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A View from the Bridge

by
RADM
Alan D. Breed,
USCG

There is no question that our most valuable asset is our people: the individual reservist. From time to time "people" will have problems that the organization needs to help them solve or resolve. I am concerned that with all the training challenges and today's administrative demands we sometimes forget our reservist's individual problems. The quick resolution of small problems can often keep them from becoming big problems.

From my vantage point at Headquarters, and during my travels through the districts, I have seen cases of frustrated members who have been forced to seek means outside the chain of command to obtain the attention they deserve because of insensitivity to their problems. This inevitably results in a much greater expenditure of resources at all levels to achieve what could have been done more expeditiously and efficiently if proper attention had been paid through the chain of command in the first place. The end result, when all is said and done, is that the member is left with a lack of confidence in the chain.

On the other hand, where a commitment to quality service and support for the member exists, I have invariably observed high morale and superb readiness among members of the Reserve. Make the chain of command work; it is designed to resolve problems at the lowest

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Coast Guard boat battles the fire—smoke rising from the tanks in Bayonne spread as far as Brooklyn.

Reservists Do The Job

On July 9 at 1315, the Coast Guard Vessel Traffic Service (VTS) on Governor's Island reported a major fire in progress. Four gasoline tanks were ablaze at the International Matex Tank Terminal in Bayonne, New Jersey.

The Coast Guard dispatched six vessels to the scene. They joined forces with fire fighting units from Bayonne and the New York City Fire Department. Fire fighters hosed down nearby Exxon tanks as a precaution as well as fighting the fire itself. The fire was brought under control by sunset.

The job of media news dissemination fell to Reserve Public Affairs Chief Mario Toscano. He quickly assembled a crew of about eight reservists to handle the situation. PSI Matt Peterson photographed the on-scene action. PAI Mike Price, veteran news announcer from Syracuse, New York, headed an office team that kept the media updated on conditions that at times were considered potentially dangerous. A photo lab team of reservists headed by PAI John Igo processed film for rapid media release.

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Commandant Addresses ROA at Little Rock Conference

On 28 June 1986, Admiral Yost spoke to the Reserve Officers Association during their national conference held in Little Rock, Arkansas. His remarks focused around three of the major issues facing the Coast Guard today, Regular and Reserve alike: drug interdiction, deficit reduction problems, and military readiness.

Admiral Yost began by explaining that the President's declaration that drug trafficking is a threat to our national security has brought an increased emphasis on that particular mission of the Coast Guard. He went on to give a report of WinterOps which he described as "the biggest sustained operation that we've ever had in a peacetime situation." WinterOps was a major interservice effort that involved 10 to 15 ships, both Navy and Coast Guard, and quite a large number of aircraft, all kept on line in the Caribbean for four months. The effect was to bottle up the drug traffic just at the time when the harvest needed to be shipped.

Even though quite successful, it made clear how much more needs to be done if we are to cut off the drug traffic from our nation. The drug traffickers are moving to the air, making it more difficult to stop the flow. New, more sophisticated methods will be needed to fight them as they find better ways to move their cargo.

The Commandant then described briefly the financial health of the Coast Guard. He explained that one widespread effect of the Gramm-Rudman-Hollings balanced budget legislation was that all maintenance repairs of Coast Guard equipment that could be, were deferred in 1986. This presents the potential for serious problems in next year's operations because of the backlog of repairs and the shortage of spare parts that this deferment has created. The President's 1987 budget, however, will provide the Coast Guard with just enough resources to do what maintenance must be done and to operate as it should. Because of this, Admiral Yost emphasized the need for the ROA's support: "This year I can say loudly, clearly and strongly that what you need to do to support us is encourage Congress to support the President's FY87 budget".

Military readiness was next to be addressed by the Admiral. He explained that the military mission of the Coast Guard has been solidified and become more structured in the past several years by the agreement between the Secretary of the Navy and the Secretary of Transportation making the Atlantic and Pacific Area Commanders the Maritime Defense Zone Commanders for their respective areas. This places these commanders in a direct chain of command to the Joint Chiefs of Staff.

