

Coast Guard

State of the Coast Guard:
how the service is steering a steady
course to a new normalcy



June 2002

Ready today, preparing for tomorrow

46 days of action

a day by day account of the
CGC Midgett's busy patrol in
the eastern Pacific Ocean

Late Show appearance - Breaking habits - Diversity challenge

Heroes

The world's best Coast Guard



PAT JEFF HALL, DINFCS

Lt. Troy Beshears
AST1 John Green

Lt. Cmdr. Brian Moore
AMT1 Michael Bouchard

Coast Guard Air Station New Orleans

Lt. Cmdr. Moore, Lt. Beshears, AST1 Green and AMT1 Bouchard received a Distinguished Flying Cross Jan. 20, 2001, for their actions during a rescue July 5, 2000.

The four-man crew was honored for rescuing 51 people from a burning oil rig in the Gulf of Mexico.

The crew responded to the fire and safely airlifted 15 people to a nearby platform nine miles from the fire. The crew evacuated another 36 people to awaiting boats.

As the helicopter crew returned to the rig and prepared to pick up Green, who stayed on the rig to coordinate the entire evacuation, the rig exploded into a ball of fire that extended from the water line to 100 feet above the platform.

Unsure whether Green was still alive, the crew then navigated the helicopter into the thick, black column of smoke to retrieve Green, who was uninjured.

The Distinguished Flying Cross is the highest heroism award involving flight that the Coast Guard can award during peacetime.



Coast Guard

June 2002

U.S. Department of Transportation

Features

Guiding Principle: **Stand the Watch**

8 *Diary of action*

By Lt. J.g. Tad F. Drozdowski

The CGC Midgett experiences an action-packed patrol.

Guiding Principle: **Seize the Future**

12 *Steering a steady course to new normalcy*

By Adm. James Loy

Coast Guard Commandant Adm. James Loy gives his final State of the Coast Guard address.

Guiding Principle: **Build and Value Our Team**

28 *Diversity: A never-ending challenge*

By Cmdr. Catherine Haines

The Coast Guard has continually become more diverse, but there is always room for improvement.

Guiding Principle: **Build and Value Our Team**

32 *Breaking habits*

By PA3 Chad Saylor

Station Pascagoula crewmembers enlist the help of a local elementary school to help them quit smoking.

Departments

2 *In the news*

36 *Log book*

Check out **Coast Guard** magazine on the web.

www.uscg.mil/hq/g-cp/cb/magazine.html

CGC Midgett crewmembers extinguish a fire aboard a go-fast boat. The go-fast's crew sank its own vessel after being intercepted by the Midgett.

p. 8



Lt. J.g. Tad F. Drozdowski, CGC Midgett



PA3 Chad Saylor, DB

BMC Barry White from Station Pascagoula speaks to a local elementary school class as part of new program aimed at helping his crewmembers stop smoking.

p. 32



Lt. J.g. Tad F. Drozdowski, CGC Midgett

ON THE COVER

Crewmembers aboard the CGC Midgett fight a fire onboard a go-fast vessel in the eastern Pacific Ocean.

Runaway boat causes havoc

JACKSONVILLE, Fla., March 28 — Coast Guard Station Mayport crews rescued two men after they were knocked off a personal watercraft while attempting to gain control of a runaway boat today just north of Mayport Marine boat ramp on the St. Johns River.

Michael Trojnar was struck in the head by the boat's propeller, knocked unconscious and later pronounced dead on arrival at Shands

Hospital here.

David Malecki, who was also struck by the boat's propeller, suffered a possible broken foot and lacerations to his leg.

Initially, Malecki was with three passengers when he lost control of the 18-foot boat. All four people were thrown into the water.

Another boater in the area recovered all safely and took them to the boat ramp.

Trojnar picked up Malecki on the personal watercraft and they approached the runaway boat.

The boat, still out of control, knocked both men into the water.

A Station Mayport boatcrew recovered both men from the water and immediately began CPR on Trojnar.

The crew took them to Mayport Marine, where Atlantic Beach Fire Rescue teams were waiting to assist with medical treatment.

Trojnar was then medevaced to the hospital. Malecki was taken to a local hospital by a personal vehicle.

Another Coast Guard crew cleared a path for the boat until it finally ran aground on the beach just south of the Coast Guard base.

PA3 Dana Warr, 7th Dist.



DCT MICHAEL KARRNOFF, CGC MARIA BAY

A Station Mayport 27-foot rescue boat tows the 18-foot runaway boat after it ran aground on a nearby beach in the St. Johns River.



DCT MICHAEL KARRNOFF, CGC MARIA BAY

A Station Mayport crew attempts to clear a path for a runaway boat to prevent it from running into other recreational boaters.

Adm. James M. Loy
Commandant

Vice Adm. Thomas H. Collins
Vice Commandant

Rear Adm. Kevin J. Eldridge
Assistant Comdt. for
Governmental & Public Affairs

Capt. Jeff Karonis
Chief, Public Affairs

Patricia Miller
Deputy Chief, Public Affairs

CWO Lionel Bryant
Chief, Imagery Branch

PAC Veronica Roth
Editor

PA1 Elizabeth Brannan
Senior Assistant Editor

PA2 Joe Patton

PA2 Jacquelyn Zettles
Assistant Editors

Subscriptions: Call (202) 512-1800 or write to Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954. To subscribe online follow the link at our web site at www.uscg.mil/hq/g-cp/cb/magazine.html

Submissions: We need your stories, photographs, comments and suggestions. Deadline for submissions is the 15th of each month. Articles will appear 1.5 months after that deadline. Submit your stories to: U.S. Coast Guard (G-IPA-1), 2100 2nd Street, S.W., Washington, DC 20593-000, or e-mail them to cgmag@comdt.uscg.mil. For more guidelines, visit the magazine Web site and click on "submissions" or call the editor at (202) 267-0926.

Letters to the editor: Please limit remarks to 150 words or less. No names will be withheld. Provide rank, first and last name, phone number and unit. Letters may be condensed because of space. Not all letters will be published.

Coast Guard, COMDT PUB P5720.2, is produced for members of the U.S. Coast Guard. Editorial content is unofficial and not authority for action. Views and opinions expressed do not necessarily reflect those of the Department of Transportation or the Coast Guard. Stories may be reprinted except Associated Press wire stories and articles reprinted from other publications.

Station Ketchikan rescues stranded women, 2 dogs



BM3 SHAWN CRABTREE, STATION KETCHIKAN

JUNEAU, Alaska, April 25, — Two stranded women and their dogs are safe after Coast Guard rescuers stumbled upon them yesterday in Southeast Alaska.

While training aboard Station Ketchikan's 25- and 47-foot rescue boats, the crews noticed two women waving their arms on Black Sands Beach, Gravina Island, at 2:16 p.m.

The boat crews picked up Angie Taggart of Ketchikan, Rose Marie Larson (home

town unavailable) and their dogs.

"They anchored their boat but didn't compensate for the ebbing tide," said one rescuer, BM3 Shawn Crabtree. "Three boat crewmen tried to push the 18-foot vessel back into the water but couldn't."

Station Ketchikan crewmembers transported Taggart, Larsen and the dogs to Ketchikan after resetting the boat's anchor in deeper water.

PA1 Roger Wetherell, 17th Dist.

WEBHOT!



We need your Webhot submissions. Submissions are few and far between these days and there are

more Coast Guard Web sites than ever before. Send your unit's URL in for future use in Webhot. Show us what you've got!

Think your Web site is unique?

E-mail the URL to

jjzettles@comdt.uscg.mil

Station Marathon rescues endangered turtle



Sue Schaf, turtle expert from the Marathon Turtle Hospital, treats an endangered loggerhead sea turtle on the stern of a Station Marathon 41-foot patrol boat.

MARATHON, Fla., April 10 — A Coast Guard Station Marathon boatcrew rescued an endangered sea turtle entangled in a crab trap north of Springer Bank here today.

Three turtle experts from the Marathon Turtle Hospital here assisted the station in rescuing the 290-pound loggerhead turtle, which they named Bubba.

When the crew found the animal, it was injured and unable to swim.

After many attempts, the turtle was captured and taken to the veterinarian, where it was treated with antibiotics and is expected to make a full recovery.

The station's crew assists the hospital staff in releasing an average of 20 turtles a year back to the wild.

BM2 Jim Roche, Station Marathon

SN JAMES WILSON, STATION MARATHON

Around the world, around the clock

Compiled May 2

On Patrol :

The CGC Mustang assisted five people on a disabled fishing vessel in Prince William Sound May 2. The Mustang escorted the vessel Current to Patten Bay on Montague Island early in the morning.

Two crewmen from the M/T Freja Jutlandic alerted Coast Guard inspectors of a hazardous leak in the hull by secretly passing a note to them March 22, 2000. D/S Progress, now a bankrupt company, was ordered to pay a \$250,000 criminal fine on March 8, 2002.

The CGC Strike was commissioned April 6 at Station Port Canaveral in Cape Canaveral, Fla. The Strike is a 87-foot Marine protector Class patrol boat.

The Coast Guard held an aids to navigation olympics as part of the first 5th District ATON conference, which allowed members from North Carolina, Virginia, Pennsylvania, Delaware and New Jersey to compete in Yorktown, Va., April 4.

