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UNITED STATES COAST GUARD OBJECTIVES



TREASURY DEPARTMENT
UNITED STATES COAST GUARD

ADDRESS REPLY TO:
COMMANDANT
U.S. COAST GUARD
HEADQUARTERS
WASHINGTON 25, D.C.



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LETTER OF PROMULGATION

CG-378

1. Purpose. CG-378 has a three-fold purpose:
 - a. To set forth a basic Coast Guard philosophy;
 - b. To define Coast Guard objectives in relation to national objectives and assigned missions;
 - c. To provide long-range policy guidelines for use in planning and operations.
2. Applicability. CG-378 is sufficiently broad and general in nature to have validity for the indefinite future. Its merit lies not in originality but in the general assertion of philosophy, objectives and policy. This represents our present best estimate of the Coast Guard's future direction and, as noted in Commandant Instruction 5010.1, is an essential ingredient of the long-range planning system. CG-378 makes no attempt to prescribe what or how, but rather is designed to stimulate individual thought. I believe this volume has an important and continuing message to all personnel of the Coast Guard.
3. Amendments. No specific updating schedule is established. Changes will be published as necessary in consecutively numbered amendments.

A handwritten signature in cursive script that reads "E. J. Roland".

E. J. ROLAND

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FOREWORD

Conclusions of the Study and Report on Coast Guard Roles and Missions, June 1962, firmly support existing missions and emphasize the need for increased capability. Well-defined statutory missions, clear policy and operational guidelines also were established, providing a sound basis for future plans. Starting from this base the necessity for a charted path toward future goals is apparent. The objectives contained herein are a first step toward a long-range planning structure responsive to these requirements.

The guidelines are purposely broad and adhere to the principle that Coast Guard objectives can be valid only if derived from national objectives. These objectives stem from moral, spiritual and material goals which have been and remain essential elements in the progress of this nation. They are inherent in the Declaration of Independence, the Constitution and our national heritage. The Coast Guard must have related goals to inspire the highest degree of dedicated professionalism in support of national objectives, and to provide a sound basis upon which to plan intelligently for the future. In effect such goals would support a Coast Guard ideology, articles of faith in increased contribution to national progress.

A review of State of the Union messages, the report by the President's Commission on National Goals, our founding documents, and other sources, reveals a continuity from which basic national objectives may be deduced. Although measures to achieve these objectives may vary as the nation progresses, no variance in purpose is apparent. Among these important national objectives to which Coast Guard missions are directly related are:

The importance of the individual

The freedom of our people

A strong, growing economy with major scientific research and development programs

A free world order based on law

Economic growth in other free nations

Hence from the outset, the American tradition has concerned itself with the human problems of the individual citizen, the freedom and safety of its people and the need for a strong, growing economy. More recently, external concerns have expanded to include the development of a free world order based on law and the fostering of economic growth in other free nations. Finally, the complexity and cost of scientific endeavors in certain fields have increasingly resulted in national scientific programs sponsored by Federal agencies and partially or wholly funded by Congressional appropriation. This structure of national concerns and related objectives is not entirely unique internationally.

It is noteworthy, however, that the United States is unique among the nations of the world in developing a military service—the Coast Guard—whose reason for being is basically humanitarian, concerning itself in peace time entirely with services to the citizen, collectively and individually, in a broad scope of functions. These services are performed to some degree in many other countries, the missions being divided among various military, commercial, and

transportation departments. The major departure in the United States is that this broad spectrum of missions has been gradually assigned to the Coast Guard, subordinated to one major theme: the importance and worth of the individual human life. Upon reflection, this evolutionary development is a natural outgrowth of the American system.

This then is our heritage and from it we gain high purpose beyond the day-to-day performance of duty. Our motivation stems from both pride in the privilege of being a part of the Coast Guard in the service of the United States, and dedication to continuous effort to increase professionalism in this service. We face the future with confidence, certain only that the goals we seek must be worthy of our past.

CONTENTS

	Page
INTRODUCTION	v
GENERAL OBJECTIVES AND GUIDELINES	1
MISSION OBJECTIVES	
Aids to Navigation	3
Cooperation With Other Government Agencies	4
Icebreaking	4
Law Enforcement: <i>Law Prevents legal (crime)</i>	5
Merchant Marine Safety	6
Military Readiness	7
Oceanography	8
Ocean Stations	9
Port Security	9
Reserve Training	10
Search and Rescue	11

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INTRODUCTION

Assumptions

The United States will continue its present broad base growth rate with a corresponding increase in Coast Guard mission work loads.

