside of Washington, D.C., killing thousands and generating an immediate Coast Guard response.

Within one hour of the plane hitting the Pentagon, Chaplain Gilbert was on scene, providing leadership and pastoral support.

“For the first day, I was in charge of pastoral cases and response,” Gilbert said. “I was almost the first [chaplain] on scene, helping chaplains respond to that critical situation by being with the rescue workers. They were going in, bringing out bodies and we were there with them... We [also] dispersed chaplains in the area where families were gathered—they were distressed and we provided care.”

In the days that followed, Chaplain Gilbert mobilized the Atlantic Area Chaplain, Chaplain Wilbur Douglass, to lead the Coast Guard chaplain response at Ground Zero. Chaplain Douglass immediately began to develop connections with agencies there like the Red Cross and the Salvation Army. Because of previously-established relationships with those organizations, Coast Guard chaplains were able to get the credentials to access disaster areas right away, enabling them to serve a wide range of people beyond Coast Guard members.

“We provided pastoral care for those families coming into the area. We connected with... the local community to see what was needed,” Gilbert said. “We got on the ferry at Staten Island, rode with the [victims’ families] and provided ministry and presence to deal with the places the devastation happened.”

For two months, Coast Guard chaplains served at the disaster sites. Active duty and reserve chaplains stationed across the country took turns on scene, for approximately two weeks to a month at a time. There were about 15 Coast Guard chaplains serving simultaneously.

The chaplains provided care to the workers, firemen, victims and service personnel in the area. They wore coats with “Coast Guard Chaplain” written on them so the public would know who they were. Every night, every chaplain participated in a critical stress debriefing to mitigate the strain of that critical experience.

THE AFTERMATH OF 9/11

After 9/11, chaplains in the Coast Guard maintained contact with agencies and faith communities they had directly served with during the crisis. Some chaplains were invited to speak at memorial services and other church functions.

Chaplain Gilbert conducted an assessment of the chaplains’ response to the situation, and determined that chaplains should continue to be involved in Coast Guard disaster response.

“We made a point that chaplains should be involved with... every aspect of the crisis situation,” Gilbert said. “There was a demand for our services and we needed to be written into the plan.”

Senator Hillary Clinton of New York recognized the work of Coast Guard chaplains during 9/11 in a ceremony on Capital Hill. She presented Coast Guard chaplains with a Military Chaplain Association (MCA) award to thank them for their service.

BEYOND DISASTERS

During this time, the role of the Coast Guard was expanding and their chaplain corps adjusted accordingly. Several new billets were added throughout the service to help cover the vast geography most chaplains traveled, visiting service members. With the addition of these billets, the chaplains' budget increased, mostly paying for the needs of the new chaplains as well as chaplain-wide training imperative at the time.

Chaplain Gilbert also worked on acquiring chaplain's assistants (RPs), used throughout the Navy and Marine Corps. At the time, the Navy was downsizing the RP rating, so additional billets were not approved for the Coast Guard. However, this process ensured all Coast Guard chaplains received assistants. These assistants were sent to Navy RP school to learn the skills necessary to adequately help chaplains in their duties.

In addition, Chaplain Gilbert developed a video and accompanying brochure detailing chaplains' services and the uniqueness of chaplains in the Coast Guard. Coast Guard commands, members, chaplains and the general community used these resources to better understand how chaplains could serve them. (31)

A NEW CHAPEL

One new chapel was built during Chaplain Gilbert's tenure. Wings of Faith Aviation Memorial Chapel was dedicated in Elizabeth City, North Carolina on September 24, 1999. (32)

When Chaplain Alan Andraeas reported as the Support Center Elizabeth City Chaplain in 1997, there were very little resources for him to use on the old Navy World War II-era base. There was no official chapel, just some offices on the second floor of the gymnasium with "bits and pieces from old chapels," Andraeas said. "It was unsatisfactory."

After pursuing some possible leads for new chapel construction without positive results, Chaplain Andraeas presented the need for a new chapel to the District Five Admiral at the time, who was meeting with all local department heads regarding current projects. Chaplain Andraeas proved the need for construction by detailing the numbers of people who would use such a facility. He compiled totals of people seeking counseling, worship, Sunday school and other chaplains' services. With the Admiral's approval of the idea of a new chapel, Chaplain Andraeas began work with the base facilities engineer, CDR Mike Valerio, to turn the idea into a reality.