The CGC Key Biscayne, homeported in Corpus Christi, Texas, seized more than 1,700 pounds of illegally caught shrimp aboard a boat 28 miles off Port Aransas, Texas, April 18.

The CGC Mohawk intercepted a go-fast boat with 41 bales of cocaine 200 miles north of Barranquilla, Columbia, April 5.

Personnel from Marine Safety Unit Houma, La., assisted a response team in efforts to extinguish a fire on a natural gas rig 25 miles southwest of New Orleans April 18.

Due to the current world situation, ship movements will not be printed.

FY'02 By the numbers	
Lives saved:	1,165
SAR cases:	12,785
Marijuana:	33,149 pounds
Cocaine:	82,747
Migrants:	2,208
Security Zones:	133

SOURCE: G-IPA-2

Coast Guard personnel take over **Late Show**



NEW YORK, April 5 — YN3 Ismael Ortiz gets a laugh and a smile from YN3 Stormie Thompson and YN3 Uzeralanai Bynum as he plays the part of David Letterman on the set of the *Late Show* today. Ortiz, Thompson and Bynum, all from

Activities New York, read three of the show's "Top Ten Things That Happen While Guarding The Coast," a Coast Guard-themed version of the nightly feature. Story and photo by PA2 Tom Sperduto, PADET New York

Air Station Elizabeth City performs mega rescue

NORFOLK, Va., April 18 — As the waning daylight faded into darkness, two workmen, in their third hour of peril, dangled nearly 300 feet above the buzz of 1,600 megawatts of nuclear power.

It was late afternoon on the south bank of the James River, across from historic Jamestown, Va. Just a few hours earlier, the workmen had climbed into a crane basket to perform routine work on one of the reactor domes of the

Surry County Power Plant. But something went terribly wrong.

When the cable suspending them and their basket from the end of a crane failed to retract, leaving them stranded, the routine was shattered in an instant.

About 100 miles away, at Air Station Elizabeth City,

N.C., the command center received a call and quickly dispatched a helicopter to the scene.

The pilot, Lt. Cmdr. Paul Lange, and his crew, Lt. j.g. Steven Bonn, Lt. Cmdr. Frederick Bartlett, AMT3 Craig Davis, and rescue swimmers AST3 Jeff Johnson and AST1 Gerald Hoover, touched down at the power plant about 45 minutes later.

With the wind picking up and the daylight fading, Bartlett, acting as safety liaison with power plant officials, assessed the risk, considered alternatives, then developed a safety and rescue plan. The crew then returned to the air.

As Lange maneuvered the helicopter into position, wind and prop wash twisted and turned Johnson as he lowered to rescue the workmen one at a time, more than 300 feet above the ground.

The entire rescue took about 20 minutes.

By PA3 Bill Barry, LantArea



COURTESY SURRY COUNTY POWER PLANT

AST3 Jeff Johnson is lowered from a helicopter to rescue two workmen who were stranded atop a crane at the Surry County Power Plant in Virginia.

Thetis participates in joint exercise

KEY WEST, Fla. Feb. 12 — The 43rd year of UNITAS brought out many different naval organizations looking to improve multi-national relations and conduct joint exercises in naval tactics, surface warfare, and law enforcement.

Among the U.S. forces were the CGC Thetis, the guided missile cruiser USS Yorktown, the fast-frigate USS Doyle, the fast attack sub USS Pittsburgh, and the naval auxiliary ship Prevail. The allied representatives came from Venezuela, Colombia, Mexico, the Dominican Republic and the Netherlands.

During the two-week "war games," each of the UNITAS participants took part in exercises that included high-speed formation steaming, combined helicopter operations, search and rescue, towing evolutions, live-fire gun exercises, go-fast pursuits and a final war game which paired all par-

ticipating navies into two teams.

After the completion of UNITAS at Naval Station Roosevelt Roads, Puerto Rico, the Thetis went back out to sea and headed to Guanta, Venezuela, where they participated in Operation VENUS (Venezuela-U.S.), a combined exercise with the Venezuelan Coast Guard.

The patrol ended with the Thetis responding to an assistance call from a Coast Guard Tactical Law Enforcement Team that had boarded a Panamanian vessel. The TACLET was embarked on a Dutch naval ship when they encountered the Panamanian vessel Liv. Once onboard Liv, the team conducted an extensive search and located 31 bales of cocaine. They received per-

mission from the 7th Coast Guard District to seize the Liv and detain the nine crewmembers. The Liv was escorted to Tampa by the Thetis and turned over to federal agents.

Story and photo by Ensign Lyle Serber, CGC Thetis



Thetis crewmembers exchange ideas with Venezuelan coast guard members on law enforcement techniques.

TACLET, Dutch warship make bust



TAMPA, Fla., April 1 — Several bales of cocaine sit on a pier at the Port of Tampa next to the Panamanian motor vessel Liv. A tactical law enforcement team operating on a Dutch

warship seized the Liv and took the crew into custody just off Aruba March 28, after discovering more than a ton of cocaine on board.

Ridge visits 8th District units

NEW ORLEANS, April, 29 — The Coast Guard hosted a maritime homeland security meeting for Homeland Security Director Tom Ridge at the Port of New Orleans today.

The afternoon agenda included a briefing by federal agency partners

with maritime security roles, including the U.S. Attorney, U.S. Customs, Immigration and Naturalization Service, U.S. Border Patrol, FBI, state agencies and local industries. Ridge participated in a Coast Guard sea marshal boarding and took an overflight of the Lower Mississippi

River aboard a Coast Guard helicopter from Air Station New Orleans.

Ridge's visit was an effort to learn first-hand about the importance of the Port of New Orleans and Lower Mississippi River and hear local concerns.

PA2 Mark Mackowiak, 8th Dist.



MST3 Marcel Garsaud, MSO New Orleans, explains the sea marshal's program to Homeland Security Director Tom Ridge.

Rising waters send MSO Huntington personnel into action

HUNTINGTON, W.Va., March 20 — Personnel from MSO Huntington assisted area fire departments after more than four inches of rain caused flash flooding in low-lying areas here.

The Huntington Fire Department first requested MSO Huntington's Disaster Assistance Response Team to pre-stage at the local firehouse for rapid deployment in the event of medical emergencies in flooded areas.

The DART consisted of six petty officers and one auxiliary. Due to rising waters in Boyd and Carter counties in Kentucky, the DART was directed to the flooded areas to assist local fire departments in the evacuation of people trapped in their homes.

Sixteen people and four dogs were rescued from various flooded areas.

By MK1 Shawn Vienhaus, MSO Huntington

www.uscg.mil/hq/g-cp/cb/magazine.html



DART members transport survivors to safe locations.

Diary of action

Story & photos by Lt. j.g. Tad F. Drozdowski, CGC Midgett

During a 46-day span in the eastern Pacific Ocean, the crew of the CGC Midgett seized 1,609 pounds of cocaine, stopped another 16 tons of cocaine from reaching American coasts, interdicted 167 illegal migrants, took part in high-speed chases, intercepted several vessels and rescued a man suffering from appendicitis.



Fire & rescue

LEFT: CGC Midgett crewmembers attempt to put out a fire onboard a sinking go-fast vessel. The go-fast's crew purposely sank their vessel as the Midgett intercepted it.

TOP: A team from the Midgett rescues the six crewmen who jumped from their go-fast vessel into the water.



Going down A go-fast vessel that the Midgett pursued was set afire and eventually sank.



Burning boat; drug seizure Jan. 16:

The Midgett's crew could clearly see the fire and smoke billowing from the 35-foot go-fast vessel as they attempted to intercept it.

Coast Guard air assets spotted the vessel in the eastern Pacific Ocean earlier in the day and helped direct the Midgett to its location.

When the Midgett arrived, the crewmembers were attempting to sink their vessel and destroy the contraband by burning it. When their vessel was completely engulfed in flames, all six crewmembers donned life-jackets and jumped into the water.

The Midgett launched two small boats and rescued the people. The Midgett's crew then approached the vessel to extinguish the fire and retrieve the contraband. The vessel eventually began to sink as the fire continued to blaze.

The vessel sank stern first and was half-submerged



Results **TOP:** Crewmen from the Midgett search the Pacific Ocean for any contraband that might have floated to the surface after a go-fast vessel they pursued sank. **LEFT:** Midgett crewmen recovered more than 900 pounds of cocaine from a go-fast vessel.

in a vertical position as the Midgett's fire team sprayed water on the vessel's bow.

The vertical aspect of the go-fast vessel, combined with the impact of the firehose water to the forward cargo area, forced open the forward hatch and sent multiple bales of contraband into the water. The bales tested positive for cocaine.

The Midgett's teams recovered more than 900 pounds of cocaine. It is believed the boat was carrying more than two tons of cocaine.

The crewmembers and drugs were transferred to the United States.

Eight hour chase

Jan. 24:

The Midgett's crew chased a 50-foot go-fast vessel for eight hours, covering more than 200 miles in the eastern Pacific Ocean, before seizing the vessel, its four-man crew and illegal drugs.

The chase began after the Midgett spotted the vessel approximately three miles away. The go-fast vessel immediately turned south and began running at top speed. The Midgett gave chase the entire afternoon and into the evening. Navy and Coast Guard aircraft helped the cutter by tracking the vessel's maneuvers.

As day turned to night, the Midgett used their infrared camera, spotlight and two small boats to track and eventually capture the vessel.

