

WESTERN RIVERS ORIENTATION

30 DECEMBER 1999



Developed in cooperation with the Seamen's Church Institute,
American Waterways Operators, and the U.S. Coast Guard

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EXECUTIVE SUMMARY

A “summit” meeting was held on 9 July 1999 to discuss issues of mutual concern to the inland river towing industry and the Coast Guard. Among these issues was a concern that many Coast Guard personnel assigned to units on the Western Rivers do not fully understand or appreciate the dynamics of the inland towing industry or the complexities of managing a towboat.

A group of industry leaders, educators, and Coast Guard met to address the issue. The purpose of the meeting was to assess current training and indoctrination and develop a curriculum for the Coast Guard to improve the organization’s knowledge and understanding of the Western Rivers towing industry. The scope of recommendations is intended to foster the professional development of Coast Guard personnel assigned to the Western Rivers. While the focus of the development is on marine safety personnel, all Western River units (Group offices, river tenders, and the Eighth District office staff) can substantially benefit and should have new personnel participate.

The work group focused on three areas where additions or modifications to existing training could be implemented:

- Modification of existing program level (Yorktown) training to include river specific topics and terminology. [HQ action]
- Creation of a Western Rivers professional development program. The most significant component is an annual week-long seminar for personnel newly assigned to the Western Rivers MSOs, Group Commander and Deputy Commander, and radio watchstanders, river tender OINCs and XPOs, and D8(m) and D8(oan) staff. Additionally, Coast Guard participation in the Seamen’s Church Institute Advanced Pilothouse Management course is encouraged. [D8 action]
- Enhanced local area and industry familiarization programs, including improved unit-level orientation and increased emphasis on and standardization of towboat rider programs. [Unit action]

This report should be shared with the existing Coast Guard/AWO QAT that is investigating a more global Coast Guard/Industry orientation program.

PURPOSE

The purpose of the work group was to develop orientation activities specific to the Western Rivers to assist the professional development of Coast Guard personnel as well as identify other opportunities for Coast Guard and industry development.

DISCUSSION

The Coast Guard and the inland towing industry agree that there is a need for Coast Guard personnel assigned to units that work with the Western Rivers towing industry to have a better understanding of the river environment and the inland towing industry. Many incoming personnel are new to the marine safety field or have never been assigned on the rivers. Some have not developed a working knowledge of Western Rivers towboat operations. The Coast Guard's military structure results in periodic transfer of personnel. The majority of Coast Guard billets and all of the marine safety training billets are along the coasts, so the bulk of on-the-job training is done within the industries there. This prevents Coast Guard personnel from preparing for inland duty stations and feeds a perception by the industry that coastal or blue water policies are being inappropriately applied on the inland rivers.

Barring a major shift in the Coast Guard's personnel management structure to reduce the frequency of transfers, a means is needed to enable those being assigned to the Western Rivers to receive indoctrination on the unique nature of the industry. The work group focused on three areas where additions or modifications to existing training could be implemented:

- Modification of existing program level (Yorktown) training to include river specific topics and terminology. [HQ action]
- Creation of a Western Rivers professional development program. The most significant component is an annual week-long seminar for personnel newly assigned to the Western Rivers MSOs, Group Commander and Deputy Commander, and radio watchstanders, river tender OINCs and XPOs, and D8(m) and D8(oan) staff. Additionally, Coast Guard participation in the Seamen's Church Institute Advanced Pilothouse Management course is encouraged. [D8 action]
- Enhanced local area and industry familiarization programs, including improved unit-level orientation and increased emphasis on and standardization of towboat rider programs. [Unit action]

There are also opportunities to provide industry personnel insights into Coast Guard practices and activities. These opportunities should be used by industry to further increase positive interaction.

PROGRAM LEVEL TRAINING

Overview

The Marine Safety program provides resident training to its personnel to serve as the building blocks and foundation for marine safety competencies. The program addresses several areas, including marine inspections courses, investigations, and port operations courses as well as additional task-specific training. The majority of these courses are held at the Training Center in Yorktown, VA. Others are held at training vendor sites and in seminar format at various locations. These are highly professional and well presented. They have been developed and updated to address changes in the marine industry and national policy. The focus of the national policy discussion, including port state control and international manning standards, has been directed at the coastal segment of the industry. Consequently, the training has failed to keep pace with the inland marine industry and the need to provide a competency in all areas.

Marine Safety Courses

The emphasis in most Marine Safety courses is on statutory and regulatory requirements, and compliance and enforcement procedures that do not vary greatly from port to port. However, often the course content includes information on vessel design and nomenclature and descriptions of industry operations, which tend to be coastal and blue water specific. For example, the Marine Safety Petty Officer course curriculum addresses STCW, yet there is no mention of AWO's RCP. There are untapped opportunities to describe and identify technical and cultural differences found on the Western Rivers (e.g., towboat vs tug, mph vs knots). After attending a Yorktown course, the student has learned what is portrayed as *the* way to do things. Then, when assigned to a Western Rivers unit, the standard practices observed can be perceived as wrong.

