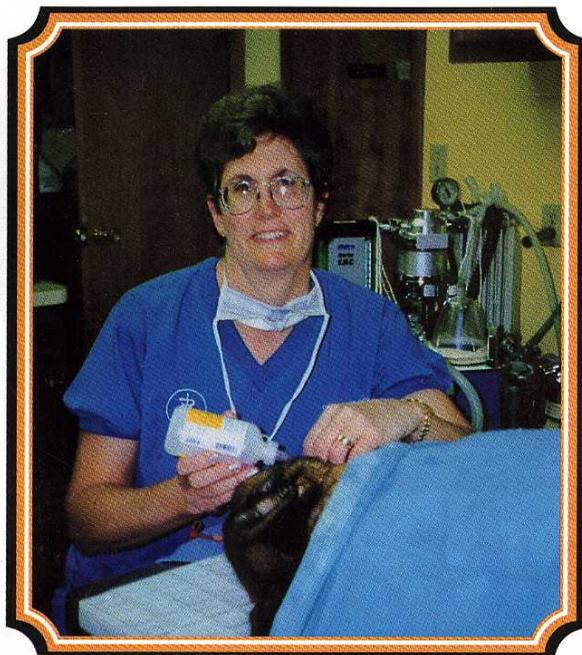


1998 Customer & Member Appraisal Results

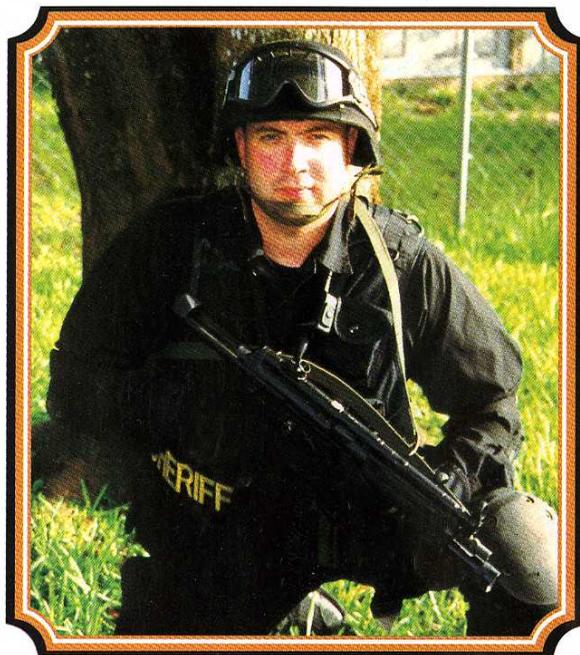
The Coast Guard **Reservist**

September/October 1998

Fifth Annual Citizen-Sailor Issue!

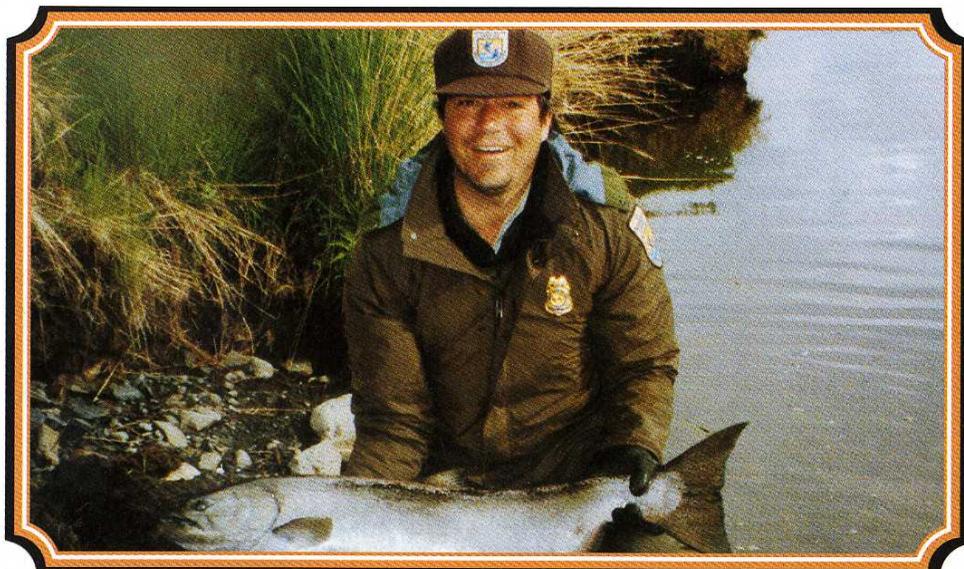


*BMCS Susan Harries
Veterinary Assistant
Sault Ste. Marie, Michigan*



*IV2 Chris McCoy
Broward Sheriff's Office
Fort Lauderdale, Florida*

"My Civilian Occupation"