Through use of the infrared camera, Midgett crewmembers observed people aboard the vessel throwing contraband over the side and attempting to sink their vessel. Boarding teams from the Midgett boarded the vessel and detained the crew.

The cutter's rescue and assistance team controlled the vessel's flooding, and one of the boarding teams recovered 705 pounds of cocaine from the water. It is suspected that the vessel was carrying more than two tons of cocaine. The vessel, its crew and the contraband were transferred to officials in United States.

Migrant interdiction

Feb. 8:

While patrolling the eastern Pacific Ocean, a boarding team from the Midgett discovered 167 illegal migrants aboard the Popeye I, a 60-foot Ecuadorian fishing vessel.

Many of the migrants suffered from seasickness and dehydration.

Crewmembers from the Midgett provided health care and water to the migrants.

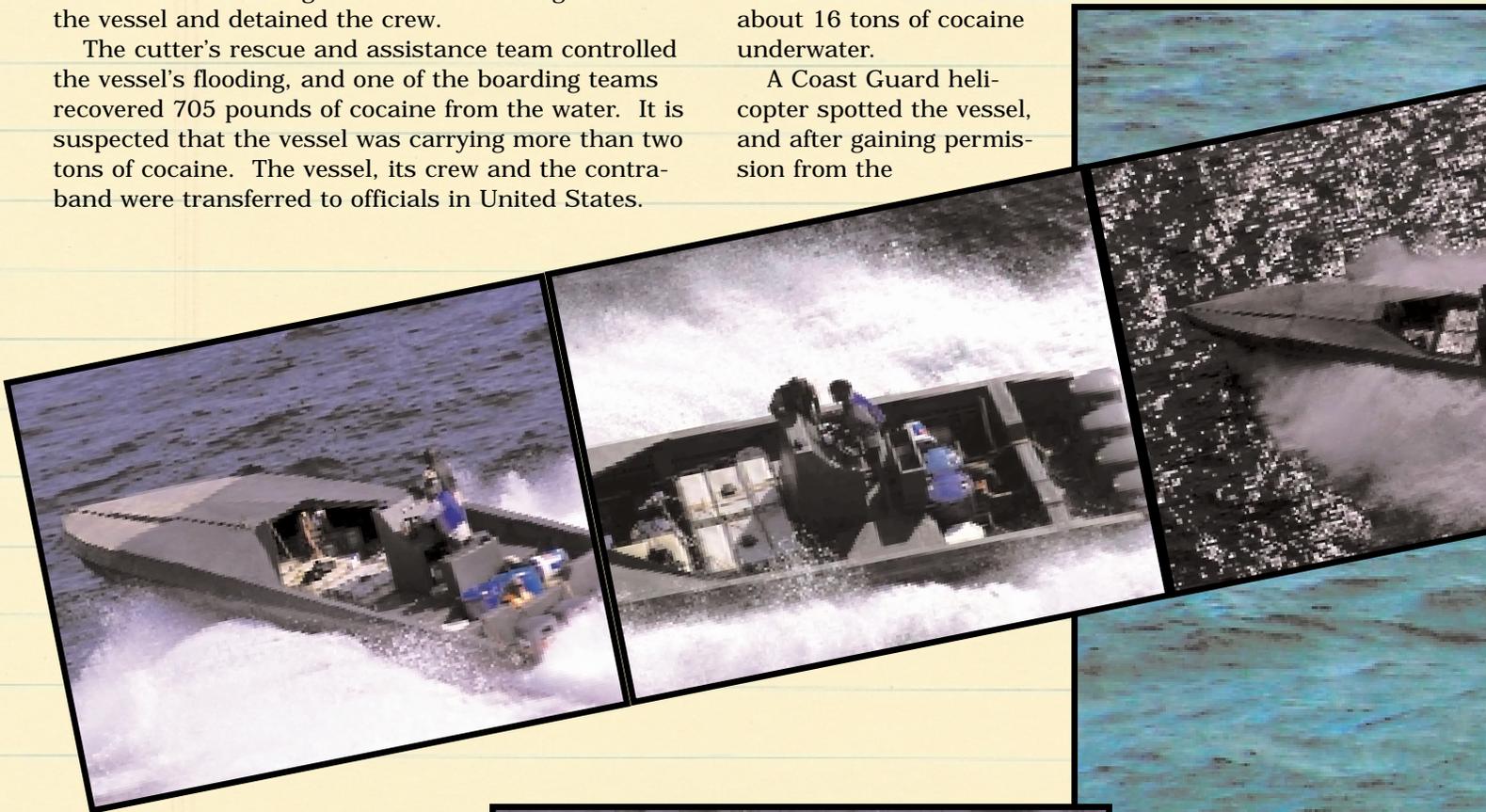
The fishing vessel, its crewmembers and the migrants were eventually transported to Mexico.

Drug stoppers

Feb. 22:

When a boarding team from the Midgett went aboard the 183-foot Mexican fishing vessel Atun X in the eastern Pacific Ocean, the vessel's crewmen purposely sank their vessel and sent about 16 tons of cocaine underwater.

A Coast Guard helicopter spotted the vessel, and after gaining permission from the



On the run **TOP:** The Midgett chased this 50-foot go-fast vessel for eight hours, covering more than 200 miles, before finally intercepting the vessel and seizing 705 pounds of cocaine.

RIGHT: A boarding team from the Midgett boards the Popeye I, a 60-foot fishing vessel. The team discovered 167 illegal migrants aboard the vessel.



Mexican government, a team from the Midgett attempted to board the vessel to search for evidence of possible narcotics trafficking. However, the master prevented the team from boarding his vessel by maneuvering at full speed.

Following a two-hour chase, the boat started to sink, and the 25 crewmen donned lifejackets and launched their small boat. The vessel sank less than four minutes later. The boarding teams rescued the crewmen and searched the area for contraband that might have floated up from the vessel.



Rescue operation

March 3:

The Midgett's crew conducted a medical evacuation of a person suffering from appendicitis aboard the Japanese vessel Planet Ace in the eastern Pacific Ocean.

As the patient's condition worsened, a Coast Guard heli-

The search Members from the Midgett search the water for contraband that went down with a go-fast vessel purposely sunk by its own crew.

copter launched from the Midgett to rescue the man. Once on scene, the aircrew hoisted the patient and transported him to Isla Socorro, Mexico. 





Steering a steady course to new normalcy

State of the Coast Guard 2002



Last year, if you will recall, I began this address with a fictional story about a young sea captain who purposed to take his ship into hazardous waters to accomplish an important mission. I related that story to introduce the theme of transformation — to talk about the dangers inherently involved in bringing about needed change in our service.

Suddenly, right there in front of them was the enemy, bearing directly down on them out

This year, I'd like to tell you a true story. Some of you know this story very well. It takes place aboard a cutter assigned to patrol the approaches to the harbor of New York and the waters of Long Island Sound.

It begins in the pre-dawn hours of an early autumn day.

The captain and his crew were on alert in the early morning of the 11th of October. They had been on patrol for about a month, watching for any sign of a foreign enemy that had previously attacked some of the major cities of the United States, including our nation's capital.

They had received reports that the enemy might attempt to capture commercial vessels involved in coastwise trade and use them as weapons to terrorize and attack the port of New Haven, Conn., and other cities and ships along the eastern seaboard. Their mission was to stop any attack.

The captain was a stalwart man. He knew the capabilities of his ship and his crew. His cutter carried the best weapons that his service could afford. The austere budget did not allow for anything more modern or more powerful. His crew was brave and well trained, but they had yet to meet the enemy who, by all accounts, was ruthless.

So they waited ... and they watched. A few hours later, the sun came up, but their vision was obscured with a heavy blanket of fog. As the sun rose higher in the sky, the fog began to burn off. Then, at around 9 a.m., it lifted altogether.

Suddenly, right there in front of them was the enemy, bearing directly down on them out of the fog ... under full sail!

Now — as Paul Harvey would say — for the rest of the story! As I said, the date was Oct. 11. The year was 1814. And the cutter was the Eagle, of the Revenue Cutter Service.

A fierce fight began between the Eagle and the Dispatch, a British brig of superior firepower. Capt. Frederick Lee and the crew of the Eagle were outgunned by the Dispatch. Seeing the futility of the fight, Capt. Lee tried to escape into shallow water, finally beaching the Eagle near a 160-foot bluff, 15 miles north-east of Port Jefferson, N.Y.



He ordered his crew to strip the ship of its sails and rigging and to haul its guns ashore and up the steep bluff. Taking up a position at the top of the bluff, they fired down on the British ship, keeping the enemy from coming ashore or capturing the Eagle.

Throughout that day and into the next morning, the crew of the Eagle bravely defended their cutter and their coast. When their supply of ammunition ran out, the crew began retrieving the shot that the British had fired at them. They loaded the shot into their own guns and returned it in a maelstrom of fire to the enemy. The Dispatch was forced to retreat.

That, ladies and gentlemen, is the heritage of your Coast Guard. We celebrate that heritage from the year 1790 and the birth of the Revenue Cutter Service, which was commissioned to provide maritime security to a fledgling nation by protecting its freedom and prosperity on the high seas.

Our history is replete with examples of similar events in trying times. Each time, we have risen to the challenge. And there have been many such times. Remembering these things reminds us who we are and why our country needs us.