As there are no Marine Safety core courses that are exclusively blue water focused, each course curriculum should include elements of the Western Rivers industries. The Port Operations, Marine Safety Officer and Petty Officer, and Reserve Officer courses should each include lessons on towing and towboat terminology, Responsible Carrier Program, and Cooperative Towing Vessel Examination Program. The Investigating Officer courses should include lessons on towboat piloting and Inland Rules of the Road.

Recommendation: Modify curricula for the following courses to include Western Rivers issues:

- Port Operations Department Course
- Marine Safety Officer Course
- Marine Safety Petty Officer Course
- Investigating and Assistant Investigating Officer Courses
- Chief, Port Operations Department and Chief, Inspection Department Courses

Command Positions

The prospective CO/XO Course (PCO/PXO) is a two week seminar given each year for newly assigned Commanding and Executive Officers of MSOs and other shore units. The training is oriented towards leadership, strategic planning, and partnerships with external stakeholders. The second week of the course has numerous “breakout sessions” to deliver more specific information or training to PCO/PXOs assigned to similar units. This is an excellent opportunity to address some of the inland waterways training issues at the command level. It is recommended that a full day be set aside for PCOs and PXOs heading to Western Rivers units to jointly focus on the unique aspects of their new areas of responsibility and the industry operating there. Prospective river tender Officers in Charge and Executive Petty Officers should also be included in this one-day training. Knowledgeable speakers from the towing industry and experienced Western Rivers would best provide this type of training session. CO/XOs could also be invited to participate. Topics to be covered should include:

- Pilothouse management
- CG/Industry/ACOE Committees
- Towboat Piloting
- Profit margins and market conditions
- Draft Management
- Tow size
- Effects of towboat delays
- Manning issues
- River stage and water conditions
- Practical application of Navigation Rules

Recommendation: Schedule a one-day session the second week of the Shore Unit PCO/PXO courses to include MSO PCOs/PXOs with jurisdiction on the Western Rivers, Western Rivers, Group PCOs/PXOs, and River Tender POINCs/PXPOs. Speakers from the Western Rivers towing industry should present the topics discussed above.

REGIONAL PROFESSIONAL DEVELOPMENT

Western Rivers Orientation

The approach of this week-long course or seminar is to create a cooperative effort of Coast Guard and industry resources to cover a wide variety of topics specific to the Western Rivers. Volunteers from industry and the Coast Guard will present the unique aspects of the opportunities and challenges involved with Western Rivers operations. The Eighth District would be responsible initially for putting on the course. Eventually, we envision that the responsibility would shift to the Marine Safety School at the Training Center in Yorktown, VA. Within the Marine Safety program, there are precedents for this type of training, such as MSO Miami’s Control Verification course and Captain Franke’s Wooden Boat Inspection school taught in San Diego, CA. These

courses were developed to address training shortfalls for a specific mission area. Aside from the recreational boating community, the Western Rivers towing industry is arguably the Coast Guard’s single largest customer block, yet it has no mission-specific training for it.

The course should be held in a central location to allow for field trips that cover as many aspects of the industry as possible. The course would be held in early fall, shortly after the summer transfer season. A proposed course curriculum is included as Appendix 1. The target audience for the course includes:

- MSO COs and XOs
- Group Commanders and Deputy Group Commanders
- River Tender OINCs and XPOs
- MSO officers and petty officers
- 8th District (m) and (oan) staff officers

Topics will be presented by industry experts and educators, representatives of responsible agencies (ACOE, TVA, etc.) and Western Rivers experienced Coast Guard personnel. The course would be designed to encourage the free exchange of experiences and ideas. Therefore, the class size should be limited to 25 to 35 persons to facilitate open discussion and productive field trips.

The following table identifies the total number of targeted billets on the Western Rivers:

	CO/GRU COM	XO/Dpt GRU COM	MSD Supv	OINC	XPO	Officer	'M' Petty Officer	GRU Radio Watch- standers	Reserve 'M' Officers	Reserve 'M' Petty Officers	
MSOs	6	6	3			51	65		52	203	
Groups	3	3		17	17	6		18			
Totals	9	9	3	17	17	57	65	18	52	203	
Total	Active Duty			<u>195</u>					Reserve		<u>255</u>

The active duty billets are three or four year tours. Each year it is estimated that approximately one third of the active duty personnel will transfer to another duty station. About ten percent of Reservist will rotate out of Western Rivers MSOs and Groups. Given the totals shown in the table, the demand for training quotas will exceed the supply. The number of course quotas each year will be meted out to units based on actual transfers that year. D8(m) staff will coordinate the class and assignment of quotas. Each unit will select those who will actually attend based on highest priority need of the unit. Though not shown in the table above, it is anticipated that approximately two seats would be made available each year for new members in D8(m) and D8(oan) to enhance the understanding of watchstanders and those involved with the Western Rivers at the District level.

Given the amount of turnover and limited ability to bring everyone through a formal orientation class, other avenues to facilitate this professional development and interaction with the industry should be explored. Speakers from the river industries and local agencies can be invited to speak at All-Hands meetings and weekly training sessions and units can acquire the same training videos used by the towing industry. A list of references and training resources is provided in Appendix 2.