*PS2 Jonathan Schafler
U.S. Fish & Wildlife Service
Kodiak, Alaska*

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COMMANDANT (G-WTR-2)
U.S. COAST GUARD
2100 SECOND STREET SW
WASHINGTON, DC 20593-0001
ATTN: EDITOR, THE RESERVIST

Phone: 202-267-1991/1024; 1-800-842-8740, ext. 7-1991/1024
FAX: 202-267-4325/4243

E-mail: ekruska@comdt.uscg.mil or crose@comdt.uscg.mil
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- ADM James M. Loy, USCG
Commandant, U.S. Coast Guard (G-C)
- RADM Thomas J. Barrett, USCG
Director of Reserve & Training (G-WT)
- CDR Charles E. Polk III, USCGR
Chief, Reserve Communications Division (G-WTR-2)
E-mail: cpolk@comdt.uscg.mil
- LT Kent P. Bauer, USCG
Asst. Chief, Reserve Communications Division (G-WTR-2)
E-mail: kbauer@comdt.uscg.mil
- CW03 Thomas L. Brooks, USCG
Staff Assistant, Reservist Magazine Webmaster
E-mail: tbrooks@comdt.uscg.mil
- PAC Edward J. Kruska, USCGR
Editor, The Coast Guard Reservist (G-WTR-2)
E-mail: ekruska@comdt.uscg.mil
- PA2 Chris Rose, USCG
Assistant Editor, The Coast Guard Reservist (G-WTR-2)
E-mail: crose@comdt.uscg.mil

On the Covers

Front: *Coast Guard Reservists do a variety of tasks nationwide. Read about a few of them beginning on page 5.*

Back: *Jim Dreyer comes ashore at Ludington State Park in western Michigan following a 41-hour swim across Lake Michigan as a CG 44-footer looks on. Photo by Andy Klevorn, Ludington Daily News.*

Editor & Chief's Turn

Summer is always a season of change in the Coast Guard with transfers in full swing and Headquarters is certainly no exception. The Reserve Communications Division (G-WTR-2) recently welcomed two new members to its staff. **LT Kent Bauer** came in from MSO San Francisco to take the place of **LCDR Bill Edgar** who transferred to D13. Meanwhile, **PA2 Chris Rose** moved from the Coast Guard Photo Team. Petty Officer Rose is anxious to implement some fresh ideas to the layout and design of this magazine; watch for improvements. After all, part of *The Reservist's* mission statement reads, "We are aware of our past and seek to preserve and honor those customs and traditions that have served the country so well in peace and war. Yet, *The Reservist* is willing to explore new areas of endeavor, and implement fresh ideas..."

Speaking of fresh ideas, I was honored to be a member of the Chief Petty Officers

Academy Reserve Class VI which convened for two weeks at TRACEN Petaluma July 17-30. The 26 chiefs in my class were not shy — they gave me 36 story ideas for future issues which were presented at the magazine's annual planning meeting in October. Following Academy graduation, I spent two days at our wonderful Coast Guard Festival in Grand Haven, Mich. The Festival staff did a truly outstanding job this year of putting on a classy festival. After the Festival, my wife and I were exploring the beach areas north of Grand Haven and chanced upon Coast Guard Park, an 80-acre recreational park run by the City of Ferrysburg, Mich. (see photo above).

I witnessed history Aug. 3 when Jim Dreyer came ashore at Big Sable Point Lighthouse north of Ludington, Mich. Dreyer is the first person to successfully swim across Lake Michigan from Wisconsin to Michigan. A Coast Guard small boat was on-hand and escorted him on the first and last legs of his journey (see back cover).

Meanwhile, back at HQ, we scrambled for weeks throughout the hot, hazy summer days preparing for the Reserve Forces Command Master Chief Change of Watch and Retirement Ceremony held Sept. 4. **MCPO Bill Phillips** was relieved by **MCPO George Ingraham** at an impressive ceremony attended by approximately 150 at HQ. Special thanks to the many Coast Guardsmen who helped make this a special occasion, including CG Reservist **BMC Mark Allen** who spearheaded the planning committee. You can read about this special event on page 14.

The summer wound down with a very interesting mid-September weekend aboard **CGC Osage** (WLR 65505), a river tender out of Sewickley, Pa. (near Pittsburgh). **SCPO Rocci Mancuso** and his 12-man crew (including nine reservists) were great hosts as we cruised up the Ohio and Monongahela Rivers. Watch for extensive stories on both the Chief's Academy, *Osage* and the Coast Guard Festival in issues later this fall.