We wrote ["Coast Guard Publication 1"] to help us each internalize that heritage. I encourage each of you to get a copy of "Pub 1" when they become available and read it carefully. They will be available in print very soon. You can read "Pub 1" now on the web [www.uscg.mil/overview/Pub%201/contents.html].



Sighting on the North Star

Today we are upholding our heritage by again defending the liberties of our country. Our nation was attacked by surprise Sept. 11, just as the Eagle was attacked by surprise so many years ago. We knew the danger was near, but we did not know when or where or how it would arrive.

The mission of maritime security is not new to us. It is more urgent today than it was in early September, and it is no less important than it was in the early days of the New Republic.

We are now in the process of adjusting our operations to the "new normalcy" of life in America. As we work to rebalance our missions and resources in order to serve our country, I urge you not to think of maritime security as a new task suddenly added to a growing constellation of tasks. Rather, we must see it as our North Star.

But, many in our service might ask, "How can that be? What about search and rescue?" Well, the North Star is an interesting celestial object!

Even many experienced sailors are not
aware



Even many experienced sailors are not aware that the North Star is not a star at all. It is actually a cluster of stars.

This cluster includes a system known as a spectroscopic binary, a term used to describe two stars that revolve around a common center of gravity and are so close together that they cannot be distinguished by a common telescope.

Together, the cluster of stars comprises the major navigational star of the second magnitude we call Polaris. Only very careful spectral observations allow us to tell that there is more than one star at that point in the sky.

As it is with Polaris, so it is with maritime security and maritime safety, including SAR.

Terrorism is only one of many modern threats that confront us.

Security and safety are inseparable. They are integral. We can't really have one without the other. If viewed from a distance, they can be seen as one and the same thing. They are both about preventing harm to Americans.

That's the way it has been from the earliest days of our service. It was only 24 years after the first 10 cutters were placed into commission that the Eagle fought the Dispatch.

By that time, the missions of the Revenue Cutter Service had grown from simply enforcing the laws to aiding mariners in distress — as well as tending lighthouses and defending our nation's ports and other maritime interests.

Since then, our purpose has remained constant, centered on keeping our nation both secure and safe. Today, we are providing security again — primarily by enforcing the laws of our nation, while keeping people safe from harm. We are called to be our nation's maritime guardians.

Steering a steady course

On Monday of last week, we marked the passing of six months since that terrible day of Sept. 11, 2001, by pausing to reflect on the devastation that we suffered here in New York, in Washington and in the countryside of Pennsylvania.

For 31 days, twin towers of blue light will reach into the evening sky of New York City, illuminating the skyline as a temporary memorial to the victims who died there.

Those towers are a fitting tribute to the citizens of the world who lived, worked, and died together as they sought nothing more than to be prosperous and industrious in the greatest city on the face of the earth. They are also a fitting reminder of our hope as human beings for liberty, justice and peace in our nation and throughout the world. But we must do more than hope!



My good friend, Gen. Gordon Sullivan, U.S. Army (ret.), wrote a little book called "Hope Is Not a Method." It is a great piece on leadership that says if we are to succeed in accomplishing great things, we must do more than hope. We must have a methodical strategy that will make it happen. And he is right.

That is what I want to talk about today. Hope is not a method. Strategy matters. We must look to our charted strategy and a plan for the future that will ensure what we hope for. That strategy must allow us to steer a steady course, accomplishing every mission that the nation has given us to do, and to prepare for whatever may come next.

The central questions

I am sure there are many questions in your minds today, such as: Are we ready for whatever comes next? What is the state of the Coast Guard today? Do we have a methodical plan to follow? Does it connect to budget realities?

My purpose this afternoon is to answer those questions.

Part of the answers are found in a carefully prepared strategic planning document, called "Coast Guard 2020," which describes the operating environment we expect to face in the year 2020 and specifies the mission profile America will need us to perform. It was published in 1998. We have followed it ever since.

This vision document anticipated the attacks on Sept. 11. Perhaps nobody could have predicted the timing or severity of that attack, but we knew it was coming, because we had taken the time to look the future square in the face. We said so, boldly and publicly. And we were right. Strategy matters!

Today, we operate under the constant threat of terrorism. As a nation that depends heavily on oceans and sea lanes as avenues of our prosperity, we know that whatever action we take against further acts of terrorism must include protection of our ports and waterways and the ships and people that use them.

But, terrorism is only one of many modern threats that confront us. Migrant and drug smuggling compound the threat of terrorism, because they contribute to the illicit movement of people, money and weapons across our borders.



The last six months have required an operational tempo

The wellbeing of our nation also is threatened by the prospect of harm to our environment and natural resources, which can be brought either by accident or design.

Three years ago, I outlined a lack of readiness in the Coast Guard. I compared our service to a knife dulled by complacency and over-use. We had begun to confuse willingness with readiness.

Two years ago, I focused on two specific areas of my Commandant's Direction: restoring readiness and shaping our future — a focus that remains vitally important today. Though some of the readiness gaps that we had identified have been filled, many remain.

Last year, I emphasized the need to continue the transformation of the Coast Guard through modernization of our assets, our workforce and our thinking to ensure our success in meeting the challenges of the future.



Then the future arrived unannounced Sept. 11. The transformation that we had begun is occurring sooner, faster and with greater force than we might have anticipated ... but our vision remains sound. Strategy matters!

Reaching new normalcy

You may recall that, two years ago, I said restoring readiness means establishing an equilibrium at which we can sustain normal operations and perform appropriate training, maintenance and administrative work, without imposing unreasonable workloads on our people or sacrificing our capacity to mount surge efforts for emergency operations. That definition remains as sound as our vision.

We have not yet reached that equilibrium. So, in reality, our knife remains somewhat dull. We had begun in earnest to sharpen it during the last two years, and we were making real progress. The last six months have required an operational tempo that is not very conducive to sharpening the knife.

That OPTEMPO continues today, though we have scaled back to a level that will allow some sharpening. The supplemental appropriation from Congress provides a budget to do it. We must continue to restore readiness at the same time we're creating this "new normalcy."

This phrase bears definition, because it's being used a lot and is often misunderstood. The new normalcy is simply a phrase denoting the new higher security levels being built into American life. For us, it is the new security profile we need to secure our ports and waterways.

We're designing it as we go. But as a matter of strategy, fiscal year 2003 will be the first year of a three-year plan to increase the size and capability of our service to a level we believe will be sufficient for the Coast Guard to make its contribution to our heightened security profile.

We will soon see the benefits of the strat-

egy

We have established three maritime security conditions to describe levels of alert and preparation, which will be integrated into the alert conditions and force protection conditions recently announced by the Office of Homeland Security.

Currently, we are operating at Maritime Security Condition 1, although we still lack some of the resources to sustain us at that level. The next budget cycles will give us what we need to do the job.

Our mission profile today is different than planned for a year ago. Then, only 14 percent of our budgeted capability was allocated to ports, waterways and coastal security. In the days and weeks that followed the terrorist attacks, we dedicated over half of our capability to that mission.

In fiscal year 2003, those activities will be scaled to about 27 percent of our total mission profile. We will adjust that level as circumstances dictate.

This is what we mean when we talk about the new normalcy. It requires more than hope to achieve it. Strategy matters!

Lets us not forget that our first order of business
is to ensure

Taking stock with a clear and steady eye

I believe in looking with a clear and steady eye to take stock of real issues.

We have run our boats and airplanes hard to meet the immediate requirements of providing heightened security. Maintenance has suffered in the meantime.

We must attend to our shore-side infrastructure to ensure that we can support the safe, efficient and effective operation of our boats, cutters and aircraft.

Our people need time to train. They need reinforcements to come alongside to continue the good work they are doing. Relief is coming, but it will take time.

The size of our workforce will grow this year and for the next three years. We have recently opened the ranks to recall retired officers and enlisted members, and to expand the lateral re-entry program.

In the past six months, our rate of retention has improved. We project an increase in fiscal year 2002 of 6.5 percent for the enlisted workforce and 12 percent for the officer corps. Those are good signs. But not good enough. We must continue to do more to keep a trained workforce.

The Reserve forces and Auxiliary have contributed enormously this year. They, too, need better support and a stronger and more stable infrastructure.

These are all very real readiness challenges. They require very



real solutions.

I believe the president and the secretary know this well. Here is what President Bush said in January on a trip to Portland, Maine:

“I saw how the Coast Guard has responded after 9/11, and I know how important the Coast Guard is for the safety and security and the well-being of our American citizens.”

When he announced his national drug control strategy in February, he expressed “a strong commitment by our administration to boost spending, to make sure the Coast Guard is

No other service — no other federal agency — is
better positioned

modern and capable of not only defending our borders, but actively being engaged in the fight to interdict drugs that could be coming into our country overseas.”

The president’s proposed budget for next year begins a three-year effort to build the resource base we need to make our contribution to America’s safety and security. It supports our determination to restore our readiness. Strategy matters!

Thanks to supplemental funding this year and with anticipation of the president’s budget for next year, we have been able to restore the operating hours of our cutters and aircraft to normal. And if the president’s budget is appropriated, we will have \$118 million of additional maintenance funding to replenish spare parts inventories and perform critical maintenance.