The towing industry is enthusiastically committed to assisting the Coast Guard with this training effort. They have offered the use of towboats, training facilities and materials, and teach most of the course curriculum without cost to the Coast Guard. Expenses associated with putting on the courses would be limited to travel for attendees and presenters, and printing of training materials. This is an outstanding opportunity for the Coast Guard to leverage its training resources.

Recommendation: (1) Hold a one-week seminar on Western Rivers orientation for newly assigned Coast Guard officers and petty officers following the course outline in Appendix 1. First seminar – Fall 2000. (2) Include industry speakers at unit All-Hands training sessions.

Seamen’s Church Institute

The Seamen’s Church Institute Center for Maritime Education (CME) offers a unique opportunity for Coast Guard personnel to more fully appreciate the Mariner’s perspective on piloting towboats. Several COs, XO’s, and marine safety officers and petty officers, as well as the current District Commander, have attended complete or portions of the 2 ½ day Advanced Pilothouse Management course. The course is a combination of classroom lectures, shared experiences, and state-of-the-art simulation training focusing of situational awareness and professionalism. The course format presents an excellent opportunity for open communication between Coast Guard field personnel and professional mariners. The Eighth District has entered into a formal agreement with the for Coast Guard personnel to attend this course as observers. A copy of the Eighth District Instruction dated 1 November 1999, signed by the District Commander is included as Appendix 3.

Recommendation: Ensure full utilization of MOU between Seamen’s Church Institute Center for Maritime Education and Eighth District.

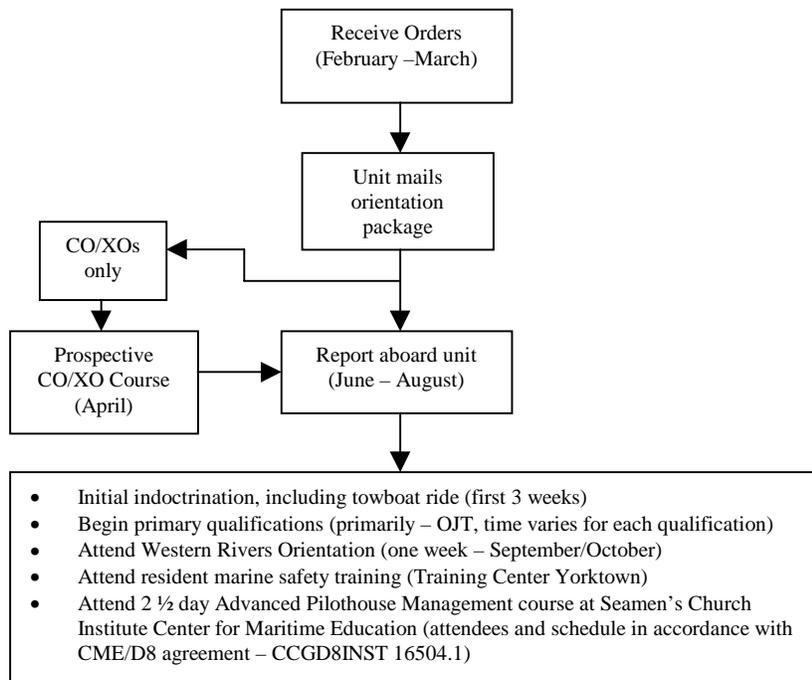
LOCAL PROFESSIONAL DEVELOPMENT

Unit Orientation

Currently, most units have local training requirements for familiarization and primary qualifications. Primary qualifications have been standardized Coast Guard-wide and are

typically task specific. These qualifications do not address geographic or industry specific issues. To promote consistency and establish minimum levels of competence, there is a need to expand unit/industry orientation and qualification programs to address river-wide as well as area specific topics. This will work towards ensuring that field personnel are properly trained for oversight of Western Rivers towing and cargo operations.

The following is an example of a training schedule for an officer or petty officer receiving orders to a Western Rivers MSO:



Unit Orientation

All Western Rivers units currently have programs for indoctrinating newly assigned personnel. These programs include unit and local area indoctrination and orientation as well as a process for primary duty qualifications. The work group discussed ways to improve the orientation of the newly assigned person and enhanced one MSO’s initial orientation program. The binder is mailed to the new member upon receipt of orders. This information is currently available from numerous sources and collected in one small binder to make the orientation more effective and efficient. This program includes a binder with general Western Rivers information as well as information that is specific to the unit’s area of responsibility. The work group also recommends that the new member be provided time immediately upon his arrival to immerse himself in rivers-related orientation. Additionally, all units are recommended to ensure that the standard qualifications, such as Boarding Officer and Officer of the Day, are amended as appropriate to include Western Rivers issues. The Table of Contents of this proposal is included in Appendix 4 and copies of the binder are available upon request.

Recommendation: Units are encouraged to develop a comprehensive Western Rivers orientation training program into their check-in procedures. Time should be allotted during the first few weeks to immerse the new member in Western Rivers Orientation.