Coast Guard fiscal resources will permit gradual modernization of existing facilities and provide sufficient funds to discharge mission responsibilities, while reflecting increases in these responsibilities.

International Communism will continue the struggle for world domination utilizing any and all means short of unlimited war.

International Organizations and Treaties, as well as cooperation among the free and the uncommitted nations of the world, will increase in importance.

Discussion

The Coast Guard's primary concern must be with its normally assigned missions. However, beyond this primary concern lies the important responsibility to initiate advice to the legislative and executive branches on those matters in which the Coast Guard has special competence or available facilities. A continued awareness of United States problem areas and objectives must be maintained in order that the Coast Guard may contribute its maximum capabilities in the common effort. On a reduced scale this principle must apply to each individual; that is, acceptance of the responsibility of understanding mission objectives and the obligation to support these objectives to maximum capability.

Advancing technology, the continuing Cold War, and the trend toward increasing international cooperation all create the need for increased and broadened training and education for Coast Guard personnel. Centrally scheduled schooling and training must necessarily increase, but this by itself will not be sufficient to maintain the high standards of performance desired. Basic requirements for training and schooling are primarily technical in nature, and necessarily will absorb a large percentage of the centrally scheduled effort. Individual efforts will be required to cope with the increased needs for knowledge in all fields. Off-duty education must be increased and encouraged.

The future will see increased competition from all fields of endeavor for the high caliber personnel now attracted to the Coast Guard. The humanitarian nature of the Service will continue to appeal to the idealism of high type young Americans, but this by itself will be insufficient. The Service must be responsive to the needs of the individuals who form its human resources in order that they will be responsive to the needs of the Service. Objectives and standards must be of a level to challenge their ambitions and provide a deep sense of satisfaction in achievement.

In summary, meaningful long-range objectives must be more than a projection of existing missions and standards. The goals set must be practical, and yet sufficiently difficult of attainment, to offer a challenge worthy of our combined maximum efforts.

GENERAL OBJECTIVES AND GUIDELINES

Research

Rapidly advancing technology is creating change in methods and developing better and more effective tools in all areas of endeavor. The application of new techniques and approaches, and the development and use of new equipment in the mission areas peculiar to the Coast Guard, will largely depend on internal effort. Applied research in these mission areas will require a major effort to stay abreast of developments. Resources will never be sufficient to use a scattergun approach. The over-all direction as well as individual programs must be carefully planned and integrated into long-range objectives.

Automation

The revolution resulting from automation is expected to produce effects in the late 20th century comparable to the impact of the industrial revolution in the early 19th century. A requirement for a higher degree of training and a shorter work week is among the predictable results of this development. Combined, they will steadily increase the cost of personnel and the difficulty of recruiting. The effective utilization of automation techniques is essential to keep resource requirements reasonable in the face of increasing work loads.

Automatic data processing is already available as a management tool. The automation of management information from the source to the decision maker is necessary to provide the commander with the proper kind of decision information. In this regard, increased efforts must be made to reduce administrative work loads of operational units.

Organization

Coast Guard organization has seen little change since the end of World War II. There is at present a perceptible move toward the mission oriented type of staff organization, more vertical than horizontal. The increased use of rapid, processed management information should accelerate the movement toward a mission oriented type of or-

ganization and tend to reduce the ratio of management to operational billets. The reduction of billets in the management chain will also require increased decentralization of decision making. Current and comprehensive policy guidance to subordinate commands must be provided rather than specific control.

Career Planning

The increasing complexity of many missions in the face of expanding technology has developed a situation where the generalist is no longer adequate. The basic Coast Guard missions stem from a maritime background; professionalism in the seagoing billets must be maintained. Officer career patterns must be planned to provide sufficient personnel with a high degree of professionalism for each of the several mission areas. This entails a concentration of experience along planned lines to produce the required competence. The multiple functions of the Coast Guard, and the pyramidal rank structure of the officer corps, do not readily lend themselves to a rigid career pattern. However, standards of experience for key billets must be established.

The enlisted rating structure provides a high degree of specialization in the enlisted force. The structure must be kept under continual review, and additional ratings or sub-specialties within ratings added, in order that competent personnel will be available to carry out the assigned service missions.

Administration of the civilian personnel force must be modern and dynamic to attract and retain well-qualified personnel to complement effectively the military force in the accomplishment of Coast Guard missions.