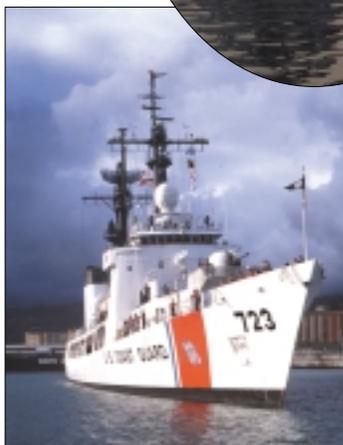
Taken together with cost savings achieved last year by divesting some of our aging assets, we will be able to correct the maintenance funding shortfalls that we have faced through so many years. That is reason for hope. Strategy matters!

We have undertaken a multi-year effort to improve readiness at our small boat stations. Last year, we added 67 people for back-up safety boat crews and tower watches at our surf rescue stations. This year, we are adding nearly 200 billets to small boat stations and command centers. Next year, we will add another 200 billets to our SAR system — 140 at our small boat stations.

We are opening a formal school to train boatswain’s mates. We are establishing traveling small boat training teams to ensure that our people have the necessary critical skills to carry out our dangerous search and rescue missions.

It will take time to get these people and programs in place. In some places, it will take more time than others. But they are on their way.

Say it with me: Strategy matters!



The president's budget also takes significant steps to transform us into the Coast Guard of the 21st century. It demonstrates unwavering support for our Integrated Deepwater System and the National Distress Response System Modernization Project.

Both of these contracts will be awarded this year. We in the Coast Guard are deeply indebted to the brilliant work of all the industry teams competing for the ability to help us build our future.

Congress has appropriated enough money to begin these projects in earnest. We will soon see the benefits of the strategy on which we set out many years ago.

One more time: strategy matters! You're getting the idea!

Keeping our eye on the Pole Star

Some have already started to worry that we are not as attentive to other missions as we were before Sept. 11. Let me assure you, we have not forsaken any of our missions.

While it is true that we have borrowed operational energy from some mission areas, this is but a temporary and necessary adjustment to ensure that we do not forsake the security of our nation.

Let us not forget that our first order of business is to ensure that American citizens are secure from the harm that others would do. That is and always has been Job One.

Exercising the stewardship that we are known for, we will use wisely and effectively whatever resources we have to answer the call.

In late September, for example, the Coast Guard conducted search and rescue efforts after the tug *Brown Water V* hit the Queen Isabella Causeway Bridge on South Padre Island, Texas. Cars and trucks fell into the water after the accident. Three survivors were rescued.

In mid-November, Coast Guard units interdicted 350 illegal migrants in the Caribbean. The CGC *Legare* rescued four of



Strategy does no good, however,
unless it is put into practice.

them from a raging sea. Another 132 were interdicted in late December.

The CGCs *Polar Sea* and *Polar Star* broke a channel through the ice to re-supply McMurdo Station in Antarctica in January. The ice edge was thicker and broader than it has been in many

years.

Our new squadron of armed helicopters, aided by effective intelligence, has helped seize another record amount of cocaine this year, despite the decrease in operating hours of our cutters.

I could go on and on!

These are just a few examples of the continued success of our Coast Guard units around the country, even as we focus on meeting the challenges of homeland security.

Laying a track line

Those challenges are large, indeed. Such challenges demand a new national strategy. No other service — no other federal agency — is better positioned as an element of this strategy than the Coast Guard.

Our obligation is not only to do our part, but to lead the collective effort of all who are involved along our maritime borders, to make sure that the necessary heightened security paradigm meets America's needs. We have been at the very center of developing a national maritime security strategy around five key principles.

First, to build maritime domain awareness, the United States must have continuous awareness of vessels, people, and cargo that operate to and from our ports and coastal waters. This is the most important element of our strategy. We need to complete port vulnerability assessments for our 50 most critical ports. Also, we need 300 new billets and \$88 million to establish intelligence fusion centers to collect, analyze, and share information products critical to better security.

Second, to ensure the controlled movement of high interest vessels, we must identify, board, and inspect any vessel that could be used as a weapon of mass destruction. We have asked for 160 sea marshals for armed escort of these vessels, as well as necessary resources to increase on-the-water patrols for all 49 captains of the ports.

Third, to enhance presence and response capabilities, we need to detect, intercept and interdict potential threats as far out to sea as possible. We must effectively thwart criminal or catastrophic events well before they threaten our shores. Therefore, we have requested six maritime safety and security teams, comprising nearly 500 active duty personnel, as well as 26 more port security response boats and staffing for small boat stations.

Fourth, to protect critical infrastructure and enhance force protection, we must take measures to be consistent with the



We're all really trying to understand good and
evil

Administration's Critical Infrastructure and Protection Program. We have requested \$51 million for AT/FP, with specific enhancements to physical infrastructure, cyber-security, personal protective equipment and firearms.

Fifth, to increase domestic and international outreach, we must strengthen partnerships and strategic relationships at home and abroad. Maritime security is an all-hands evolution. We can't do it alone. We will need effective security plans for commercial vessels, offshore structures, and waterfront facili-

I have seen the hero with 40,000 faces.

There are several hundred of those faces here



ties. We must prepare anti-terrorism contingency plans and the exercises to test them. We must work with the International Maritime Organization to assist us in improving security by pressing our borders outward. We are asking for 110 contingency response planners to help accomplish better outreach.

Strategy matters!

The agents of the strategy

Strategy does no good, however, unless it is put into practice. The principle agents of this strategy for maritime security will be the people of units like Activities New York. Aggressive leadership at commands such as this is vital to a national strategy for providing security to a strong and prosperous nation. They proved that on Sept. 11 and every day since.

Last week, together with Secretary Mineta's chief of staff, John Flaherty, I had the great honor of bestowing upon the members of Activities New York a token of recognition on behalf of the secretary of transportation and the president.

We have several of those people with us today. I have asked a few of them to join us as representatives of the crews who serve alongside them.

Rear Adm. Dick Bennis, who retired last Friday from his post as commander, Activities New York, is with us today.

He has had a distinguished career as a Coast Guard officer, and none of it more distinguished than the past six months directing operations in the wake of the attacks on the World Trade Center. The outpouring of affection for him as he left New York was something to behold. And just an hour ago, Secretary Mineta honored him personally with the Transportation Department's Distinguished Service Medal.

Rear Adm. Bennis ... thank you for your splendid leadership, and good luck with your new responsibilities at the Transportation Security Administration.

We also have two members of his command with us today ... Lt. Michael Day and BMC Jamie Wilson, who helped coordinate waterside rescue efforts in the three days following the disaster.

They staged the safe docking and loading of more than 100 volunteer vessels that evacuated nearly 1 million civilians from Manhattan in the first eight hours. They stayed aboard a New York pilot boat without relief for those three days, arranging logistics and maintaining communications. They are Coast Guard heroes.

We also have with us a member of the National Strike Force. He is BM1 Thomas Telehany of the Atlantic Strike Team.

Along with teammates from the Pacific and Gulf strike teams, his job was to determine if dangerous health conditions existed within structures surrounding Ground Zero on behalf of rescue workers and to provide access by which representatives of financial firms could recover personal belongings, essential files and computer backup systems. He and his teammates worked for

But I think we will need more than strategy
and pride



two and a half weeks at Ground Zero.

When I visited his shipmates working on Capitol Hill, a police officer told me that, if it weren't for the organizational and leadership of the Coast Guard strike team members, he and his colleagues would have been long gone!

Thank you all, gentlemen.

If you press them, these sailors will tell you how tired they were from the hard work they did. They will also tell you that they will never tire of doing that good work. Like the crew of the Eagle before them, they have climbed to the top of the bluff, where they have chosen to stand firm in the face of fire.

I could not be more proud of them, the units they represent or the units just like theirs all around the country.

The need for strong faith

But I think we will need more than strategy and pride to sustain us through the difficult times ahead. I think we'll need a little bit of old fashioned faith.

I'm sure many of you have heard the story about the traveling medical supply salesman, who ran out of gas before he could reach the next town. He had to walk the few miles to the next gas station. The only thing in his car that would hold enough gasoline was a bedpan.

He took the bedpan and walked on to the station, and returned with it filled to the brim with gas. As he carefully emptied the gas into his tank, a passerby stopped to see if he needed help. The passerby couldn't help noticing what the traveler was using to fill his tank. He looked up, scratching his head, and exclaimed, "Now, that's what I call FAITH!"

Ladies and gentlemen, the nation has been through tremendous trials during the past year, as has our service. The challenges of a changed world will remain before us well into the future. These challenges, as the president has repeatedly told us, remain URGENT — and must be afforded our full attention.

It is far from clear how many people will be seriously affected by the events of Sept. 11, or how long those effects may linger. We have all watched many programs on TV describing people with recurring nightmares or experiencing an inability to return to anything like a normal life.

Several months after the attacks, surveys found nearly half the residents of lower Manhattan — and as many as one in four Americans nationwide — suffer from trouble sleeping or from nervous anxiety.

Where do we turn to bind such wounds? I offer that we should seek positive memories and a strong spiritual faith.

We're all really trying to understand good and evil at levels deeper than most of us have ever had to do before.

In response, we have come together in unity as a nation — a unity not experienced since World War II. The strains of “God Bless America” have sounded from nearly every place of spiritual worship, nearly every official ceremony and nearly every public gathering. Our national pride and our faith in God, in freedom and in our fellow Americans have not been so strong in many years.