Towboat Ride

Most MSOs employ a towboat ride as part of an orientation or familiarization regimen for new employees. It usually takes place within two to three months after arriving and the trip normally takes 12 to 48 hours. This is an excellent venue for indoctrinating new MSO personnel to the towing industry and meeting the professional mariners working on the rivers. A well-planned trip can also expose them to many facets of life on the rivers including locking, fleeting, making a tow, and watch relief. The intangible benefit of Coast Guard field personnel and working mariners meeting face-to-face in a non-threatening and non-regulatory setting can only improve our perceptions and appreciation for each other's role on the rivers.

In order to benefit from this valuable training experience, a level of standardization throughout the MSOs should be established to ensure that it is fully employed. This can be done with enough flexibility to address geographic and industry specific aspects of each MSO zone. A check-off sheet developed by the group is included as Appendix 5. Each MSO should establish points of contact with local towboat companies wishing to participate. Normal rider routes, including pickup and drop-off points, would be established to ensure adequate training opportunities for each trip. It is anticipated that a ride of approximately 12 to 48 hours would be necessary to accomplish the objectives. The company representative would be contacted to arrange the ride. The unit would be responsible for transportation to and from the pickup and drop-off points.

A hold harmless agreement or waiver form may be required by some towboat companies which normally should not pose a problem. Individual forms will be cleared through the Eighth District legal staff.

Recommendation: Units are encouraged to ensure that each new unit member completes a towboat ride which provides an opportunity to witness first-hand the operations of a towboat and the unique characteristics of the river environment.

COOPERATIVE PARTNERSHIP

There are many benefits to this cooperative approach to the professional development of Coast Guard personnel assigned on the Western Rivers. It increases the scope and depth of the training and establishes credibility in the eyes of the trainees and mariners on the rivers. The towing industry will have direct input to the further development of expertise and consistency throughout the Coast Guard on the Western Rivers. The industry and

Coast Guard will further the goal of developing an understanding and appreciation of each other's roles, responsibilities, and dedication.

Mini-Industry Training

Many larger MSOs use a mini-industry training program modeled after the Marine Safety Industry Training. This approach immerses the student within the industry by following an industry person around to tour cargo transfer and storage facilities, ride towboats, passenger vessels and agency vessels, visit various sites, and tag along with regulators to view nearly all aspects of the industry within a port. While the concept of "ports" is different on the rivers, this approach would provide a head start into understanding the complexities of the rivers and the inland towing industry. Some MSOs may adopt a similar approach for providing department heads or senior petty officers a more in-depth understanding of industry operations within the unit's area of responsibility. This program should normally take one week to complete.

Recommendation: Units are encouraged to develop AOR-specific industry training programs to facilitate the professional development of department heads and senior petty officers.

Industry Training Opportunities

This partnership between industry and the Coast Guard contains a wealth of opportunity to enhance each other's missions and improve the safety on the Western Rivers. While the focus of the work group was on training Coast Guard personnel, there are current Coast Guard courses that would be beneficial to the industry as well. Courses such as On-Scene-Coordinator Crisis Management (OSCCM) course and Investigating Officer course would provide persons from industry unique insight into how the Coast Guard responds to large-scale events and marine casualties. This knowledge could easily be incorporated into company response plans and procedures as well as corporate training curricula. An OSCCM course outline is included as Appendix 6.

Additionally, similar to the towboat rider program addressed herein, marine industry personnel, particularly working Pilots, should have the opportunity to ride aboard the Coast Guard river tenders for 12 to 48 hours. Opportunities abound for both the industry and Coast Guard river tender personnel, as a wealth of knowledge and experience can be shared.

Recommendations: (1) Encourage towing industry personnel to participate in program-level training at Training Center Yorktown, VA. (2) Develop and encourage participation in a River Tender rider program for towboat captains and pilots and other industry personnel.

Western Rivers Orientation Work Group

Members

Team Members

Captain Jerry Tinkey

Seamen's Church Institute
Center for Maritime Education

Captain Bill Douglas

Seamen's Church Institute
Center for Maritime Education

Captain Greg Menke

Seamen's Church Institute
Center for Maritime Education

Captain Dave Dewey

Western Kentucky Navigation

Captain Mike Rushing

Rushing Marine Service

Captain Mike Marshall

Mid-South Towing

Captain Buck Lay

B & H Towing

CAPT Jack Buri

Crouse Corporation

Mr. Donnie Hall

Marquette Transportation

CDR Mike Blair

U. S. Coast Guard
Marine Safety Office Paducah

LCDR Brian Bubar

U. S. Coast Guard
Marine Safety Office Paducah

	Monday	Tuesday	Wednesday	Thursday	Friday
0800	Introduction	River System Hydrology/ Management	Towboat Operations & Management	Rules of the Road	Panel Overview – Question and Answer
0900	Why We're Here				
1000	History of River Transportation				
	River Industry Overview	Field Trip - Kentucky Lock & Dam		Industry Groups / Organizations	Exam & Wrap Up
1100			RCP / CTVEP		
					Course Critique
1200	Lunch	Lunch	Lunch	Lunch– Waterways Industry Luncheon	
1300	CG Roles & Organization	River Piloting	RCP / CTVEP (cont)	Business of Towing	
1400					
			Field Trips - Fleeting Operation - Midstreamers	Field Trip - Tour of towing company	
1500	Field Trip - Tour of Towboat				
1600					
1700					
1800		Dinner & Evening Informal Social Gathering	Field Trip - Seamen's Church Towboat Simulator		
1900					