I sincerely hope you enjoy this, the 5th annual citizen-sailor issue. As always, our readers are the reason for the success of this annual feature. This year, as we did in Citizen-Sailor's premier issue, we published articles on your civilian occupations. During the upcoming year, we'll be featuring more citizen-sailor articles that I couldn't squeeze into this issue. So, if you know a fellow reservist who has an interesting or impressive civilian job but is too humble to promote him or herself, send me a story and photo. Also, for the second year in a row, we have published the Customer & Member Appraisal Results. Enjoy this issue and the upcoming changes the fall will surely bring.



Entrance to Coast Guard Park in Ferrysburg, Mich, near Grand Haven.

Photo by Lisa M. Kruska

— CPO Edward J. Kruska, USCGR
Editor

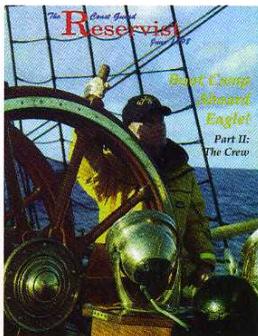
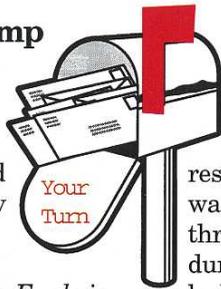
More on Eagle boot camp

Thank you for the extensive and excellent coverage of the *Eagle* Company (May and June 1998 *Reservist*) and bravo zulu to *Eagle* Company and the entire permanent and TAD crew!

What has happened on the *Eagle* is nothing short of a revolution in entry-level maritime training — it is history in the making. The *Eagle* Company idea borrowed from the technology of the past, and the apprenticeship programs of the past, to project a model of maritime entry-level training for the Coast Guard of the future.

I hope because of your extensive coverage, the idea will continue to be explored and the revolution in recruit training will move forward. Your reporting was vitally needed and, in a long history of achievement for *The Reservist*, was the magazine's finest hour to date. Thanks again for a great read!

— *BMC* Ray Bollinger, *USCGR*(Ret.)
Metairie, La.



The May issue of *The Reservist* brought back memories of the day I received a phone call inviting me to a meeting of former Coast Guard members to form a reserve unit in Battle Creek, Mich. It was spring 1949. There were only three of us, all of whom had served during World War II. We met regularly in an unofficial capacity until the establishment of an ORTAUG (Organized Reserve Training) unit attached to the 9th Coast Guard District later that year.

I salute you, of today's Reserve and am proud to have been, and still am, Coast Guard.
— *CWO4* Henry Martin,
USCGR(Ret.)
Sebring, Fla.

Check those references

LT Michael P. Houtz's letter in the May 1998 *Reservist* made me think about how many times we do not check references ourselves. LT Houtz relied upon someone else's explanation about eligibility for retirement. He was told (incorrectly) that the "last six-years rule" applied to him when what really applied is the "last eight-years rule." I am familiar with not checking references — I also am guilty!

The message is, if it impacts *your* pay or retirement or medals, then *you* need to look it up. Many of our co-workers have good information, but we should not rely on their knowledge as a final source. The rules may have changed, they may have forgotten, or they may have learned it wrong (never having looked it up in the first place).

— *LCDR* Stephen Purvine, *USCGR*(Ret.),
Lacey, Wash.

Retirement question

Fellow reservist PAC Marshall Berman will have 30 years for pay in August 1999. He has been told that he must exit or remain in a drill status for points only after that time. Some of us believe that the process is based on 30 good years, not 30 for pay. He will have 27 good years and 30 for pay in August 1999. Can you help us clear up what is the current policy, especially as it relates to the current personnel shortages in the *USCGR*?

— *PAC* Ron Cabral, *USCGR*
San Francisco, Calif.

Ed's note: LCDR Kevin Pratt of HQ Reserve Programs & Policy Division (G-WTR-1) says 30 years is based on your pay base date. However, given our personnel strength "challenges," members are being allowed to continue drilling for pay past 30 years for the time being.

USCG License Plate of the Month

"The Golden State" of California

"Go west, young man, go west!" wrote Horace Greeley in the mid-19th century and so we "went west" to the "Golden State" of California for our plate of the month. One of our "solid gold" Coast Guard Reservists who resides in Windsor, Calif. is "citizen-sailor" *RADM Bennett S. "Bud" Sparks*, who retired from the CGR in 1989 after a career that spanned five decades. *RADM* Sparks, shown here next to his 1993 Olds 88, says he's had his *USCGR* plates for the past 25 years.

"A large number of my fellow Coasties have tried to get the plates I have but I will not give them up until I am forced to," said *RADM* Sparks, for whom the Sparks Award is named (see June 1998 *Reservist*, page 19).