Sometimes, despite calls for urgency, I wonder if this faith is already waning. I wonder if we will allow the desire for material things and our comfort in complacency to settle in, just as the terrorists hope we will do. I wonder if we can sustain our faith in what we know to be right. I wonder if we can sustain our patriotic zeal to protect our interests as a nation. These things must not be left to chance.

Joseph Campbell, the noted author of “The Hero With A Thousand Faces,” has written about the hero’s need for faith in accomplishing great things. He turns to the legends of King Arthur and similar stories about adventurous knights having to pass a test of faith by walking across an invisible bridge, made of a long knife set on its edge — and this one was very sharp. Many of you may feel like you’ve been there in the past year.

I have seen the hero with 40,000 faces.

There are several hundred of those faces here in

I have seen the hero with 40,000 faces. There are several hundred of those faces here in this room today.

I expect all of us together to rise to the challenge of sustaining our faith in what we know to be right ... rise to the challenge of remaining keenly vigilant ... rise to the challenge of upholding the state of the Coast Guard through difficult days ahead.



Conclusion

So, what is the state of the Coast Guard today, you ask? You've heard from the president. You've heard from Secretary Mineta. You've heard from me. Ask yourselves.

In closing, I'd like to share with you the answer to that question from one of our newest recruits. This young seaman graduated from boot camp just after Sept. 11, went on to attend "A" school, and is now stationed at a support command in Alaska, waiting proudly and with great anticipation to pin on her first set of crows. One of my staff recently asked her opinion on the state of the Coast Guard. This is what she said:

"I love the Coast Guard. It is my second family. Of course, there are days when you wish liberty would come sooner. But that's life. ... I have met so many people who have so many talents. I am amazed by how much talent the Coast Guard has. And the people I see with the most talent [are] the non-rates. These are people who are extremely underestimated. The majority of E-2s and E-3s are so full of excitement for the Guard. We are the new generation, and I am excited to see what we have to bring to the table in the future.

"The Coast Guard, in my opinion, is the GREATEST service in the world. And I am proud to be a member of it. I may not see the awesome things we do every day or be part of a huge rescue. But I know I am a vital part of the crew."

Wow! The wisdom of the young! That's exactly how I feel! I hope you do, too. If you want a shot of adrenaline, just head for the Coast Guard Academy or Cape May, N.J. These young people will make your heart sing!

It is incumbent upon every one of us as leaders to encourage that enthusiasm and to draw from it the kind of energy and vitality that it will take to continue the transformation of the Coast Guard into the 21st century, while we meet the difficult circumstances of the day.

If you want a shot of adrenaline, just head for
the Coast Guard Academy or Cape May, N.J.

More importantly, we must lead them to remain eternally vigilant, so that we are never again surprised by an enemy bearing down on us through the fog!

Secretary Mineta has shown that kind of vigilance and leadership. I am continuously inspired by his energy and vitality directed towards securing our nation's prosperity through a strong, vibrant and safe transportation system.

Mr. Secretary ... we who work in this town know [you have] a strong team to support [you], too. John, Sean, Genie, Donna, Ken, Phyllis and other members of the Office of the Secretary ... you're the best team in the department we've ever had. Your enthusiastic interest in and support to the missions of the Coast Guard have a measurable impact on the state of the Coast Guard each and every

day.

I want to take just a moment to recognize the exemplary leadership of the officers, chiefs and warrant officers in command of our

I'm delighted to report on this final occasion
that so many things are going the way we

Coast Guard field units. You have my eternal respect for the guidance that you provide day in and day out to the people who help make us the world-class service that Secretary Mineta talks about.

Cmdr. Lynn Henderson, the executive officer at MSO Chicago, was presented the Witherspoon Inspirational Leadership Award today. And EMC Jerome Rider of the CGC Decisive is this year's MCPO Angela M. McShan Inspirational Leadership Award winner. Congratulations and thank you for your superb daily leadership.

Master Chief Patton, my hat is off to you for your splendid leadership during the past four years. I am indebted to you for your wisdom, your counsel, your enthusiasm for the wellbeing of our people. You have demonstrated in your professional and personal life just how important it is for the Coast Guard to remain committed to its people. You speak often of our legacy and our traditions. You, my dear friend, are that heritage.

Master Chief Ja Good, congratulations to you as our next Master Chief Petty Officer of the Coast Guard.

Ladies and gentlemen, you will soon have a new commandant, too. The secretary has selected and the president has nominated Vice Adm. Tom Collins to be your new service chief. He will relieve me on the 30th of May. He is a gifted leader in whom I have the deepest confidence. Our Coast Guard will be in good hands.

This is the fourth opportunity I've had to report to you on the state of this magnificent organization. I'm delighted to report on this final occasion that so many things are going the way we want them to go.

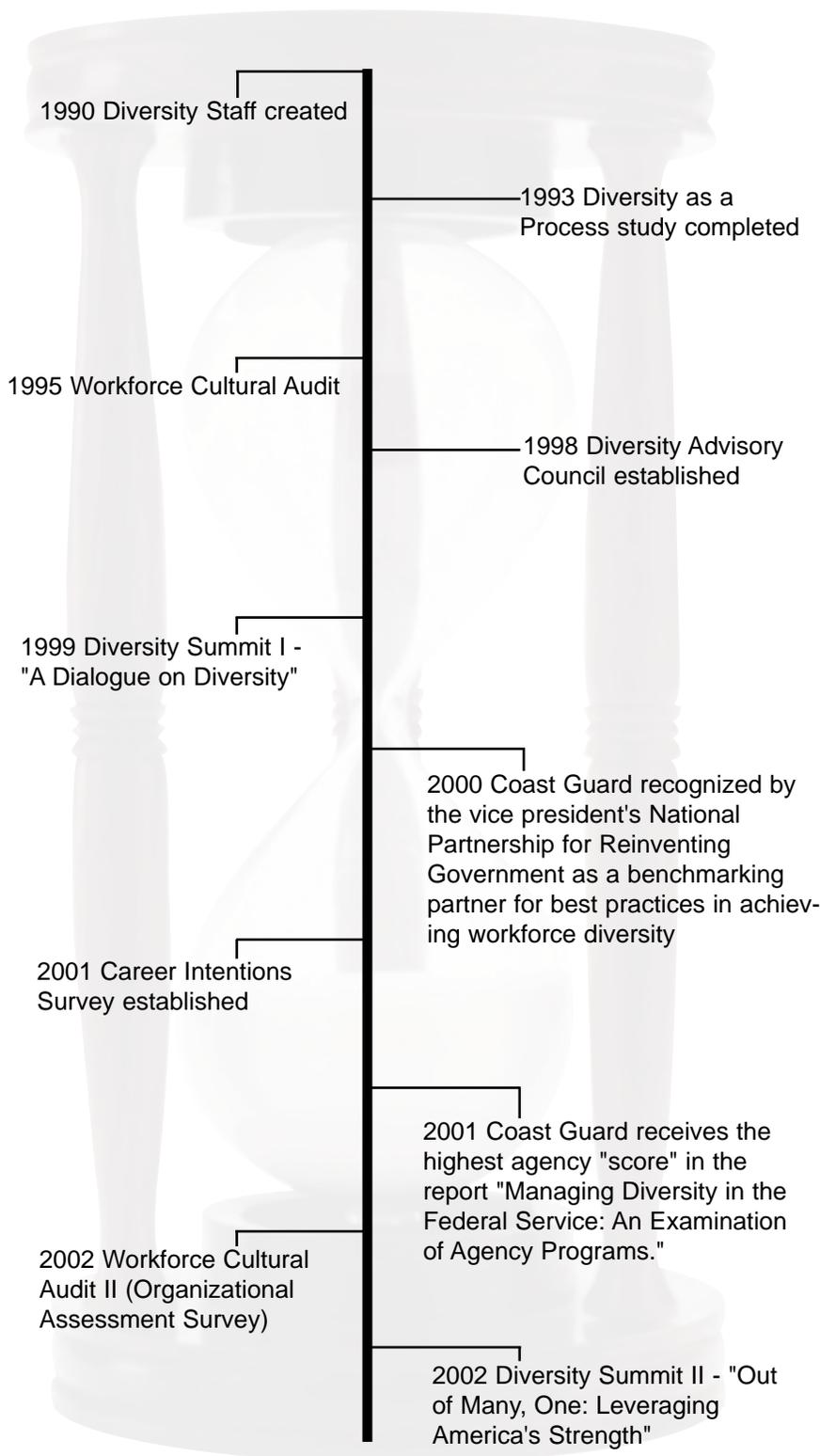
"Pub 1" is filled with wonderful stories and quotes from our past. One of them, the Annual Report of the U.S. Lifesaving Service in 1885, describes our timeless devotion to duty:

"These poor plain men, dwellers upon the lonely sands of Hatteras, took their lives in their hands, and, at the most imminent risk, crossed the most tumultuous sea ... and all for what? That others might live to see home and friends."

Tuesday of this week marked the 100th year since the death of one of our greatest heroes, Joshua James. He exemplified the description I've just read to you. On the monument that marks his grave are etched these words from Scripture:

"Greater love hath no man than this — that he lay down his life for his friends."