Communications

Time and distance relationships are continually being reduced. Mission work loads and complexity are correspondingly increasing. These factors place a premium on the positive and rapid two-way flow of information. Moreover, the re-

quirement for the Coast Guard to communicate with military and civilian land, sea, and air units greatly complicates the problem. The present Coast Guard communication system represents an extensive capital investment. It has grown steadily by piecemeal additions to meet new requirements. The inevitable future need for automated management information together with the pressure for continued improvement in speed and reliability requires that future developments and changes must be considered in the context of a total system.

Public Information

Our public information program has depended in the past on a fairly regular press, oriented primarily to reporting operational incidents. This has led to reliance on news type stories to create

the Coast Guard public image. Keeping the public informed about service activities is a responsibility which can be discharged only by a planned continuing effort. This responsibility, common to any government agency, is magnified by the need for the Coast Guard to reach a large segment of the population with safety information and regulation change.

In today's complex society, it becomes even more essential that the public impression of the Coast Guard reflects the dedication and professionalism of the past, present, and future. Internally this requires an appreciation of the importance of projecting a valid concept of the Coast Guard to the general public through proper emphasis at all levels of command. The planned effort must be strengthened.



MISSION OBJECTIVES

Aids to Navigation

SAFE PASSAGE ON AND OVER THE HIGH SEAS AND WATERS SUBJECT TO THE JURISDICTION OF THE UNITED STATES THROUGH EFFECTIVE AND RELIABLE SYSTEMS OF AIDS TO NAVIGATION

A high level of world and domestic trade is essential to the strength and growth of the national economy. For the foreseeable future the bulk of this trade will be carried in commercial shipping. Maritime commerce must be provided adequate, reliable aids to navigation to continue as a safe venture. The degree of safety has definite economic overtones, since shipping losses are reflected in the cost to the economy as a whole. The maritime industry is moving toward automation aboard ships and consequent reductions in personnel, while at the same time ships are increasing in speed and size. These and other developments must be closely monitored to assure the application of appropriate standards of reliability and accuracy of the aids to navigation system.

Passenger traffic on and over the high seas must likewise be afforded a high degree of safety. Reliable and accurate long range aids to navigation are one of the several means contributing to this goal. National security requires extensive aids to navigation in support of domestic and overseas defense-related operations.

Although the aids to navigation mission has been dedicated to the needs of commerce and defense, the explosive growth of recreational boating creates an additional requirement. The basic system for the former is expandable to a degree to provide for the latter. The Coast Guard must seek simplicity and economy of system in achieving the required aids to navigation support.

The Coast Guard must pursue a vigorous and dynamic program of research and development to remain abreast of technological progress adaptable to aids to navigation systems. In particular, concepts of automation must be applied to reduce the manning requirement for isolated aids, off-shore light stations, and light vessels. Extension of service life and hence less frequent servicing by operating units will result in considerable economies. Additionally, the Coast Guard must provide such long range aids to navigation systems as may be in the national interest, while establishing positive phase-out dates for obsolete systems.

The Coast Guard must maintain close liaison with other United States agencies in order to insure effective and coordinated programs of mutual interest at the earliest planning stage. Similarly, the Coast Guard must maintain contact with international groups and organizations to benefit from mutual exchange of information on new techniques and developments. This activity can have a significant impact on assistance programs to those underdeveloped countries having need for water resources development. Through international cooperation, the Coast Guard should spearhead development of a standard, world-wide system of aids to navigation. Such a system would benefit the merchant marine industries of all countries and would be in keeping with the national interest in promoting economic growth in other free nations.

Cooperation with other Government Agencies

MAXIMUM UTILIZATION OF NATIONAL RESOURCES THROUGH COOPERATIVE EFFORTS WITH GOVERNMENTAL AGENCIES IN PURSUING PROGRAMS IN THE NATIONAL INTEREST

The Coast Guard has been entrusted with the management of important national resources. These resources include personnel and a large capital investment in facilities. Congressional intent, both stated and implied, has resulted in multiple-function units to accomplish a wide spectrum of missions with a minimum of facilities. This policy is well established and is a major element in decisions affecting procurement and utilization of both personnel and facilities for Coast Guard missions.

A corollary to the employment of the multi-purpose Coast Guard unit is cooperation with other government agencies. Such actions are normally accomplished on a not-to-interfere basis. Many demands involve a situation where Coast Guard experience has created special competence or where the Coast Guard is the only source of assistance without excessive expenditures of federal funds. The instances vary from a minor accommodation to the commitment of major resources. The increasing complexity of government as well as the addition of new agencies have resulted in a steady increase in the demand for services. Another new factor becoming increasingly important is the mobilization of existing national capabilities in the struggle with international communism. Future opportunities for effective Coast Guard action in this area will undoubtedly broaden.