Introduction

- Administration / Introductions
- Description of Western Rivers (historical perspective)
- Video - *'Barging Into the 21st Century'*

Why We're Here

- Goals - Coast Guard/Industry Relationships
- Objectives - Common Goals (PTP, Environment, Safety)
- Understanding the River System, Towing Industry, and Interdependent Relationships of Industry, Customers, Agencies, and Environment
- Perspectives
- Video - *'Biologist on Board'*

CG Roles & Organization

- Chain of Command
- History of Western Rivers Coast Guard
- Group/MSO Relationship
- One DOT

History of River Transportation

- Western Migration
- Manifest Destiny - How the Business Grew and Why
- Evolution of Towing
- Evolution of Waterways Management

River Industry Overview

- Terminology & Why it Matters
- Transportation Routes
- Cargoes

River System Hydrology/Management

- High/Low Water
- Locks & Dams
- Pooled Water
- Agency Roles and Relationships

River Piloting

- Piloting
- Making a Tow
- River/Weather Conditions
- Locking
- Bridges
- Congestion - Commercial and Recreational
- License Considerations
- Video - *'Better Safe Than Sorry; Downstreaming Techniques'*

Towboat Operations & Management

- Types of Operations - Line Haul vs fleeting/harbor
- Personnel Issues - Work schedules, Manning, Crew Makeup and Responsibilities
- Crew Training/Succession - Entry Level, Succession, & Training
- Life Aboard a Towboat - Schedules, Time Off, Conditions, Communications, and Safety
- Fleet Operations - Shoreside Support, Personnel, Safety, Traffic Dispatch, Legal Climate, Purchasing, Planning and Response
- Video - *'Life on the Rivers'*

RCP/CTVEP

- RCP - Why do the Towboats participate?
- CTVEP - Why we do it?
- Video - *'Fast Response'*

Rules of the Road

- Inland Rules - Where they came from
- 'Ordinary Practice of Seaman'
- Positive Communications

Industry Groups/Organizations

- AWO
- River Committees
- Labor Groups
- Environmental

Business of Towing

- Industry Structure - Company Size, Cargoes, Carriers vs Towers, Support Industries, Communications
- Contracting & Managing Freight Movement
- Draft Management - Weather Patterns vs Water Depth Availability, USACOE Control, Determining Best Water
- Competition/Cooperation

Panel Overview

- Panel of Industry Experts, Coast Guard Personnel who will provide first-hand experiences and comments on Western Rivers topics
- Question and Answer period

Wrap Up

BOOKS / REFERENCES

As They Say On the River – Captain Jack Ross; Captain Jack Ross & Associates, Monroeville, PA.

The Deckhand's Manual, an Orientation and Training Manual - The Waterways Journal, The Deckhand Manual, Titusville, NJ.

Towing the Line for Education, The Vital Role of the River and River Industry in Today's Economy – AEP, River Transportation Division, Moundsville, WV.

Language of the Western Rivers – Coast Guard Document

Annual Publications:

Regulations Handbook, U.S. Coast Guard Regulations for Uninspected Towing Vessels – Michael W. Rushing, Todd M. Rushing, Frederik A. Nyhuis, Jr.; Rushing Marine Service, L.L.C., Jackson, MO.

Inland River Record, The Waterways Journal; The Waterways Journal, St. Louis, MO.

Inland River Guide, The Waterways Journal; The Waterways Journal, St. Louis, MO.

VIDEOS

American Waterways Operators:

- *Barging into the 21st Century*
- *Downstreaming Techniques “Better Safe Than Sorry”*
- *Lady on the Lower*
- *Great River Road*
- *Working River*

Chemical Manufacturers Association

- *Barges & Emergency Responders*

U.S. Environmental Protection Agency

- *Biologist Onboard!*

Midland Enterprises

- *Fuel Transfer Procedures*

U.S. Coast Guard

- *Prevention Through People (PTP): The People Approach to Safety and Environmental Protection*

The History Channel

- *Tennessee Valley Authority*

Tim Young Productions Inc.

- *1937 – The Flood*

Moxie Media, Inc.

- Complete catalog of towing industry training and safety videos.

INTERNET WEB SITES:

River Industry:

<http://www.americanwaterways.com/> - The American Waterways Operators

<http://www.ribb.com/> - River Industries Bulletin Board

<http://www.waterways.org/> - The National Waterways Conference

<http://www.seamenschurch.org/> - Seamen's Church Institute

US Army Corp of Engineers:

<http://www.mvr.usace.army.mil/navdata/nic.htm> - Navigation Information Connection