By using facilities engineering as the main laborers, no contracting was necessary. Therefore, the entire project cost under \$150,000, a sum entirely funded locally and through donations. Local commands as well as groups like the Pterodactyls and the Coast Guard Evergreen Fund contributed. The greater aviation community also pitched in, raising money for a memorial, leading to the Chapel's name.

"There was a great desire to have one consolidated Aviation Memorial," Andraeas said.

From Chaplain Andraeas' original structure idea, drawn on a napkin during lunch with the facilities engineer, to base employees' plumbing, electric and construction work, building of this chapel was a team effort that came together very quickly. The chapel was designed, constructed and dedicated all in one year.

"The response was fascinating," Andraeas said. "All of the engineering shops were working together. They pulled together and were proud of what they were doing."

Their efforts resulted in a Coast Guard Meritorious Team Commendation ribbon for all civilians and military members who worked on the project. The military members also received a Meritorious Unit Commendation award. Most rewarding for all those involved in construction, when the chapel was dedicated, there was standing room only. (33)

NEW CHALLENGES

Chaplain Wilbur C. Douglass III became the seventh Chaplain of the Coast Guard in 2002. This was his second consecutive tour in the Coast Guard, having just left his billet as chaplain for Atlantic Area and District 5, where he had served since 1997. While in this billet, Chaplain Douglass was integral to the Coast Guard chaplain response to 9/11. He led a team of chaplains at Ground Zero in New York City for several months and directly ministered to the first responders there.

This crisis experience proved invaluable to the biggest challenge he faced during his tenure as Chaplain of the Coast Guard: Hurricane Katrina. (34)

On Monday August 29, 2005, Hurricane Katrina made landfall as a strong Category 3 hurricane on the Louisiana coast, causing massive destruction as the storm moved north. Many homes and small towns were destroyed in the storm's wake, but the most significant damage occurred in the city of New Orleans, where levees built to keep the city dry were breached for the first time in history. According to Coast Guard historian Scott Price, "That led to flooding of over 80 percent of the city to a depth of up to 20 feet, leaving 50,000 citizens who were still there trapped." (35)

The Coast Guard response was historic and enormous, with over 5,000 Coast Guard personnel deployed in response to devastation in the area. (36) Many of these responders were unexpectedly away from home for an undetermined amount of time. Some had families in the area affected by the hurricane and left their loved ones in emergency shelters or hotels while they deployed. The need for chaplain support was huge and the chaplain corps responded in kind.

Almost all of the chaplains serving with the Coast Guard at the time spent about a week on scene, ministering to Coast Guard personnel and their families. Chaplains were temporarily stationed out of Gulfport, Mississippi; Alexandria, Louisiana; and Baton Rouge, Louisiana, as well as in Florida and Texas.

Chaplain Douglass coordinated the chaplains' efforts while Chaplain Kal McAlexander, the Deputy Chaplain of the Coast Guard, coordinated logistics.

“I had experience of leading a team during 9/11, so I knew what to ask for in Katrina,” Douglass said. “I went [to the affected area] twice; First to check on the chaplains and next time as part of an assessment team, to see how the Coast Guard was doing.”

For 9/11, the Incident Command System (ICS), an organized method of disaster response and responsibility allocation, was new, but used during the effort at Ground Zero. Chaplain Douglass and his peers had already learned ICS and knew where they fit into the response model.

“When we realized how important it was for 9/11, we did training for all the chaplains,” Douglass said. “Two months later, Katrina hit. Chaplains were [stationed all over the Gulf Coast] and they knew what to do.”

RESPONDING TO THE CHANGING FACE OF THE COAST GUARD

Though their job description stayed the same, the post-9/11 and Hurricane Katrina chaplains had to adjust to the changing nature of the Coast Guard as a service. After these disasters, the Coast Guard evolved to better respond to a variety of natural and manmade disasters. Port Security Units (PSUs) were established to defend against terrorist threats and the marine safety field grew, while traditional Coast Guard missions like search and rescue and ice breaking continued to be important, but somewhat less visible to the general public.

“As the Coast Guard changed its image, we had to ensure chaplains changed with the image,” Douglass said. “We had more emphasis on disaster ministry and [we were] more visible in the public eye. There was a whole new focus and we had to adapt to the ever changing Coast Guard and provide ministry to the newly-focused Coast Guard.”