Diversity

A new

By Cmdr. Catherine Haines, G-W

Even after a decade of exposure to the idea, many people still misunderstand the true meaning of diversity, which is understanding, valuing and capitalizing on all the unique strengths of each employee through empowerment. While this may appear self-evident to those familiar with diversity, many still believe that diversity only relates to women and minorities.

The Coast Guard's definition for diversity is very broad, and we recognize a range of differences that can affect teamwork, communication and productivity in the performance of our mission. These differences include, among others, race, age, gender, religion, civilian occupational series, enlisted ratings, officer career paths, disabilities and workforce component.

The first leg of our journey toward understanding the concept of diversity began in 1993 when Adm. William Kime, as commandant, chartered the "Managing Diversity as a Process Study." This journey gained momentum when Adm. Robert Kramek took over the helm as commandant and put diversity "center stage" when he commissioned the Workforce Cultural Audit in 1995 to prepare the Coast Guard to meet the challenges of an emerging culturally and functionally diverse workforce. The WCA provided baseline

ersity: ver-ending challenge

VTL



COAST GUARD FILE

One of the Coast Guard's strengths is and will continue to be the diversity of its missions and people.

empirical data on workforce and individual cultural values and identified four areas with clear opportunities for improvement: communication, career opportunity, diversity management and leadership. By late 1997 over 40 interventions had been developed to overcome barriers identified, (e.g., conduct needs assessments, expand mentoring program, formalized diversity and civilian leadership training etc.) and major changes (e.g., create Command Master Chief Program, reduce officer evaluation reports to three pages, distribute more than 15 Flag Voices on diversity, etc.) were implemented during the last five years to foster an environment in which everyone can reach their full potential.

The Coast Guard's unwavering commitment to building a stronger service through diversity continues today. Adm. James Loy, in his 1998 commandant's direction, stated that "building and valuing the team" was one of his top five priorities.

He developed an agency-wide strategy by linking diversity to his business plan, established leadership competencies, core values, additional training at the leadership and development center and established a projected timeline for building a representative workforce. The Coast Guard's pioneering diversity efforts have received many accolades including being awarded the Secretary of Transportation's Silver Award for diversity and being formally recognized by the vice president's National Partnership for Reinventing Government Diversity Task Force for our diversity management methodology and processes.

In 1998 Adm. Loy established the Diversity Advisory Council to increase the understanding and

awareness of workforce environment issues. The 24-member DAC is tasked with keeping their fingers "on the pulse" of the climate of the Coast Guard and serve as the commandant's "diversity conscience." Since its inception the DAC has successfully processed more than 33 issues ranging from chartering a workgroup to revise the rape/sexual assault prevention program to assisting in obtaining a change in the flight training height requirement from 5'4" to 5'2" to help increase the pool of applicants.

In April of 1999 the Coast Guard hosted the first diversity summit — "A Dialogue on Diversity" at the Coast Guard Academy. This event was attended by almost 350 Coast Guard members, representing every

conceivable aspect of team Coast Guard. This summit served as a way to gauge our diversity planning processes and our efforts to address the four areas defined in the WCA through frank, open

discussion of issues. The summit was such a success that a second diversity summit, "Out of Many, One — Leveraging America's Strength" was held in April 2002 and was attended by more than 300 Coast Guard members. This second summit continued this verbal exchange of ideas and expanded the format to include specialized diversity training.

The challenge of filling the workforce quickly during recent years has made progress in diversity recruiting difficult. To combat this downswing in representation, the Coast Guard has recently launched an assortment of strategic recruiting initiatives and strengthened liaisons with affinity groups. The commandant also established the Diversity Matrix Team to serve as the clearinghouse and coordi-

ination agent for all Coast Guard-wide diversity planning and strategy efforts.

The Career Intentions Survey was established in 2001 as a constant feedback process designed to find out what keeps high performers in, and what causes them to want to leave, so that the Coast Guard can build on the former and overcome the latter. The second-generation cultural audit, the Organizational Assessment Survey, which is currently underway, will allow members to once again tell the Coast Guard what they are thinking and feeling about their work, their lives, their careers, and their relationship with the service. The information from this survey will be compared to the original WCA baseline data to determine any trends, changes or improvements over time. It will also identify strengths at hand, opportunities to improve and challenges for the Coast Guard to address.

The future will bring globally inter-linked economies, revolutions in maritime transportation and information systems, and heightened homeland security concerns. More than ever, America will call on the Coast Guard to serve the national interest, both at home and abroad. Because our missions bring us in close proximity with the public we serve and the more than 100 nations we work with, we must continue to foster constructive dialog to ensure that our lines of communication with the public and those who serve with us are open and conducive to building mutual respect and team cohesion. Leveraging diversity will give the Coast Guard a competitive edge, and allow us to attract, develop and retain the best members of team Coast Guard. Diversity has been and always will be the strength of our nation and of our service.

For more information on the Workforce Cultural Audit visit www.uscg.mil/hq/g-w/g-wt/g-wtl/audit/next.htm. For information on diversity visit www.uscg.mil/diversity.htm. For more information on the OAS visit <http://www.uscg.mil/FF21/CGOASF Aqs.HTM>. 

Leveraging diversity will give the Coast Guard a competitive edge, and allow us to attract, develop and retain the best members of team Coast Guard.
Cmdr. Haines, G-WTL

Results from constant change

Story by Lt. j.g. April Isley, CGA

The Diversity Summit II was held at the Coast Guard Academy April 9 - 11. The title of the summit spoke the task at hand, "Out of Many, One — Leveraging America's Strength." People from multiple backgrounds of experience and expertise were there to show others that diversity is the key to the Coast Guard's future success. Diversity Summit II set out to build upon what was learned from the previous summit and continue the most important goal — open-thought provoking dialog. Quite a task for any organization, but one the Coast Guard refuses to back away from; there is too much at stake.

Rear Adm. Fred Ames, assistant commandant for human resources, pointed out, "The challenge facing Coast Guard leaders today is to create an environment that allows each of us to contribute our very best every day." He further urged everyone to talk to someone that was different from them, "for the real learning, the real dialog, comes from talking face to face."

Coast Guard Commandant, Adm. James Loy spoke about elm trees that once lined parks and sidewalks of cities across America. These trees are all but wiped out due to disease. A

disease that was easily spread from one tree to another because there were no other species allowed to grow with them. He urged, that the Coast Guard's priority must be on individual development and promotion of the productivity of an individual's full potential, but to do this certain criteria must be met. The Coast Guard must ensure management accountability, re-examine culture structure such as career development, provide essential training, create a mentoring program and re-examine the internal promotion processes.

"The Coast Guard must keep diversity management on the front burner," Loy said. "It should never be seen or perceived as extra work." People in leadership positions must be willing to give up some control for diversity. "Yes, diversity is unpredictable, but it is necessary," he added.

The summit ended with Coast Guard Vice-Commandant, Vice Adm. Thomas Collins or as he termed himself, "the other end of the bookend." He added that diversity is very much like the laws of nature. It compels those to comply in order to survive and prosper. Without diversity, the organization will diminish, just as the elms mentioned by Loy have withered and died because there was no variety in their ranks.



PAZ-ROB SHELLEMAN, CGA

The diversity summit brought people from multiple backgrounds, experience and expertise.





Breaking habits

Old habits are hard to break. Sometimes it takes all the will power one can possess; sometimes it takes divine intervention; or, sometimes, it takes a handful of fifth-graders.

Story and photos by PA3 Chad Saylor, 8th District

In March, BMC Barry White, officer in charge of Coast Guard Station Pascagoula, Miss., struck a deal with Gautier Elementary School to set-up a "reverse mentoring" program to help him and members of his station quit smoking. White said his station hadn't been involved much with the community since Sept. 11 and saw this as a good opportunity to get back on track.

Recently, at a medical appointment, White found out that he had a lump in his throat. A smoker for 23 years, he decided it was time to quit. He also decided it was time to issue the same challenge to his crew. He said 26 of the 32 station crewmembers were smokers.

"That's an unacceptably high average," said White. "I challenged all of them to quit smoking with me."

On March 8, White and four others from the station took a drive to nearby Gautier Elementary School for the first meeting with the students. More crewmembers were expected to attend, but due to leave and operational needs, only a few were able to make the initial meeting, according to White.

One by one, the students filed into the small classroom dwarfed by the Coasties in attendance. Once the students were seated, White stood in front of the class and began his speech.

He started by introducing himself and the reasons strange men in blue uniforms were occupying their classroom.

He asked the kids what they knew about cigarette smoking; they all had negative responses.

"It's bad to smoke because it makes your lungs black and it can kill you," one child proclaimed.

Most of the children polled agreed by responding in one unjaded form or another that smoking



Helping hand MK1 Duane Poiroux, from Station Pascagoula, exchanges information with his new "sponsor" at Gautier Elementary School. His sponsor will help encourage him to quit smoking.

"It's bad to smoke because it makes your lungs black, and it can kill you," one child proclaimed.

is bad for your health.

White said the program with the kids should be beneficial, in part, because of the naivete of young children.

"The kids have something we lost — the innocence of being non-smokers," he said. "None of them could understand why we would even start."

Dorothy Marchan, principal at the school, said she was concerned when White first pitched the idea, but then came to realize the program could be beneficial to the students.

"I was leery at first, but the response we got from the parents was very, very positive," said Marchan.