<http://www.lrl.usace.army.mil/> - Louisville District Home Page

<http://www.usace.army.mil/ncc/> - Chicago District Home Page

<http://www.mvs.usace.army.mil/> - St. Louis District Home Page

<http://www.orn.usace.army.mil/> - Nashville District Home Page

<http://www.mvm.usace.army.mil/> - Memphis District Home Page

<http://www.mvo.usace.army.mil/> - New Orleans District Home Page

<http://www.orh.usace.army.mil/> - Huntington District Home Page

<http://www.nwo.usace.army.mil/> - Omaha District Home Page

<http://www.lrp.usace.army.mil/> - Pittsburgh District Home Page

<http://www.swt.usace.army.mil/> - Tulsa District Home Page

<http://www.mvp.usace.army.mil/> - St. Paul District Home Page

<http://www.mvr.usace.army.mil/> - Rock Island District Home Page

<http://www.swl.usace.army.mil/> - Little Rock District Home Page

<http://www.nwk.usace.army.mil/> - Kansas City District Home Page

<http://www.mvk.usace.army.mil/> - Vicksburg District Home Page

Department of Transportation:

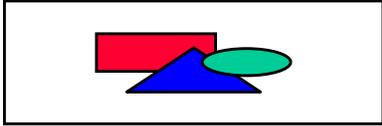
<http://www.bts.gov/programs/transtu/analysis.htm> – DOT Transportation Studies

US Coast Guard:

<http://www.uscg.mil/> - USCG Home Page

<http://www.uscg.mil/d8/> - USCG Eighth District Home Page

<http://www.uscg.mil/hq/g-m/nmc/ptp/index.htm> – Prevention Through People



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CCGD8INST 16504.1
 1 November 1999

EIGHTH DISTRICT INSTRUCTION 16504.1

Subj: PARTNERSHIP WITH SEAMAN’S CHURCH INSTITUTE, CENTER FOR MARITIME EDUCATION, PADUCAH, KY

1. PURPOSE: This instruction prescribes policies and guidance for the management and direction of the Eighth Coast Guard District’s partnership in an “observer” program with the Seaman’s Church Institute, Center for Maritime Education (CME), Paducah, KY. The Coast Guard has a business imperative and continuing need to enhance the services we provide to the mariners of the unique Western Rivers’ area of operations. This initiative will provide a mechanism for direct, personal interaction with the working level mariners of these waterways so that we will better understand the challenges and concerns of these maritime professionals.
2. ACTION: Commander, Eighth Coast Guard District shall institute the Seaman’s Church Institute, Center for Maritime Education, Paducah, KY, “observer” partnership program immediately. A yearly feedback report, with more periodic reports, as necessary, will be submitted by Western Rivers Groups and Marine Safety Offices to the District Commander at the end of each fiscal year.
3. DIRECTIVES AFFECTED: None.
4. DISCUSSION: The Seaman’s Church Institute of New York and New Jersey, founded in 1834, has a long, distinguished history of providing service and training to professional mariners worldwide. In 1997, the Center for Maritime Education, Paducah, KY, was established as a non-profit organization to provide premium training in two and one-half day sessions, specifically tailored for the mariners of the Western Rivers. Although other maritime training centers around the country offer high quality “bridge resource management” training, the CME’s focus is unique in that it specifically provides training on Western Rivers rules of the road, river navigation, and advanced pilothouse management techniques (single person bridge management). Most of the Coast Guard’s major customers on the Western Rivers use CME for the initial and recurring training needs of their

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NON-STANDARD DISTRIBUTION: (D8(m, oan) and Eighth District Western Rivers units only)

4. **DISCUSSION** (cont.): employees. During these sessions, many Western Rivers AtoN and waterways management issues are discussed. By attending these sessions, a Coast Guard “observer” has the opportunity to gain great insight on the deck-plate level issues facing our commercial customers. At the same time, the Coast Guard can initiate, foster, and maintain professional relationships with operator level counterparts in the commercial industry in an informal, yet professional environment. Through this outreach effort, the Coast Guard will enhance partnerships and relationships with our commercial counterparts and improve our responsiveness and effectiveness in meeting their needs.
5. **PROCEDURES**: The program administrator will coordinate as many observers as possible to attend the two and one-half day sessions, without impacting the Coast Guard’s missions along the Western Rivers and without imposing a financial strain on each unit.
 - a. **Program Administration**: Commander, Eighth Coast Guard District (miw) is designated the program administrator and will:
 - (1) Ensure “Observers” are selected from the Western Rivers Group staffs, WLR’s, Western Rivers MSO staffs and the District staff.
 - (2) Annually review associated TAD costs to ensure adequate funding.
 - (3) Coordinate a quarterly roster of Coast Guard students and observers with the CME, Paducah.
 - b. **Funding**: TAD costs for this program are anticipated to be low and will initially be funded from the programmed budget of each Western Rivers Group and MSO. The program administrator will review the associated TAD costs to ensure the Groups and MSO’s are adequately funded for this initiative and take action to obtain supplemental funding, if necessary.
 - c. **The Coast Guard “Observer”**: The function of the Coast Guard observers is to initiate, foster, and maintain a professional relationship and continuing dialog with their commercial counterparts. By attending these sessions, the Coast Guard will gain great insight into deckplate level AtoN and waterways management issues affecting our commercial counterparts and provide the opportunity to share up-to-date information regarding Western Rivers operations and challenges.
 - (1) Coast Guard observers will not normally attend the entire two and one-half day session; instead, participation will be designed to maximize the Coast Guard’s outreach and partnering efforts.