Chaplain Douglass used every chaplain serving at the time to respond to the needs of Coast Guard members.

“We had 49 chaplains—and I say 49, because we had 49 total chaplains—with the reserves working just as hard as the active duty, to provide mentoring and leadership,” Douglass said.

While no new active duty chaplains were assigned to the Coast Guard during his tenure, Chaplain Douglass reorganized the reserve chaplains to better reflect the increasingly operational tone of the Coast Guard. He reassigned all of the reserve chaplains from specific units to District staffs, increasing their breadth of responsibility and the number of personnel they served.

After this reorganization, two chaplains still needed billets. Chaplain Douglass reassigned them to the Headquarters staff as the Officer in Charge (OIC) and Assistant Officer in Charge (AOIC) of reserve chaplains, coordinating the efforts of their peers. These new billets fell under the responsibility of the Commandant and Chief of Staff, respectively.

“I was trying to protect billets and make them operational. They were out there doing it, covering [territory] and helping the active duty chaplains,” Douglass said. “My reserve chaplains got to all the little boat stations that I had never been too. When I visited one, my reserve chaplain had to introduce me.”

SUPPORTING THE CHAPLAIN CORPS

As part of his effort to support the ever changing Coast Guard and needs of the chaplain corps, Chaplain Douglass also brought the chaplains up-to-date with training. A new training manual for chaplains was written and distributed. All chaplains received ICS, as well as suicide prevention and other wellness trainings. In addition, Chaplain Douglass visited every chaplain at their duty station.

“I wanted to see everybody in their space—visiting a chaplain at a conference didn’t count,” Douglass said. “I needed commands to see that Washington was interested in their chaplains. I wanted to see how they were doing, how I could help, what the issues were. I tried to advocate for the chaplain as far as the command was concerned.” (37)

PREPARING FOR THE FUTURE

BALANCING ADMINISTRATIVE DUTIES WITH PASTORAL CARE

The second half of the 2000’s saw very few major incidents affecting the Coast Guard and chaplain corps. Therefore, more time was spent ensuring the administrative needs of the chaplain corps were fully met, while addressing the many ministerial needs of Coast Guard members. The chaplain corps leader throughout this period was Chaplain William F. Cuddy, Jr., who took over as the first Roman Catholic and eighth Chaplain of the Coast Guard in 2006.

Like other Chaplains of the Coast Guard before him, Chaplain Cuddy had served with the Coast Guard before. Officially, he served at the Coast Guard Academy from 1996 – 1998. Unofficially, he served as a Chaplain Reservist to Group Boston and the cutters assigned there from 1980 – 1988. Also, while assigned to Florida with the Navy from 1998 – 2001, Chaplain Cuddy provided pastoral assistance to the cutters that visited Mayport for inspection, along with a full range of chaplain support to Group Mayport and MSO Jacksonville.

After these diverse tours with the Coast Guard, Chaplain Cuddy was eager to return to the service.

“I wanted to come back to the Coast Guard,” Cuddy said. “It’s a very positive experience, a great opportunity to work with a great group of people.”

SENDING HELP TO HAITI

Only one major disaster occurred during Chaplain Cuddy’s tenure that required supplemental chaplain support. (38) On January 12, 2010, a 7.0 magnitude earthquake struck near Port-au-Prince, Haiti, leaving an estimated three million people in need of emergency aid. (39) The Coast Guard was one of the first to arrive and provide assistance in an effort entitled Operation Unified Response, and later, Operation Southeast Watch. Cutters delivered medical supplies and cleared obstructed harbors. Air assets also provided relief supplies, delivered disaster management personnel and provided search and rescue coverage. (40)

“In response, we devised and implemented a Coast Guard Chaplain rotation schedule, involving both Active Duty and Reserve Chaplains, enabling our chaplains to provide pastoral care and support to the various cutters and their crews,” Cuddy said.

Chaplain assistance lasted for several weeks, with chaplains riding cutters, going into port and providing support to Coast Guard personnel.

SHEPARDING THE SERVICE

While chaplains provided for the spiritual needs of Coast Guard members serving in crises, they also continued to provide for the needs of all members doing the routine work of the Coast Guard, day in and day out.

“We do four things: provide, facilitate, advise and care,” Cuddy said.