RADM Bennett S. "Bud" Sparks, *USCGR*

EM2 Bret Miller

A View From the Bridge

By BMC
Timothy R. Sullivan,
USCGR,
Guest Columnist

National Reserve
Enlisted Person
of the Year



This issue's View from the Bridge is coming to you via our national Reserve Enlisted Person of the Year, BMC Timothy Sullivan of Seattle, Wash. He is a guest columnist at the request of RADM Thomas Barrett, Director of Reserve & Training. BMC Sullivan, featured in the June 1998 Reservist, is the first enlisted person to pen a View since the column began in October 1971 as the Admiral's Corner, and evolved into The View From the Bridge in 1985.

Now... Chief Petty Officer Sullivan, your presence is requested on the bridge. That was the request I was given at this year's Enlisted Person of the Year ceremony at Fort Myer, Va. in June by RADM Thomas J. Barrett, Director of Reserve & Training. My thanks go out to RADM Barrett for this honor and opportunity.

At the ceremony, as I was speaking with RADM Barrett, he asked, "Boats, how can we get active duty members to cross over into the Reserve when their active duty enlistment is over?"

After thinking about it, I explained to the admiral what I think we need to do. Reservists at the unit level must sell our active duty counterparts on the Reserve program. That is not always an easy thing to do. When an active duty enlistment is over, many want to leave the Coast Guard and move away from the water, go to school, travel, or work away from prime Coast Guard areas. This can make drilling as an active reservist hard but not impossible. I also suggested if we could at least keep them in the Individual Ready Reserve (IRR), we would have a pool of experts to draw from in an emergency.

That being said, in this edition of *The Reservist*, you will read about many citizen-Coasties from around the fleet and their civilian employment. Most of their employers

fully support their role in the Coast Guard Reserve. Each of us know it would be very hard to continue to serve if we did not have the full support from both our employers and families. At times, we take their support for granted, but now is a good time to say thank you for their understanding and support. Tell them how important and appreciated their role is in the protection of this great country. You might even invite them down to your unit so they can see what you do in the Coast Guard. Many units, like MSO/Group Philadelphia, hold Employer Appreciation Days (see the October 1997 *Reservist*). The National Committee for Employer Support of the Guard and Reserve has other methods of recognizing your employer. Give them a call at **1-800-336-4590** to find out more.

I work with 6,000 students from five high schools and serve as a liaison with local police and fire departments. The school district is proud to have the Coast Guard represented and I serve as a quick, ready source of information for students interested in joining an armed service.

As I write this View from the Bridge in mid-September, I am just finishing a few days off from my civilian job. I am a security coordinator for the Bellevue School District, near Seattle, Wash. I work with 6,000 students from five high schools and serve as a liaison with local police and fire departments. The school district is proud to have the Coast Guard represented and I serve as a quick, ready source of information for students

interested in joining an armed service. The core values I have learned in the Coast Guard are passed on to others, and that interaction opens a line of communication to talk about the Coast Guard in action.

During my drill at Station Seattle in mid-September, I was initiated as a chief petty officer. This process gave me a real understanding of how the top enlisted leaders view their role in the Coast Guard. In closing, I charge each of you with the following:

Find a person leaving active duty and explain their options with the Reserve, and second, "thank" your employer and family for their undying support of your Reserve service. In doing this, you will keep the Reserve forces *Semper Paratus*.



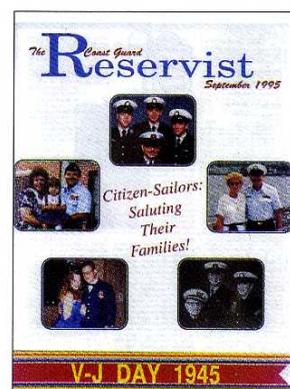
Citizen - Sailors

My Civilian Occupation

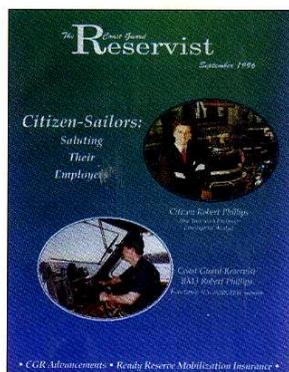


1994

The Reservist magazine has featured Citizen-Sailors in the September issue each year since 1994. We've saluted your occupations (1994), families (1995), employers (1996), and your volunteer community involvement (1997). This year, as in 1994, we wanted to see what reservists are doing in the area of civilian occupations. With 20 submissions from sea to shining sea, and with occupations as diverse as exercise physiologist to veterinary assistant, we simply ran out of space to publish them all in this issue. So, in addition to those submissions published here, watch for more Citizen-Sailor stories in the coming year. And, if you didn't meet this year's deadline, you can still send in an article.