The decision to assist is constrained by the obligation to continue to perform assigned missions adequately. Well-informed staffs must be aware of United States objectives and assess the relative importance of various United States interests in reaching the decision. Resources will always be insufficient to accomplish normal duties and also meet all outside demands. To seek additional missions, or to accept blindly all requests for services for the purpose of justifying additional resources, would violate Coast Guard tradition and heritage. However, failure to utilize Coast Guard competence and resources to the utmost in assisting in the achievement of United States objectives would equally violate this heritage. The decisions will become increasingly difficult and must be based on value judgments by informed commanders.

The Coast Guard must continually seek information on national programs in the maritime and boundary areas in order to insure development of timely policy for guidance of subordinate commands. The Coast Guard must insure the effectiveness of cooperative efforts by participating in advance planning. Finally, the Coast Guard, being thoroughly familiar with its own capabilities, must originate recommendations for programs in those areas where its special competence can contribute to national objectives.

Icebreaking

WATERBORNE ACCESS TO ICE-BOUND LOCATIONS IN FURTHERANCE OF NATIONAL ECONOMIC, SCIENTIFIC, DEFENSE, AND CONSUMER NEEDS

Icebreaking, like many other Coast Guard missions, came into being as an adjunct of the nation's growth and its consequent economic needs. The shift from coal to oil fuel, coupled with increased consumer demands, led to a requirement for assured winter-time access to New England and

Middle Atlantic ports. Extension of the Great Lakes navigation season despite ice conditions became an essential war effort and a requirement which has seen little decline in subsequent years. The level of scientific exploration of polar seas, as well as the Antarctic continent, depends upon sup-

port from sea-going icebreakers. Certain defense operations require the service of sea-going icebreakers.

Coast Guard's icebreaking responsibilities are directly related to the national interest expressed in terms of domestic economic needs, defense and rescue requirements, and expanding scientific demands. Future plans must reflect inherent multi-mission capability in vessel design, thereby providing domestic icebreaking facilities when needed yet permitting regular mission operations at other times. Similarly, design of sea-going ice-

breakers must include the capability for oceanographic research.

Plans for replacement and augmentation of icebreaking vessels must consider not only domestic needs but also scientific and defense requirements in polar regions. The possibility of using Great Lakes icebreakers in other areas during off-season months should be considered in new vessel construction in order to utilize more fully their unique capabilities. Coordination with the Navy of the icebreaking mission in polar regions is essential to efficient vessel employment.

Law Enforcement

PROTECTION OF LIVES, PROPERTY, NATURAL RESOURCES, AND NATIONAL INTERESTS THROUGH ENFORCEMENT OF FEDERAL LAW UPON THE HIGH SEAS AND WATERS SUBJECT TO THE JURISDICTION OF THE UNITED STATES

One of the hallmarks of democracy is the value and importance placed upon the individual citizen. Concern for the safety of the individual is reflected in the regulations governing maritime activity, which are designed for the protection of human life and for safe operation. A large part of the law enforcement effort by the Coast Guard is an outgrowth of national interests. As the federal agency responsible for the enforcement of marine regulations, the Coast Guard's goal is humanitarian rather than punitive. In the administration, promulgation, and enforcement of the regulations promoting safety on the high seas and waters subject to the jurisdiction of the United States, the Coast Guard acts as a public service. Inherent in this philosophy is maximum safety for United States citizens on the high seas and public waters through cooperative efforts and emphasis on self-regulation. To achieve this end, the Coast Guard must educate where the need is indicated, deter violation where required, and enforce where necessary.

The rapid and continuing expansion of recreational boating is a modern phenomenon deserving special attention. Coupled with this explosive growth has been the creation of new boating areas through multi-purpose dam construction as well as increased accessibility to existing waters. As

with Search and Rescue forces it is not feasible to deploy Coast Guard units to numerous inland areas. However, the need for regulatory control of pleasure boating has been recognized and basic federal legislation enacted. Although among the states, uniform boat numbering laws have been passed, little uniformity has been achieved in boating safety laws or in their enforcement. This has resulted in confusing and conflicting requirements for the pleasure boating public. The Coast Guard must strive for uniform federal and state boating laws and their adequate enforcement through coordination of efforts and encouragement for greater state and local participation. Concurrently, the Coast Guard must promote convenience in pleasure boat inspection procedures that will enable the boating public to meet requirements with minimum delays or interference.