As the chaplains served Coast Guard members in this manner, Chaplain Cuddy similarly served the Headquarters staff, flag officers and various Coast Guard personnel he encountered in his travels. Due to his denomination, he also provided Sacramental ministry of Baptism, Marriage, Mass and Penance to Roman Catholic Coast Guard personnel.

ADMINISTERING FOR THE CHAPLAIN CORPS

During the rest of his tenure as Chaplain of the Coast Guard, Chaplain Cuddy provided leadership and mentoring for Coast Guard chaplains and focused on bringing the administrative needs of the chaplain corps up-to-date. He reviewed, updated and established policy and doctrine in support of the Coast Guard’s religious ministry program. He also oversaw and advocated for budget requirements to fund Coast Guard chaplain functions and ministry.

After his predecessors ensured the chaplain corps was written into operational plans, Chaplain Cuddy took the next step in integrating chaplains with Coast Guard operations and secured a “place at the table” for chaplains at all major Coast Guard conferences. He and other chaplains provided valuable presentations detailing chaplains’ services and roles at Cutters’, Sectors’, Command Master Chiefs’ and Flag conferences. These conferences provided an opportunity for chaplains to talk directly with Commanding Officers and share the benefits chaplains can provide them and those who serve at their units. Conversely, these conferences allowed chaplains additional access to information on trends, issues and developments throughout the Coast Guard, allowing them to tailor their service to better fit the needs of Coast Guard members.

In addition, Chaplain Cuddy conducted an annual symposium for all active duty and reserve chaplains to conduct training, review policies and share news from all corners of the Coast Guard. Flag officers were frequent guest speakers, remarking on their philosophy of the use of chaplains. The symposium was held alternatively at Pacific or Atlantic Area with all 50 chaplains invited to participate.

BILLETING REFLECTING THE SERVICE

During this time, a thorough review of the Coast Guard’s billeting was conducted, ensuring all Coast Guard members had adequate access to chaplain support.

As part of this billeting review, Chaplain Cuddy obtained two new chaplain billets from the Department of the Navy. Both billets were established in remote areas where previously, the

closest chaplain had been located several hours of travel away. One was added at Sector Key West and filled by Chaplain Douglas Grace in 2009. The second billet was established at Sector Northern New England in Portland, Maine. That billet was filled by Chaplain Cynthia Kane in 2010.

Other previously-established billets were realigned to better reflect the needs of Coast Guard members. The Integrated Support Command St. Louis billet was transferred to Sector Upper Mississippi. The Air Station Cape Cod Protestant billet was transferred to Sector Southern New England in Providence, Rhode Island while the Air Station Cape Cod Roman Catholic billet was moved to District 5 in Portsmouth, Virginia. Also, one of the District 1 billets was moved from Boston, Massachusetts to District 5.

“Prior to this change, the Atlantic Area Chaplain was responsible for providing pastoral care and support for D5 while also supervising all Chaplains assigned to the AOR [Area of Responsibility] and providing direct reporting to the Atlantic Area Commander and Staff,” Cuddy said.

After this change, Chaplain Gary Weeden became the first Atlantic Area chaplain, while Chaplain James Goodbow became the first District 5 chaplain. Both chaplains assumed their new billets in 2008. The change benefited members serving in the Portsmouth, Virginia area, as well as those throughout the District and Area.

“The addition of the two new billets, the creation of the D5 Chaplain position and placing greater emphasis on the supervisory/staff office role of the Atlantic Area Chaplain billet have dramatically improved the delivery of chaplain services to the Coast Guard,” Cuddy said.

As the Coast Guard expands in size and mission breadth, the Chaplain corps needs to respond. Two manpower studies were conducted during this time to evaluate chaplain corps coverage and billeting. One study, internal to the Coast Guard, evaluated the manpower of all billets necessary at the sectors. The second study, contracted by the U.S. Navy, conducted a manpower analysis for the entire chaplain corps and all its components serving with the Navy, Marine Corps and Coast Guard. Both studies helped determine the need requirement for chaplain support.

Chaplain Cuddy provided Coast Guard leadership with the results of these two studies to help develop additional chaplain billets in the Coast Guard. He is hopeful that more chaplains will be assigned to the Coast Guard in the future. There are many geographic challenges in the Coast Guard, with members spread across the country, often in remote units without nearby chaplain support.

“We need more chaplains to benefit mission requirements and with personal issues,” Cuddy said. “We do the best with what we have, but everybody is very busy and working hard.” (41)

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