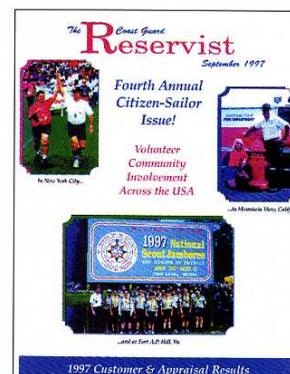


1995



1996

**"I shall endeavor to be a model citizen in the community in which I live."
— From the Coast Guardsman's Creed**



1997

CWO2 Jack Brown & IV2 Michael Reilly

Fairfax County Fire & Rescue Department
Fairfax, Virginia

Two Coast Guard Reservists who serve on the Fairfax County, Va. Fire and Rescue Department are also part of the Urban Search and Rescue Team. So, when the American embassy was bombed in Kenya Aug. 7, killing 247 people, including 12 Americans, they were among the 62-member team activated and sent to Kenya.

CWO2 Jack Brown and **IV2 Michael Reilly** were activated as part of Virginia Task Force One (VATF-1) by the Office of U.S. Foreign Disaster Assistance and United States Department of State. Once in Kenya, it was a tough assignment that lasted nine long days.

"It was pretty stressful on our people, finding bodies and body parts," said Fairfax Deputy Chief and CWO2 Jack Brown, who drills at MSO Hampton Roads, Va. "The most upsetting thing to me personally was looking in the faces of the Kenyan people and the American survivors who were there when the blast occurred."

While in Kenya, VATF-1 members worked 24 hours a day and recovered nearly 100 bodies but no survivors. They also looked for evidence as to who may have planted the bomb.

"Not one floor, not one room was untouched," said the 41-year-old Reilly, who



Photo courtesy of IV2 Michael Reilly, USCGR

Virginia Task Force One at the U.S. Capitol after returning from Nairobi, Kenya where the team worked nine days after the U.S. embassy bombing. IV2 Michael Riley and CWO2 Jack Brown are in the back row, second and fourth from left, respectively.

drills as a special agent at TISCOM Alexandria, Va. "You see the blood, you see the bodies, and you can't help but think 'That was somebody's family.'"

The Fairfax County team, along with Miami's Metro Dade Team from Florida, are the only two urban SAR task forces in the U.S. trained and authorized for overseas disaster deployment. In addition to Kenya, the Fairfax team has deployed to Armenia, the Philippines, Oklahoma City, the Summer Olympics in Atlanta and for Hurricane Fran.

The team is comprised of urban search and rescue technicians, cave-in experts, physicians, paramedics, logisticians, and command and control personnel. They

travel with 55,000 pounds of specialized equipment which includes rescue tools, specialized search equipment, listening devices, advanced life support medical supplies and communications equipment.

When the team arrived back in the U.S. on Aug. 16, they were greeted by five busloads of family members at Andrews Air Force Base in Maryland.

"We are deeply grateful to this team and we're proud of you," said Hugh Q. Parmer, of the U.S. Agency for International Development, which paid \$3.2 million to send the team to Kenya.

Among the family members were Reilly's wife, Shayne, and their three daughters.

"It was a really long week for us," said Shayne. "We're really glad to have him back."

Reilly's 4-year-old daughter, Meghan, slept with one of her father's shirts all week and they all watched when their father appeared on television. His twin daughters, Katie and Elizabeth, made welcome home signs for every window in the house.

But if duty calls again, you can bet both Reilly and Brown will be ready to go.

"I kind of shake when I hear he's going," said Shayne, "but his eyes really light up. It's kind of hard for me to understand, but they get a lot of satisfaction from doing this work and this is what they're trained to do." •

BMCS Susan Harries

Veterinary Assistant
Sault Ste. Marie, Michigan



BMCS Harries rinses out the mouth of one of her patients following a dental cleaning.

There's no such thing as a "routine day" for **BMCS Susan G. Harries** who works as a veterinary assistant at Sault Animal Hospital in Sault Ste. Marie, Mich. "I primarily assist in surgery where I prepare animals for surgical procedures, take and develop x-rays and help the doctors monitor anesthesia and tranquilization of our patients," said Harries. "My job can get very physical at times as not all of our patients are cooperative. They can also bite, scratch and kick!

Challenges are ever pre-

sent — just as they are in the USCGR."

Harries is also involved in mentoring student interns and volunteers in cooperation with area high schools and colleges and serves as tour director when school or scout groups come to visit.

At CG Group Sault Ste. Marie, the senior chief serves as Reserve Command Advisor for the Eastern region and oversees the activities of 23 fellow reservists in conjunction with their respective commands. •

MK1 Donald Kessel

Maintenance Supervisor & Safety Director
Bradenton, Florida

The next time you twist off a plastic lid from a jar, there's a chance that it may have come from a company where **MK1 Donald Kessel** is employed. He is Maintenance Supervisor and Safety Director for Sun Coast Closures, an injection molding company that manufactures three million plastic lids a day for peanut butter, apple juice, sports drinks, and salad dressings.