A protein-hungry world is turning increasingly to the sea as a source of food. Fishing fleets are ranging farther than ever from home port in increasing numbers. Although a few international conservation treaties have been made, the areas for disagreement are numerous. These include conservation measures as well as territorial claims. The potential for conflict is increasing with the incursion of new fleets into traditional fishing

grounds. Additional patrol and enforcement efforts will be required to prevent international incidents and protect national interests. The Coast Guard must remain alert to developments and, in coordination with other government agencies, take timely action to meet new requirements.

The continuing opposition by the free world to the attempted expansion of communism creates other areas of international conflict. Because of basic ideological differences, the free world must prevent illegal encroachment by lawful means. The Coast Guard, as an established law enforcement agency, has unique talents to contribute to these means. The experience gained over the years in enforcing the maritime laws of the United States should not lie dormant in the cold war. The Coast Guard must be responsive to demands upon its capabilities in meeting this challenge, by direct operations and related training programs.

Technological advances have also had an impact on marine law enforcement. The development of new substances transported in bulk creates new threats to marine transportation and port facili-

ties. While explosives are closely supervised, other potentially hazardous materials are spot checked because of personnel limitations. Many other governmental and private agencies are concerned with the problems involved, and exercise control over dangerous cargo to varying degrees. The Coast Guard has specific responsibilities for safe handling of dangerous cargo in ships. The Coast Guard must maintain close liaison with other interested agencies, and provide the controls necessary to prevent unsafe practices.

Because of its widespread facilities and capabilities, the Coast Guard is frequently called upon to assist other law enforcement agencies. This practice tends to avoid duplication of facilities, contributes to economy of effort, and, additionally, meets the obligation of the Coast Guard to enforce or assist in the enforcement of Federal laws. The Coast Guard must continue maximum support to these efforts which contribute to law and order on the high seas and waters under the jurisdiction of the United States.

Merchant Marine Safety

SAFETY OF LIFE AND PROPERTY ON THE HIGH SEAS AND INTERNAL WATERS THROUGH LAW ENFORCEMENT AND REGULATION OF MERCHANT VESSELS, THEIR OFFICERS AND CREW

The evolution of merchant marine safety closely parallels the pattern of national development. From an initial concern for security of the lives of passengers on steamships, this function has grown to a broad regulation of related maritime safety matters. Breadth of authority ranges from outboard motor boats to the nuclear ship *Savannah*, from an ordinary seaman to the master of the largest passenger liner. The administration of merchant marine safety laws is so closely related to the administration of laws governing boating safety, port security, and carriage of dangerous cargoes, that close organizational coordination must be maintained.

Coast Guard responsibility encompasses a wide range of factors. Maritime commerce is intri-

cately involved in national economic growth, the national security, and over-all technological change. A healthy competitive-economic position for the maritime industry depends partly upon reasonable application of federal regulation in such areas as manning standards and vessel inspection, consistent with safety. In this regard, archaic and unrealistic laws must be eliminated and shipping laws recodified in accord with a general legislative plan. Too, maximum industry self-regulation and realistic appraisal of safety and operating needs must be basic tenets for future Coast Guard regulation of the merchant marine. Automation and improved technology emphasize these principles.

International aspects of Coast Guard responsi-

bility have their origin in the Safety of Life at Sea and International Load Line Conventions. More recently, these have been sponsored by the Intergovernmental Maritime Consultative Organization (IMCO), a United Nations agency. The scope and complexity of United States involvement internationally will undoubtedly continue to grow in the future. A prominent role for United

States leadership in maritime safety matters is in the national interest. As the principal advisor to the State Department on maritime safety and as representative to the Maritime Safety Committee of IMCO, the Coast Guard must maintain a high degree of competence in the technical field reinforced by broad knowledge of conflicting international interests.

Military Readiness

AN EFFECTIVE READY FORCE RESPONSIVE TO SPECIFIC TASKS IN TIME OF WAR OR EMERGENCY IN SUPPORT OF NATIONAL SECURITY

The security of the United States is a national objective to which the Coast Guard has historically contributed. The responsibility to maintain an adequate level of readiness to support this objective is inherent in the military character of the service, the strategic distribution of its forces and potential wartime use of its units.