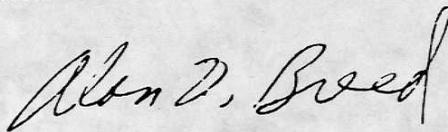
The Maritime Defense Zone (MDZ) includes the ports, waterways and ocean areas out to two

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possible level and with the greatest overall efficiency. The attitude of service which is demonstrated by the extra effort taken to help in the resolution of . . . or better still, in the prevention of . . . a pay problem, a points statement inaccuracy, a paperwork "glitch", or some other difficult situation confronting the member, is repaid to the Coast Guard many times over as increased mission capability.

It is every supervisor's job to keep the lines of communication open and to solve problems quickly. Ultimately, it is a command responsibility: keep the door open for Request Masts; listen carefully and act quickly to resolve those small, but important issues — whether they be professional or personal.

We can have state-of-the-art automated mobilization, pay, and personnel accounting systems . . . we can have highly trained experts administering many facets of the Program . . . yet, without a basic, human commitment to support the member at all levels of command, we can never achieve the organizational effectiveness and the level of defense readiness that is the Reserve Program's primary objective. The formula is simple and familiar: $E = MC^2$. That is, excellent service (E) equals mission capability (MC) squared: the better we serve our people, the more they will be willing and able to do their jobs. Let's all apply this basic formula to our work.



Chief, Office of Readiness and Reserve

hundred miles from shore. The MDZ Commanders are responsible for things such as mine warfare, port security, anti-submarine warfare, anti-mine warfare, mobile inshore undersea warfare, and harbor defense.

He reiterated his commitment to ensuring that the Coast Guard be ready to play its part in national defense. He related that his Army and Navy colleagues had acknowledged the importance of the Coast Guard's role in national defense by pointing out that unless the harbors and coasts were secure, it would not even be possible for our forces to get out of our ports to go wherever they might be needed. He mentioned some major interservice exercises in which we have participated and indicated that there would continue to be more emphasis on training and operations that will further increase the Coast Guard's military readiness posture.

Admiral Yost concluded his remarks by affirming the Coast Guard's need for ROA support and his desire to work closely with the leadership of the ROA and the Coast Guard affairs Committee in the ROA.

The COAST GUARD RESERVIST is published by the Commandant of the United States Coast Guard.

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This material is printed as information only and is not authority for action.

Members of the Coast Guard Reserve are encouraged to submit short articles (in "plain English" of no more than than 300 words, typed double spaced) and black and white photographs (at least 5x7 inches, with identifying captions) to the editor for possible publication. Submissions cannot be returned.

Inquiries concerning the Coast Guard Reserve should be addressed to: Commandant (G-RSP), U.S. Coast Guard, 2100 Second Street SW, Washington, DC 20593. Phone: (202) 267-0569 FTS 267-0569.

CG-288

The Worth of Retirement Points

A retirement point is a numerical unit used to credit an individual for active duty membership and participation in Reserve Training. This accumulation of points is then used to determine the retirement benefits for which the individual is eligible. The basic document which provides the accounting on IDT for pay points is the unit attendance record. Any error or miscalculation in retirement points will have a direct effect on your retirement pay. If you discover an error on your monthly check or your Annual Anniversary Year printout of retirement points write to your District Commander (r) via the chain of command.

To receive your retirement pay at the age of 60, there must be an accurate record of your participation in the Reserve. Prompt notification of any problems or errors will ensure that your retirement pay is timely and correct.

"It isn't easy to be the person who sometimes has to try to preserve your happiness at the expense of your fun."

—Margaret Culklin Banning,
American writer

An Essay Contest— Sharing Your Knowledge

By RADM W. F. Merlin

We call upon you to be ready to come to our aid whenever needed. This is a big order and one that is appreciated by those of us that have the pleasure of serving with you. Permit me to ask you to come to our aid again. The U. S. Naval Institute *Proceedings* is sponsoring a prize essay contest entitled, "What does the future hold for the Coast Guard?" I have long appreciated the contributions made by Reservists to our service and I would encourage you to again come to our aid and share your thoughts on this subject. Three cash prizes of \$1,000, \$750, \$500 will be awarded and other entries may be purchased for publication as well.

Essay Contest Rules:

1. Articles must be original and no longer than 500 words.

2. All entries should be directed to Editor-in-Chief, *Proceedings* (USCG Contest), Naval Institute, Annapolis, MD 21402.