"As Maintenance Supervisor, it is my job to maintain 32 injection molding machines with a crew of four employees," said Kessel, who also takes care of the facilities upkeep and air conditioning system. "I am also in charge of ordering mold-

ing machine equipment parts and supplies as well as unloading the plastic pellets from the rail cars and keeping the storage silos topped off."

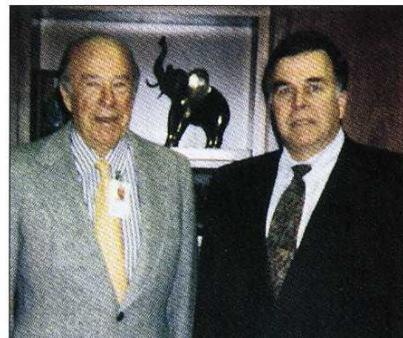
As Safety Director, it is Kessel's responsibility to keep an environmentally safe workplace and maintain safe working conditions for all employees. This includes conducting safety meetings company wide, a once a year fire extinguisher class and random fire drills. His supervisory, fire training, mechanical and electrical skills are directly related to his Coast Guard experiences and duties as a boat engineer technician at Station St. Petersburg, Fla. •



MK1 Kessel on the job at Sun Coast Closures.

PSCS John Dowd

Security Coordinator
San Bruno, California



Dowd, right, with George Schultz.

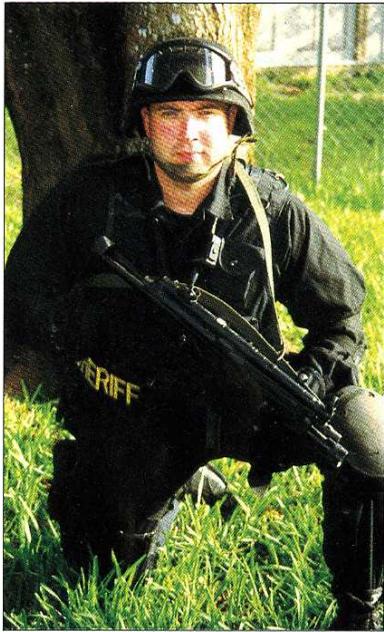
If you asked **PSCS John L. Dowd** how he likes his job, he might tell you that he has "died and gone to heaven." Dowd works for the Security Department of Bechtel Corporation. He coordinates transportation and security among federal, state, local and private organizations for his boss, Bechtel president and former Secretary of State George P. Shultz. Dowd serves with HDC 111 in Alameda, Calif. •

Citizen - Sailors

My
Civilian Occupation

IV2 Chris McCoy

Detective, Broward Sheriff's Office
Fort Lauderdale, Florida



IV2 Chris McCoy

IV2 Chris McCoy is a detective with the Broward Sheriff's Office in Fort Lauderdale and is assigned to the Criminal Investigation Division/Sex Crimes Unit. He investigates sexual battery cases (adults and children), indecent assaults, and missing person cases.

McCoy was previously assigned to the child abuse unit that included investigations into physical abuse, neglect and medical neglect cases, and has also performed road and bicycle patrol duties.

"I am also a member of the Regional Enforcement training staff," said McCoy.

"The staff provides specialized tactical training to the various narcotic and tactical units in the agency."

McCoy is also a member of the Special Weapons and Tactics (SWAT) team, comprised of volunteer deputies that are selected to perform myriad assignments. They include extricating barricaded suspects, hostage rescues, special threat incidents, serving of high-risk search/arrest warrants, and dignitary protection.

IV2 McCoy works as a CG Reservist as a Special Agent as part of the Coast Guard's Investigative Service, Southeast Region in Miami, Fla. •

PS2 Jonathan Schafler

U.S. Fish & Wildlife Service
Kodiak, Alaska



PS2 Jonathan Schafler

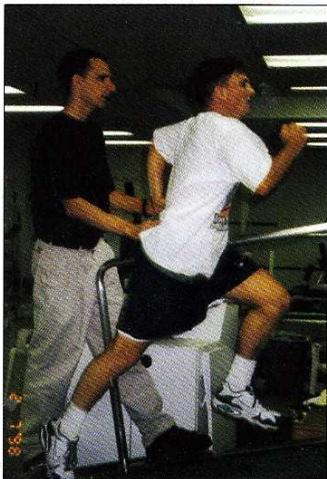
When Coast Guard Reservist **PS2 Jonathan Schafler** isn't drilling at MSD Kodiak, you can find him out in the wilderness helping protect it. He's a refuge officer (federal game warden) for the U.S. Fish and Wildlife Service. Kodiak National Wildlife Refuge, where he works, is 1.8 million acres (roughly the size of Delaware) and accessible only by boat and plane.