As an organized military force in being, oriented to its wartime tasks in close liaison with the Navy, the Coast Guard is immediately responsive to national emergencies. The transition from normal to wartime operations is facilitated by a common language, logistics system, training activities, and closely paralleled geographic commands. Reaction time is minimized through coordinated planning. The Coast Guard must maintain close liaison and coordination with the Navy at all levels of planning to achieve optimum military effectiveness. Military readiness resources and related planning efforts must be channeled toward those capabilities which will significantly contribute to the performance of assigned emergency and wartime missions.

The wartime or emergency tasks of the Coast Guard are largely extensions of its peacetime functions. In an age replete with exotic weapons systems, supersonic aircraft, missiles, satellites, and manned space flight, there is a tendency to down-

grade less glamorous activities. However, in furthering a world society based on law, security forces complementing the awesome nuclear deterrents will be required for the indefinite future. It is within these more mundane provinces that the assets of the Coast Guard best contribute to the national security. Development of particular skills in these areas must overcome the lack of the latest and most modern equipment. The Coast Guard must be prepared to perform assigned tasks effectively.

Major weapons and associated equipment are furnished by the Navy in support of military readiness. Such armament serves a dual purpose: it gives teeth to aspects of peacetime law enforcement and provides an M-day capability. The modernization of armament is a compromise continually influenced by many factors. The degree of international tensions, availability and suitability of equipment, costs, and interference with essential peacetime tasks are among the major factors. The effectiveness of the armament which is provided is also subject to many variables. It is, however, essential that the Coast Guard retain its military capabilities. It is a joint Navy-Coast Guard responsibility to determine armament requirements. It is a Coast Guard responsibility to insure effective usage of weapons furnished.

Oceanography

KNOWLEDGE OF THE SEA, ITS BOUNDARIES, AND ITS RESOURCES, THROUGH COLLECTION AND ANALYSIS OF DATA IN SUPPORT OF THE NATIONAL INTEREST

Expanding populations need ever greater nutrient resources from the sea while increased trade over the sea demands more accurate current and weather forecasting to reduce transit time. Potential mineral resources in and beneath the sea present an untapped reserve for the future. Further, national defense as well as the economic interests of the nation require increasingly greater knowledge of the vast ocean areas which comprise some 75 percent of the earth's surface. Man's spirit of adventure, his quest for knowledge, his economic interest, and his expanding resource needs have led to a surge of national interest in the sea and its mysteries.

The National Oceanographic program evolves from these needs as well as from program planning by the Interagency Committee on Oceanography.

The national goal in oceanography is:

To comprehend the world ocean, its boundaries, its properties, and its processes, and to exploit this comprehension in the public interest, in enhancement of our security, our culture, our international posture, and our economic growth.

The national program's stated objectives are:

- Strengthening Basic Science
- Improving National Defense
- Managing Resources in the World Ocean
- Managing Resources in Domestic Waters
- Protecting Life and Property, Insuring the Safety of Operations at Sea

These objectives provide the basis for subsidiary agency programs, with other national objectives such as economical use of available resources having direct applicability.

Coast Guard responsibilities in oceanographic

research in the future may be deduced from policy guidelines and the national interest. Multi-functional capability of vessels on patrol as well as on station will contribute materially to this program. Vessels which have a potential utility in oceanography must include instrumentation and laboratory facilities. The concept of a multi-function ocean station is expanded. Collaterally, special surveys and special patrols will take advantage of traditional cooperation with other agencies, both internal and external to the federal government, thereby effecting the greatest economy of national effort. Oceanographic surface operations in areas such as the Arctic and Antarctic require an icebreaking capability. Use of Coast Guard icebreakers for that purpose is a logical extension of the multi-functional concept. Oceanographic research in other remote areas or for special projects may require vessels specifically designed for that purpose.

Personnel resource application is related directly to the extent of involvement in various aspects of oceanographic research, data collection, data analysis and program administration. A cadre of trained oceanographers is necessary for data analysis, research as it relates to our mission accomplishment, and coordination with the scientific community. The Coast Guard must emphasize training personnel in data collection and quality control, instrument maintenance, and program administration to fulfill the principal need.

In assuming a major role in the national program, the Coast Guard must continue to be responsive to national requirements, particularly in its ability to serve the needs of more than one agency or private institution on a particular research mission. The responsibility to coordinate many requirements must be recognized and accepted.