3. Articles must be received on or before 1 November 1986 at the U. S. Naval Institute.

4. Letters notifying the award winners will be mailed on or about 1 January 1987.

5. All articles should be typewritten, double-spaced, and on 8½ by 11 paper.

6. The winning articles will be published in *Proceedings*. Some entries not awarded a prize also may be selected for publication. The authors of such articles shall be compensated at the rate established for the feature for which they are bought.

7. The Naval Institute Editorial Board will judge the competition.

You see the Service from a slightly different perspective than the rest of our organization and I encourage you to share your unique view with the maritime community served by the Naval Institute. Good luck—I look forward to seeing your work in print!

Reserves and Regulars Lasso Runaway Tug and Barge

Coast Guard Reserve personnel augmenting Group Mayport, Florida were called out on 26 April at approximately 2130 to locate and secure a runaway tug and barge which had loosed from its moorings and was being pushed up the St. John's river by a ferociously flooding springtide. PS2 Rarick, coxswain of UTB 41316, and his boat crew managed to find the vessel and put a towline on the corner of one of the barges and exert enough pull to keep the craft from hitting private docks and going aground.

The Cape Upright watchstander, SA McCarter, notified his CO, LTJG Felker, of the events taking place. LTJG Felker decided to send some assistance and notified ENS Deveau, OOD aboard the SWEETGUM, of the situation. MK3 Walton, SA Ohm and SA Huff responded from the SWEETGUM and were soon underway with SA McCarter and LTJG Felker. SA McCarter maneuvered the RHI into the stern of the tug, MISS JULIA, and put the team aboard. LTJG Felker went to the bridge and lit off the engines while the rest of the crew checked the vessel for damage and checked the security of the connecting rig. The vessel was in good shape, but the spuds on one of the barges were bent, making lifting impossible and maneuvering difficult. Still, the crew was able to maintain position in midstream until the owner arrived with another tug to bring the stricken craft back to its moorings.

The combination of the UTB and the R&A Team, Reserves and Regulars working together, averted tens of thousands of dollars in property damage. The augmenting Reservists proved once again their skill and competence, and their inestimable value to the American people we serve. Coincidentally, LTJG Felker, an OCS graduate of July 1983, is a Reserve Officer on extended active duty.

Interservice NBC Training in the First District

Reservists in the First District are being trained in NBC defensive measures and decontamination by the 21st reserve naval construction regiment at Davisville, Rhode Island. This interservice training was initiated by Master Chief John Mahoney of the Cape Cod M-unit and Petty Officer First Class Dennis Kolano of the 21st after they attended a two-week NBC course in Gulfport, Mississippi.



Reservists receive important training on NBC defensive measures.

"There are many in this old world of ours who hold that things break about even for all of us. I have observed for example that we all get the same amount of ice. The rich get it in the summertime and the poor get it in the winter."

**—Bat Masterson,
frontier marshal**

Drug Use In Military Down Significantly

Drug and alcohol use are on the decline in the military, according to preliminary results of a 1985 survey of military personnel throughout the world.

Only 7 percent of all military personnel reported they had used marijuana in the 30 days before responding to the 1985 Worldwide Drug and Alcohol Abuse Survey—down from 22 percent in 1982 and 37 percent in 1980.

Reported use of other drugs had decreased as well, with 9 percent reporting non-medical use within 30 days of the survey in 1985, compared with 19 percent in 1982 and 27 percent in 1980. The newest figures showed that cocaine was not a significant problem in the military,

with less than 1 percent of personnel reporting use.

According to Dr. John Mazzuchi, principal deputy assistant secretary of defense for health affairs, credit for the decrease in drug use belongs in two places. "First of all," said Mazzuchi, "commanders have done an excellent job of creating negative peer pressure concerning drug use—letting people know that drug use is not tolerated and that you can't use drugs and keep your job. Secondly, the use of unannounced urinalysis and random sweeps has definitely had a deterrent effect."

[The urinalysis program is an integral part of the Coast Guard's efforts to deter drug usage

by training, inspection, and observation. As a consequence of this program, the Coast Guard has witnessed a decrease in the number of positive confirmatory urinalysis tests from 10 percent in 1983 to 2 percent in 1985.]

Another factor is that today's recruits are better educated and, therefore, less likely to use drugs.

Although not all of the results of the alcohol portion of the survey are in, preliminary results indicate a decline in alcohol use as well. Twenty-seven percent of military personnel reported themselves as having lost productivity due to alcohol use during the past 12 months, compared with 34 percent in 1982.