- c. **The Coast Guard “Observer”** (cont.):
 - (2) At a minimum, observers will participate for at least **one full day** of the two and one-half day session to which assigned (direct liaison between assigned observers and CME is encouraged to maximize the discussion time available during the session segment that the observer will attend).
 - (3) The observer is authorized to remain for the entire two and one-half day session if the observer deems it necessary based on the effectiveness of the dialog being conducted.

- d. **Coast Guard “Observer”**: The Coast Guard observer will be selected from the pool made up of the following personnel in the priority order given:
 - (1) Western Rivers MSO Command Cadre
 - (2) Western Rivers Group Command Cadre
 - (3) Western Rivers MSO Investigating Officers
 - (4) Western Rivers Group Operations Officers
 - (5) WLR OIC’s
 - (6) WLR XPO’s
 - (7) Selected D8 (oan) and (m) staff members and other Coast Guard personnel as directed by the Eighth Coast Guard District Commander

- e. **Coast Guard “Observers” will not**:
 - (1) Receive a certificate from the CME recognizing successful completion of the training program unless the Coast Guard member attends as a paying student. An “observer” attends to offer a Coast Guard perspective on issues, gather feedback and customer perspectives, and does not attend as a student or to receive training.
 - (2) Teach any segment of the CME course of instruction.
 - (3) Attempt to answer Coast Guard questions beyond their expertise or knowledge. The observer shall take note of such questions and refer them to their Group Commander/MSO Commanding Officer, as appropriate who will forward the query/feedback to the appropriate Coast Guard authority for immediate follow-up.

- f. **Coast Guard Students:** In addition to the unique opportunity to develop partnerships with industry through this observer program, the CME also offers a superb opportunity for our WLR command cadre to broaden their professional expertise and knowledge. The following specifics apply:
- (1) Each Officer in Charge and Executive Petty Officer of Western Rivers WLR's will attend the CME course of instruction during the first year of their tour as a student or "paying customer".
 - (2) If at all possible, at least one Western River Group Operations Officer will attend the course of instruction **as an observer** when the Coast Guard has students ("paying customers") in attendance. The industry standard is to have one knowledgeable company representative in attendance to ensure the course material presented meets the company's needs. The Coast Guard will follow this practice as well.
 - (3) Coast Guard students, like Coast Guard observers, will teach no segment of the CME course of instruction.
 - (4) Upon successful completion of the course, the Coast Guard member may receive a certificate from the CME recognizing their completion of the training. The program manager will provide funding for the training.
- g. **Legal and Ethical Considerations:** Due to the unique nature, importance, and possible enormous benefits that this observer initiative intends to have to improve our service to the mariners working on the Western Rivers, there are some issues that must be specifically addressed to ensure the legal and ethical propriety of this initiative.
- (1) CME, in consultation with the program administrator, shall draft and disseminate a public statement to be transmitted in course materials and correspondence to commercial representatives and students participating in the CME program that states "a member or members of the United States Coast Guard may be observing their training session. The purpose of the Coast Guard observer is to observe and interact with the students. The Coast Guard does not support or endorse the CME or any of the specific subject matter to be covered and will not teach any portion of the course of instruction. Their participation, on a not-to-interfere basis, is limited to fielding questions concerning applicable Coast Guard policy and procedure that may arise during the training and gather as much direct feedback from the students as possible."

g. **Legal and Ethical Considerations** (cont):

- (2) As soon as practicable, the Eighth Coast Guard District and Seaman's Church Institute, Center for Maritime Education, Paducah, KY, shall execute a Memorandum of Understanding (MOU) as an informal experimental effort by both parties to help foster a Coast Guard/industry partnership. In addition to agreeing to all of the standard conditions contained in the COMDT Instruction 5216.18 (series) governing MOUs, the MOU will specifically prohibit CME from using the Coast Guard's participation as outlined in this instruction in any form of advertising, solicitation, or endorsement. Participation in the course and statements made during the sessions will in no way be interpreted as Coast Guard policy. Additionally, the MOU will state that either party to the MOU can discontinue its participation in this partnership initiative at any time without cause.
- (3) This initiative is initially targeted at CME as a partnership initiative, but it is not exclusive. If other, viable, and appropriately Western Rivers-focused training facilities (competitors to CME) with a desire for Coast Guard observers become known to the program administrator, then every effort will be made to ensure that each competitor is treated equally to CME under the terms of this partnership initiative.

//s//

Paul J. Pluta

**WESTERN RIVERS ORIENTATION
MSO PADUCAH**

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Towboat Rider Project

Name _____	Unit _____		
Towing Company _____	Boat Name _____		
Date _____			
Name	River	MM	Up or Down-bound?
Place / date on boat _____	_____	_____	_____
Place / date off boat _____	_____	_____	_____
Safety orientation conducted? (not required) _____			

Vessel Information (complete as much as possible prior to boarding towboat)

Length _____	Year Built _____
Breadth _____	Where Built _____
Depth _____	Fuel Capacity _____ Gals
Draft _____	Fuel Consumption _____ G/day
Horsepower _____	Number engines _____
Generators (#) _____	Manufacturer _____
Total KW _____	Type Steering _____
Kort Nozzle or Open Wheel _____	