Ocean Stations

SAFE PASSAGE OF AIR AND MARITIME TRANSOCEANIC TRAFFIC THROUGH AREAS OF UNITED STATES RESPONSIBILITY, AND SUCH OTHER AREAS AS MAY BE IN THE NATIONAL INTEREST

SCIENTIFIC KNOWLEDGE OF THE ATMOSPHERE, THE SEA, AND THEIR INTERFACE, THROUGH DATA COLLECTION AT TEMPORARY OR PERMANENTLY ESTABLISHED OCEAN STATIONS

The ocean station mission adheres to the broad principles expressed in the Foreword and recognizes international responsibilities of the United States, while providing services that support many commercial and scientific national interests. When established before World War II, the first two ocean stations were termed "weather stations"; the next two were "plane guard stations." Thus evolved the basic requirements for today's stations—scientific data collection and flight safety services over the high seas. Collaterally, substantial benefits accrue to maritime commerce.

Although many specific Coast Guard responsibilities and assignments take advantage of the multimission capability of operating units, none is more diverse or demanding than the ocean station mission. Increasing emphasis on the collection of scientific data in support of national programs further enhances the desirability of using multifunctional vessels. Currently, ocean station vessels provide the only simultaneous source of long term time-series meteorological and oceanographic data.

Transoceanic commercial and military aircraft now fly higher and faster than ever before, a

trend which is certain to continue. More precise navigation information is now available. Numbers of flights are increasing, including smaller executive and privately owned aircraft. Hence, close coordination with the Federal Aviation Agency and the Department of Defense must be reflected in future planning as it relates to air navigation, traffic control, and communications needs and services, while international implications necessitate like coordination with the State Department and the Interagency Group on International Aviation. Similarly, meteorological and oceanographic data requirements must be coordinated with the Weather Bureau and the Interagency Committee on Oceanography and its member agencies.

Technological advances—satellites, deep sea buoys, long range aids to navigation, for example—should be closely monitored to evaluate their effect on, and possible application to, ocean station services. In this regard, service-related systems and materiel must be constantly improved and refined to achieve maximum reliability and capability.

Port Security

SAFE, SECURE PORT AREAS AND FACILITIES, AND PROTECTION OF THE NATIONAL INTEREST IN INTERNAL WATERS

The availability of a system of adequate and secure ports and internal waters is, and will remain, a vital necessity to the prosperity and security of the United States in both peace and war. The Coast Guard Port Security mission under direction of the Captain of the Port has varied

considerably in effectiveness since its inception in World War I. The level has fluctuated from a high of full scale wartime efforts to a low of collateral duty for locally stationed units.

The port complex is well named since it consists of a complex mix of personnel, facilities, water-

ways, and ships. The control is equally complicated, the port area being regulated and protected by a combination of private, local, state, and federal efforts often poorly coordinated. Ports are particularly vulnerable due to this diversity of control. Of particular concern is the time required to restore full operation after severe damage, whether accidental or deliberate. This fact, combined with the characteristic of numerous possibilities for serious accidents to both personnel and facilities, explains the efforts of so many private and government agencies in the port security field.

Coast Guard operations in a port area are equally complex. Various other missions contribute directly to port security. The maritime industry must often deal with separate Coast Guard offices and commands in the same port. This, together with the complex of other regulatory and service agencies, results in confusion and misunderstanding. The Coast Guard must reduce this confusion by moving toward consolidation of

its port operations in all mission fields under a common command below the level of district commanders.

The Coast Guard Captain of the Port has the authority to insure a high level of security in the port area against deliberate or accidental damage to the port facilities, personnel, or vessels. Coast Guard forces required to achieve an acceptable level of security will vary inversely with the total of the combined efforts of private, local, state, and other federal agencies. The heavy increase in work load from both increased shipping volume and additions to the dangerous cargo lists will not be reflected in comparable increases in Coast Guard force levels. The Captain of the Port by being thoroughly familiar with the harbor and its protective resources must steadily improve the cooperative efforts in the use of these resources to match the increased work load. He must accept the responsibility for coordination of these efforts and encourage improvement in weak areas of security.

Reserve Training

TRAINED AUGMENTATION FORCES FOR WAR OR NATIONAL EMERGENCY AND SUCH OTHER TIMES AS THE NATIONAL SECURITY MAY REQUIRE

Traditionally the United States has depended primarily on a citizen-soldier concept for its security. Armed forces on active duty have been maintained at minimum levels, to be reinforced by reserve components when required. The present state of tension between international communism and the free world has resulted in a large increase in the regular armed forces. However, the concept of augmentation by ready, well-trained reserve forces is still valid and, if anything, more important to national security than at any other time in history. The Coast Guard Reserve exists for the purpose of providing a ready augmentation force sufficient to enable the Coast Guard to discharge adequately the assigned wartime and/or emergency missions. The resulting training plans of the Ready Reserve must be continuously reviewed to insure that they are current and that

they support contingency and mobilization objectives.