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Coast Guard boat battles the fire at the Bayonne, N.J. IMTT Terminal.

VADM D. C. Thompson complimented the reservists attached to his command for their professionalism in adapting to the constantly shifting situation. He was impressed with the integration of diverse ratings blending together to accomplish a public affairs responsibility.

Thank You for Helping Us Fight Childhood Cancer



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New Regulations for Noxious Liquids

The implementation date of the MARPOL 73/78 Annex I "Regulations For The Control of Pollution By Noxious Liquid Substances in Bulk" has been set for 6 April 1987. Principally, the Annex II requirements are:

(1) Ships are prohibited from carrying certain noxious substances unless fitted with stripping systems capable of emptying tanks, and piping to a specified residue quantity;

(2) When complete unloading of cargo is not possible, or when complete removal of residue is required, ships will apply a specific prewash prescribed for that substance to the cargo tanks and deliver all of the slops to a reception facility;

(3) Ships are prohibited from proceeding to sea after unloading cargo unless the cargo tanks are emptied to a specified residue quantity;

(4) Discharge of residues at sea is restricted according to the category of the residue;

(5) Ships are required to have an approved "Procedures and Arrangements Manual" which outlines the procedures for assessing the residues in cargo tanks and the associated piping, and the procedures for the removal of such residues by washing or ventilating the tanks as well as identifying the equipment and arrangements.



(From left) CDR Boyce, Mr. George Hutchko, Mr. George Hopkins, and LCDR Kinsey around the bushel of help—truly a sight for sore eyes.

Reservists Help Provide Eyeglasses

On Sunday of their May 1986 Staff Drill weekend, the officers and enlisted personnel of Reserve Group Baltimore and the new Reserve Unit Curtis Bay met with representatives of the Glen Burnie, Maryland, Lions International. The Reservists turned over to the Lions a bushel basket full of used eyeglasses for those in need. The Lions International conduct their sight and hearing programs around the world.

Her Majesty's Coastguard

Similar to the United States Coast Guard in a number of ways, Britain's Her Majesty's Coastguard was originally established to crack down on smuggling in 1822. In those early days, fishing boats would come into harbor with brandy casks slung under their keels, ships would have hollow bows or false bottoms, tobacco was even woven into hawsers. Saving lives was a very small part of the Coastguard's job compared to saving money for the Revenue.

The role of HM's Coastguard has changed over the years until the service passed to the responsibility of the Board of Trade in 1923 where they took on their present life-saving mission. Today's British Coastguard is divided into six Search and Rescue Regions strategically located around the 4000 miles of England's coastline. Under each of these Maritime Rescue Coordination Centers (MRCC) are several Maritime Rescue Sub-Centers (MRSC), each service under a District Controller. Personnel at auxiliary coastguard stations perform various duties from visual or radio watch to participating in coastguard rescue teams.

Interviewed in his London office, LCDR Neill, Chief Operations Officer of Her Majesty's Coastguard, discussed the main role of the modern day Coastguard: Search and Rescue. "We coordinate all civil maritime search and rescue operations around the coastline of the United Kingdom and for 1000 miles into the North Atlantic." When a maritime emergency occurs, the Coastguard calls on and coordinates the appropriate facilities such as Royal National Lifeboat Institution lifeboats, Royal Navy and Royal Air Force vessels and aircraft, as well as merchant shipping, commercial aircraft and ferries. The Coastguard has no authority over any of these organizations it relies on. Cooperation and response is based on availability and willingness of requested facility resources.

The service is manned by 560 regular officers, almost all with practical seagoing experience, and more than 8500 auxiliary coastguard personnel who form local backup networks. Most of the regular officers work in the MRCCs and MRSCs, often being called upon to make instant decisions on action to be taken in an emergency, and how to use the available resources most effectively.

Despite their lack of regular manpower and equipment, HM's Coastguard is equipped with the most modern communications systems technology has to offer. VHF Direction Finding Systems are fitted at key remote VHF radio sites, providing full coverage of UK coastal waters. The service also has access to the International Maritime Satellite Organization (INMARSAT) system and has served as a model for some of the VHF operation systems used by the USCG.

Each year Her Majesty's Coastguard handles over 5000 incidents, including more than 3000 offshore and nearly 500 cliff and inshore rescues.