"My duties include poaching enforcement, license and permit compliance, public use management and outreach/environmental education," said Schafler.

This duty station is his seventh with the U.S. Department of the Interior including positions in Puerto Rico, Massachusetts, Arizona and California. •

ENS Scott Baranowski

Exercise Physiologist
Columbus, Ohio



ENS Baranowski, left, helps a client.

Training athletes to become the best they can is what reservist **ENS Scott Baranowski** does as a civilian. He's an exercise physiologist for a sports enhancement facility. Baranowski uses proven methods along with his knowledge and expertise to help high school, college, and professional athletes improve their running mechanics, speed, strength, and multi-directional quickness.

"I work with athletes from a variety of sports and skill levels," said Baranowski. "I thrive on the responsibility of motivating my athletes and gain a

tremendous amount of satisfaction from helping others reach their maximum athletic ability." Baranowski ran cross country and track at Virginia Tech and graduated from ROCI this past summer, the last ROCI class at RTC Yorktown.

He says that many of the athletes he works with are awarded college scholarships and go on to compete professionally, probably in part from the conditioning they received from Baranowski and his staff.

"It makes them perform better on the playing field," said Baranowski. •

1998 CUSTOMER & MEMBER

APPRAISAL RESULTS





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ATTENTION RESERVISTS

For Selected Reserve Members: If you did not receive an appraisal, please verify your address with your PER-SRU. Your input is very valuable to us and our intent, as members of Team Coast Guard, is for everyone to be provided an opportunity to provide input for future appraisals. To the 3,500-plus Customers and Members who responded — THANK YOU!

FOREWORD FROM RADM BARRETT

One of the Coast Guard Human Resources Directorate's (G-W) goals is for the Coast Guard to be an "employer of choice." You've probably heard this phrase before in the civilian world – one recent poll found that a high percent of firms use this credo. But such a large number of firms can't all be the employer of choice, and the question begs, "How do *we* become one of the few who are?" One of the ways I believe we do it is by listening to you, the men and women who are the Coast Guard Reserve.



The Reserve Component exists to serve its immediate customer, the Coast Guard, which in turn exists to serve the public. The Coast Guard Reserve must do an outstanding job of providing superb service to our customers through our diversity of perspective and skills, flexibility, augmentation, and availability for mobilization. To preserve and optimize these valuable contributions, we must regularly gauge where we stand and take action to improve wherever we can.

The pages that follow present the results of the 1998 Team Coast Guard Customer and Reserve Member Appraisals, along with comparisons to the 1997 Appraisals. These appraisals are one way to measure where we are and where we need to go. They provide us with information to make better decisions.

It is clear from your responses that the Reserve is a valued member of Team Coast Guard. You are doing an excellent job meeting the needs of your customers. Most of our reservists are personally satisfied with their work and their contributions to the Coast Guard and our nation. However, there are clearly areas for improvement. We have come a long way since integration but it's obvious from your responses and comments that we have room to grow, particularly in member support areas.

As you can see, your participation in these appraisals does make a difference. My deepest appreciation to all who took the time to contribute.

Sincerely,



T. J. BARRETT

Rear Admiral, U.S. Coast Guard

1998 Appraisal Background

On March 2, 1998, the Reserve Policy and Programs Division (G-WTR-1) launched the 1998 Team Coast Guard Customer and Reserve Member Appraisals. These appraisals reached the two principal audiences that we defined the previous year:

Our Customers: Coast Guard units with a Reserve Personnel Allowance List (RPAL)

Our Members: Individuals in the Selected Reserve (SELRES) and those on Active Duty Special Work (ADSW – AC or RC)

The 1998 Appraisals were administered to follow up on the data we collected from the 1997 Appraisals. The Reserve Policy and Programs Division is committed to continually measuring our performance and we use the Malcolm Baldrige National Quality Award

Criteria as a guidepost to ensure that our efforts make good business sense.

The purpose of the Appraisal process is to identify ways to improve Team Coast Guard. We want to provide Program Managers and process owners with the tools that they can use to:

- **Measure customer and member satisfaction levels in general, and within specific areas.**
- **Develop the Reserve Component's direction and business plan.**
- **Compare present performance with past performance.**

The purpose of this article is to share Appraisal results with the customers and members of Team Coast Guard.



How We Did the 1998 Appraisals

Both the Customer and Reserve Member Appraisals were developed internally by the G-WTR-1 Measurement Team. Based on our “lessons learned” in 1997, we changed several questions from the 1997 Appraisals. However, we tried to keep the appraisals as similar as possible to facilitate year-to-year comparison.