Since a reservist's available training time is basically determined by law, the Coast Guard must direct its Reserve Training efforts toward realism during the limited periods of drill attendance and active duty for training. This requires advance planning, appropriate training aids and equipment, qualified instructors, and adequate drill facilities. The knowledge gained at regular drill meetings must be reinforced through rigorous, practical on-the-job training during active duty periods. At such times, the reservist's training requires the optimum use of reserve training facilities; the use of regular service facilities and equipment is essential to provide satisfactory results.

Timely response to emergency situations is inherent in the philosophy of the Ready Reserve.

The state of international tensions makes this demand more stringent for the future. The Coast Guard Reserve must react automatically to general emergency and retain the flexibility to meet selective callup.

The Coast Guard Reserve, while not utilized in the cold war in the past, has potential capabilities

to augment regular forces in possible future assigned tasks. For example, the growing emphasis by the United States on preventing communist infiltration of personnel, arms, and equipment underlines a requirement for an additional type of training. Reserve training must provide a cadre of augmentation personnel for this purpose.

Search and Rescue

TIMELY ASSISTANCE TO PERSONS AND PROPERTY IN DISTRESS ON OR OVER THE HIGH SEAS, IN WATERS SUBJECT TO THE JURISDICTION OF THE UNITED STATES, AND ELSEWHERE WHENEVER FORCES ARE AVAILABLE

The high value placed on the individual human life has been and remains a major objective in the development of the American system. This concern for the welfare of the individual is nowhere better demonstrated than in day-to-day Search and Rescue operations. A continuing emphasis on these efforts is inherent in our basic beliefs.

Search and Rescue (SAR) is the keystone to the safety-oriented missions of the Coast Guard. The other missions are primarily preventive measures, actions and services to the public with the objective of eliminating or reducing accidents which threaten life and property. While these measures are effective, the over-all total of distress cases continues to increase slowly. This trend is due to the heavy increase in surface and air traffic with a corresponding impact on risk exposure, thus presenting increased opportunities for disaster from the ever-present human error and natural phenomena. Regardless of the cause, immediate and effective assistance to those in distress must receive overriding priority.

The magnitude and complexity of SAR demands, as well as their random nature, will occasionally exceed the Coast Guard total capability. Fortunately, except in unusual circumstances, there are numerous other sources of assistance. The other Armed Forces, the Merchant Marine, Coast Guard Auxiliary, civil aviation, fishing and pleasure boats—these all contribute to the common effort. The National SAR plan has made possible effective coordination of these various elements in the search and rescue problem.

The International Civil Aviation Organization and Intergovernmental Maritime Consultative Organization have led to the development of an international system of coordination which is under continuous review and refinement. Utilization of all these allied interests through coordinated efforts has tremendously increased SAR effectiveness. The Coast Guard must spearhead efforts to continue this development while at the same time maintain sufficient forces to insure effective and timely assistance to those in distress in its primary areas of responsibility. Coast Guard forces must be adequately equipped and trained to a high order of professionalism in the sense of both competence and dedication to their task.

The Atlantic Merchant Vessel Reporting System (AMVER), developed by the Coast Guard, has been a major breakthrough in utilization of the international merchant marine in SAR work in the Atlantic basin. A similar system is required for the Pacific. The National SAR Manual standardizes search and rescue techniques and procedures used by United States SAR forces. It has received fairly wide dissemination internationally and is an important first step in standardizing international techniques. The Coast Guard must aggressively seek better coordination of SAR efforts both nationally and internationally by standardization of procedures.

The National SAR problem has been complicated by the large and continuing increase in recreational boating. The impact has been absorbed in those areas where Coast Guard units have been

traditionally stationed, but the problem in inland United States waters, particularly newly created lakes and channels, is not under comparable control. Deployment of Coast Guard units to a great number of these localities is not feasible. The responsibility to insure SAR in these areas which are United States waters remains with the Coast

Guard. The coordination of state, local, or private efforts in providing this service would discharge the responsibility. The Coast Guard must encourage and initiate action to organize through state, local or private groups, or by an extension of the Auxiliary, a SAR capability in isolated inland areas of United States responsibility.

at the most,

best expertise should concentrate on those
areas or requirements who normally do not
have, for example, mathematical expertise; Pay; Cooperation;

Cost benefit ↙

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Out: Number of contacts
: Member Administrative Changes;