Marchan said the students were excited the Coast

Guard was coming. She said she hoped the interaction with grown-ups would give the children an incentive to never start smoking.

"I'm hoping this program will help them (the Coast Guardsmen) stick with their decision to quit smoking," said Marchan. "The outcome will be important to the kids."

White said he hopes to have more members from his station join the program, but for now, those in attendance have something positive to help them quit.

"I think that with the help of our sponsors, we will get excellent support in achieving our goals," said Seaman Matthew Cossman, a station crewmember.

Seaman Adam Upham, another station crewmember,

shared similar thoughts:

"My goal with this program is to not only get the people at the station to quit, but to teach the kids about the dangers of smoking," he said. "It's also good to have some one-on-one encouragement."

After White's discussion with the kids about the dangers of smoking, the crew from the station exchanged addresses with their new sponsors. They will send each other letters in the mail and meet at the school whenever possible.

White and the crew then gave a show-and-tell demonstration about the Coast Guard. After teaching the children a little about what the service does, White rewarded the kids with Coast Guard rulers, pens and pencils.

By the end of March, only one month into the program, 15 of the 25 crewmembers who pledged to quit are still holding strong, said White.

It remains to be seen if the crew will fulfill their promise to quit smoking, but with the children's support, the crew hopes to become role models for others throughout the Coast Guard. 

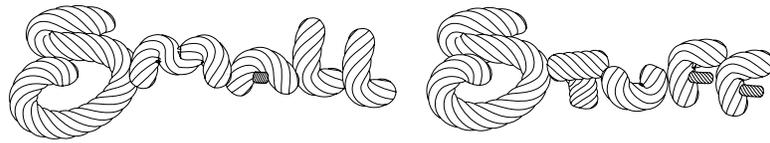
Show and tell BMC Barry White and Seaman Adam Upham show posters of Coast Guard missions to the students.

Here are some tips to help people quit smoking:

- * Identify the reason(s) you use tobacco
- * Identify the triggers to tobacco use
- * Develop a plan to overcome the reason(s) and/or triggers for tobacco use
- * Select a method for quitting that is based upon your tobacco habit
- * Make a contract with yourself
- * Select a quit date and stick to it
- * Understand that pharmaceuticals (such as a nicotine patch/gum or Zyban) are not magic cures
- * Behavior modification and education, along with whatever method you choose to quit, is more successful than either alone

The Coast Guard Health Promotion program encourages anyone interested in quitting tobacco to contact a regional ISC Health Promotion Manager for more information or assistance in beginning a tobacco cessation program.





e
 A
 "waived charges" benefit for active-duty Prime Remote family members will remain in effect until the September 2002 implementation of the new TRICARE Prime Remote for Active Duty Family Members program. The new benefit affects approximately 140,000 active duty sponsors and family members. Additional information on this program can be found at www.tricare.osd.mil/remote.
 TMA Communications

West Virginia tax exemption — The Governor of West Virginia recently signed legislation to exempt the first \$20,000 in military retirement from state income tax. The measure will affect nearly 9,000 military retirees in the state. West Virginia joins 14 other states who exempt military retired pay in one form or another, including Alabama, Hawaii, Illinois, Kansas, Kentucky, Louisiana,

Massachusetts, Michigan, Mississippi, New York, North Carolina, Oregon, Pennsylvania and Wisconsin. Each state has specific qualifications, so you need to check with your state tax authority for details.
 FRA News-Bytes

AAFES shoplifting weapon — The Civil Recovery Act, which went into effect March. 1, allows the Army and Air Force Exchange Service to collect a flat administrative cost of \$200 in addition to the value of the shoplifted items from those caught shoplifting in an AAFES store. The \$200 is meant to offset the expenses AAFES incurs because of shoplifting. Under the terms of the new program, sponsors are responsible for their family members' actions. Parents of minors caught shoplifting will be billed for the costs. This administrative charge is separate from any criminal prosecution or military disciplinary action.
 Armed Forces News

Corrections — In the April issue the inside front cover picture of Cmdr. Paul Ratte was taken by Mr. Donald Demick, Coast Guard auxiliary.

On page 4, the launching cutter photo was courtesy of the Marinette Marine Corporation, not PA2 Roszkowski, and on page 7, the mayor's first name is spelled Marc.
 Editor

Vet Consortium Pro Bono Program — The Veterans Consortium is an organization established to provide free attorneys for unrepresented veterans who have an appeal pending before the U.S. Court of Appeals for Veterans Claims and who are not otherwise able to obtain counsel to assist them. If a veteran has filed an appeal with the Court and has not been able to obtain his or her own attorney within 30 days, he/she can request assistance from the Pro Bono Program. Check out www.vet-sprobono.com for more information.
 RAO Bulletin Update

Shipmates

USS Lowndes (APA 154): Seeking former crewmembers for the 14th annual reunion Oct. 17-19 in Indianapolis, Ind. Please contact Wm. "Bud" Kautz, 34782 Hiawatha Trail, McHenry, Ill., 60050, or REDLABELBUDDHA@aol.com or call (815)344-6326.

USS Vesole DD/DDR-878: Reunion is scheduled for Oct. 2-6 in San Diego, Calif. Contact Raymond Gorenflo, 32 Charlotte Rd., Fishkill, N.Y., 12524 or www.USSVesole.org or call (845)896-2074.

USS Calloway (APA-35): Reunion is scheduled for Oct. 7-11 in Charleston, S.C. Contact Wallace Shipp, 5319 Manning Place, N.W., Washington, D.C., 20016-5311 or call (202)363-3663.

Coast Guard Combat Veterans Assoc.: Reunion will be Oct. 28 - Nov. 1 in Reno, Nev. Contact Patrick Ramsey, 552 Stanley Spencer Mt. Rd., Gastonia, N.C., 28056 or call (866)242-8277.

Enlisted mutual transfer

SWAP SHOP

Swap shop submissions should include your rate, first and last name, phone number, present unit — including city and state — and desired location. E-2s are ineligible. If multiple desired locations are listed, they will be printed in order of submission as space allows. Submissions are published once and must be resubmitted to appear again. Mail to: ATTN: Swap Shop, *Coast Guard* magazine, Commandant (G-IPA-1), U.S. Coast Guard, 2100 2nd St., S.W., Washington, DC 20593-0001.

Name	Unit	Desired Location	Phone
East Coast SN Jeremy Drummond	Station San Juan, Puerto Rico	Any unit in Texas or Louisiana	(732)872-3428
West Coast HS3 Jeff Borup	Group North Bend, Ore.	Any shore unit on the east coast or Florida	(787)366-2874



Housing

A typical three-bedroom house in the Morgan City area runs about \$100,000. Renting a similar home costs from \$500-\$800 per month. Apartments run from \$300 up. All housing is located in civilian communities.

Facilities

The nearest military facilities are located an hour's drive away in New Orleans. The town is Coast Guard-friendly, and many shops and services offer discounts for personnel and their families.

Education

Nicholl's State University is located a half-hour's drive away in Thibodeaux, and they offer extension classes in town at Morgan City High School.

Education

Winter temperatures average in the 60s and summer highs average in the 90s, with high humidity.

Greetings from Marine Safety Office Morgan City

Most marine safety offices are located within large cities. With a population of 15,000, MSO Morgan City is located in the heart of Cajun country. It is not a large city, usually prompting confused, uncomprehending expressions from anyone who receives orders to this location. However, as you get used to the town, you begin to realize that this is quite a unique place.

Morgan City has hosted the Louisiana Shrimp and Petroleum Festival every Labor Day weekend since 1938, enthraling those who enjoy their deep-fried shrimp with a dab of Tabasco and a splash of diesel. Despite this attention-grabber, however, Morgan City has unfortunately remained one of the least-known cities to host an MSO — even less known than Paducah, which one tends to remember just because it's fun to say Paducah.

MSO Morgan City has a large fleet of responsibility of more than 1,400 vessels and 26 shipyards; the outer continental shelf branch oversees more than 20 mobile offshore drilling units and 2,400 platforms.

Inspectors are not the only busy ones at MSO Morgan City, with a sizable contingent of personnel in port ops, investigations, and its own Vessel Traffic Service. In all,

there are 106 personnel assigned to Morgan City, with plentiful billets for BMs, MKs, MSTs, TCs, RDs, QMs, SKs and YNs. Inspectors are typically chief warrant officers and O-1s through O-3s.

Morgan City's location in the center of Cajun country makes it an ideal place for families looking for a safe oasis in the midst of plenty of activity. Lafayette lies an hour to the west, Baton Rouge is an hour to the north, and New Orleans is an hour to the east.

The best part about this part of the south are the festivals take place almost every weekend somewhere in these fun-loving communities, with the highlight being Mardi Gras in February or March every year.

After long hours, long days, and long weeks, the men and women at MSO Morgan City find the pearls in their oysters knowing that they are in a truly unique part of the world, working to facilitate a once-dormant industry that has now risen in this small town. Los Angeles, New York City and Paducah, eat your hearts out — with a dab of Tabasco and a splash of diesel.

Story and photo by Lt. j.g. David Burger,
MSO Morgan City

Check out Coast Guard career opportunities! Call 877-NOW USCG



**Truro Lighthouse
at Cape Cod, Mass.,
at sunset.**

PA2 Tom Sperduto,
PADET New York