Navigation Equipment

Radar(s) _____	Bell _____
GPS or DGPS _____	Compass _____
Sounder _____	Swing Meter _____
Electronic Charts? _____	Other _____

Comms Equipment

Radio(s) _____	Computer(s) _____
Cellphone(s) _____	MarSat _____
Water Comm _____	Other _____

Tow Information

Total barges Loaded Empty Overall length of tow _____

Describe the following barges:

	Length	Breadth	Capacity
Standard	_____	_____	_____
Jumbo	_____	_____	_____
Stumbo	_____	_____	_____

Cargo Information

Cargo	# Barges
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Bridges Made

Name	River	MM
_____	_____	_____
_____	_____	_____
_____	_____	_____

Effect of current? _____

Locks/Dams

_____	_____	_____
_____	_____	_____
_____	_____	_____

Describe Lock Communications (between boat & lock, between mate & Pilot/Captain): _____

Lines

Discuss the following lines (include relative size, type, and purpose for each):

Working line: _____

Lock line: _____

Leaving line: _____

Deck Rigging

Fixed _____ Portable _____ Winches _____

Describe how each is used: _____

Fleeting:

Describe any fleet work that occurred (was a fleet boat used?) _____

Tow Configuration: Discuss the following terms (why it's done and when it's ok and not ok)

Dragging Squares: _____

Pushing Boxes: _____

Complete the following Tow Diagram:

M/V _____

Date _____

Tow Diagram

Drop _____

Add _____

Notes (discuss why tow is configured this way): _____

+++++

	Name	Signature	Date
Rider	_____	_____	_____
Training Officer	_____	_____	_____
Supervisor	_____	_____	_____

ON-SCENE COORDINATORS COURSE SCHEDULE

TUESDAY	0800-0900 Welcome & Course intro 0900-1100 Best Response 1100-1200 Stakeholders Panel 1300-1500 Stakeholders Panel 1500-1530 Response Exercise 1530-1700 Reception @ Port of York
WEDNESDAY	0800-0830 Review Response Exercise Objective 0830-1700 Response Organization Hindcast
THURSDAY	0800-1000 Cost Documentation 1000-1200 Salvage 1300-1430 Role of the P & I 1430-1530 Nat'l Pollution Fund Center 1530-1630 Response Contracting Issues
FRIDAY	0800-1700 Risk Communication
MONDAY	0800-1700 Public Affairs
TUESDAY	0800-1700 Public Affairs
WEDNESDAY	0800-1700 Public Affairs
THURSDAY	0800-1000 Case Study/OSC Roles 1000-1200 Department of Interior 1300-1430 ISPR: PATRICIA SHERIDAN 1430-1600 Role of the NSF & PREP 1600-1630 Graduation

OSC COURSE OBJECTIVES OUTLINE

OBJECTIVE: Prepare an On Scene Coordinator for a large spill emergency in 3 areas.
 response
 planning for response
 prevention

SUBOBJECTIVES; OSCs should be able to understand:

	Method	Measure
STRUCTURE OF THE EMERGENCY RESPONSE ORGANIZATION	lecture on ICS	
UNDERSTAND THE RESPONSE COMMUNITY- identification of stakeholders - their goals, needs	role playing - panel lecture by industry - P&I	
ROLE OF THE OSC DURING A LARGE SPILL	E.V. case study exercise	
DEVELOP NEEDED SKILLS	lecture briefing skills lecture Risk Communications lecture & exercise - Public Affairs lecture stress management	
CRITICAL SUCCESS FACTORS FOR A SUCCESSFUL RESPONSE	lecture on CSF	
AVAILABLE- RESOURCES	lecture - special teams - NSF, Salvage lecture - PREP lecture - NPFC lecture - contracting	

MISSION AND SCOPE STATEMENT

NAME OF COURSE: ON-SCENE COORDINATOR CRISIS MANAGEMENT

MISSION: This course is designed to provide training and education in the areas of crisis management, crisis response organization theory, and crisis decision making as they relate to pollution response.

SCOPE: The target students for this course are senior level military and civilian crisis responders for pollution incidents. The military students are 0-5 to 0-6 assigned as Federal On-Scene Coordinators (OSCs), Chairpersons of the Regional Response Teams, and District Chiefs of Marine Safety and Operations. The civilian students are Federal and State OSCs, and senior crisis response managers from related commercial industries. Further, this mixed student population is necessary in each convening to meet the course objectives of designing and exercising a unified crisis response organization. The preferred student population is 10 Coast Guard OSC's/Chairman RRT/ CCGD(o)/CCGD(m) and 10 Federal/State OSC's and marine industry crisis managers.

The instructional topics include:

- recognition of incident stakeholders in a crisis;
- response strategies;
- interorganizational structure and communications;
- public affairs and media relations; and
- stress effects on decision making.

The instructional approach includes seminar style classes, case studies, panel discussions, practical exercises, and simulation with an emphasis on decision making, team work, and leadership. While no examinations are conducted in this course, review and the opportunity for self-examination are included.

PREREQUISITE: None.

QUALIFICATION CODE ELIGIBILITY: None.

STUDENT SECURITY CLASSIFICATION: Unclassified.