We mailed the Customer Appraisal to 525 Coast Guard Commands. Approximately 375, or 71%, responded – outstanding by survey standards. This represented a 16% increase over the 1997 response rate of 61%.

We mailed the Member Appraisal to 7311 SELRES members. Members were given the choice of responding via the Internet or regular mail. Approximately 3055, or 42%, responded by the extended deadline. This is a 14% decline from last year’s 49% response rate. The percent of those responding via the Internet doubled from 1997 to 24%.

All responses for the Customer Appraisal were collected in confidentiality. Member responses were collected anonymously, with possible identifying demographic information treated with full confidentiality. All statistical and content analyses were conducted internally by the G-WTR-1 Measurement Team.



Major Highlights

Overall, the 1998 Appraisal shows Team Coast Guard is working well. In many cases, Team Coast Guard is maturing and Reserve members are reporting higher scores than in 1997. Customers are satisfied with their reservists. Also, the majority (80%) of Reservists are satisfied.

Strengths of Team Coast Guard & Reserve Component

According to our Customers, the direct strengths of the Reserve Component are many:

Customers are satisfied. 84% are satisfied with the work performed by their reservists.

Reservists are worth the investment. 82% report that efforts to train and support reservists are worth the investment.

Reservists contribute. 81% said that reservists contribute to their units' success.

Reservists are skilled. 80% report that reservists demonstrate the skills necessary to do their job.

Reservists are valuable force multipliers. 79% said that the single greatest benefit of having reservists was force multiplication.



Members reported similar strengths:

Reservists know they contribute. 86% report that their jobs contribute to their units' success.

Reservists know their roles. 85% clearly understand their roles and responsibilities at their units.

Areas for Improvement

Both Appraisals highlighted many areas for improvement. Common to both customers and members are:

Services and support. Both customers and members report low positive support scores (ranging from 34% to 76%) on questions related to administrative support, pay, benefits and reserve management expertise.





Qualifications and Training. 28% of the customers reported that reservists could not achieve and maintain their qualifications drilling 48 drills a year. 22% of the members said they did not receive the on the job training they needed to be successful. 17% of the customers also reported that they didn't have the resources available to train reservists. Many customers and Reserve members agreed that they lack adequate opportunities to attend resident schools.

Building Team Coast Guard. Only 46% of customers reported that reservists regularly participate in unit morale events. Organizational culture issues were discussed often in member feedback. 15% of the reservists felt like they were not treated as an integral part of their unit, down from 18% in 1997.

Other areas for improvement according to our customers:

Ease of using reservists. 65% agreed that it is easy to use reserve resources as operations dictate.

Adding stability. 67% agreed reservists provide stability to their units.

Other areas for improvement according to our members:

Communication. 27% reported that unit policy changes were not communicated in a timely manner.

Career paths. 27% of members felt their career paths were not clear; 23% felt their commands don't help them enough to pursue career goals, down from 29% in 1997.

Utilization. 67% reported that their commands use their civilian/professional skills when appropriate.

Work-life Balance. 78% reported that their commands understand the balances reservists must maintain among civilian occupation, personal, and reserve duty obligations.

Overall

Members' comments suggest that a critical determinant of Team Coast Guard and Reserve Integration success is the leadership of individual commanding officers and officers-in-charge. Members with positive and negative comments alike often directly or indirectly mentioned their units' leadership.

HOW TO INTERPRET THE DATA

Reading the Graphs:

Most questions were presented in seven-point “Likert” scale format. This allowed respondents to choose one of seven possible answers within a broad range such as “Strongly Disagree” to “Strongly Agree,” “Very Dissatisfied” to “Very Satisfied,” or other descriptors. In the graphs that follow, we combined the ends of these scales for clarity and to conserve space. The table below illustrates how we summarized the data in each chart.

WHAT WE ASKED	STRONGLY DISAGREE	DISAGREE	SOMEWHAT DISAGREE	NEUTRAL	SOMEWHAT AGREE	AGREE	STRONGLY AGREE
	1	2	3	4	5	6	7
WHAT WE PRESENTED	% DISAGREE			% NEUTRAL	% AGREE		

The graphs are also color coded according to whether responses are positive, neutral, or negative from the perspective of the Reserve Policies and Programs Division. You will note that there may be some “Disagree”/“Agree” graphs with the colors reversed for this reason.

Response	Positive	Neutral	Negative
Color			

Comparing to Last Year:

We compared the 1998 and 1997 results whenever possible. For those items in which there were statistically significant differences, we presented the results from both years.

All new questions (asked in 1998 but not in 1997) are followed with a superscript “^a”. All questions with no 1997-1998 differences are marked with a superscript “^b”.

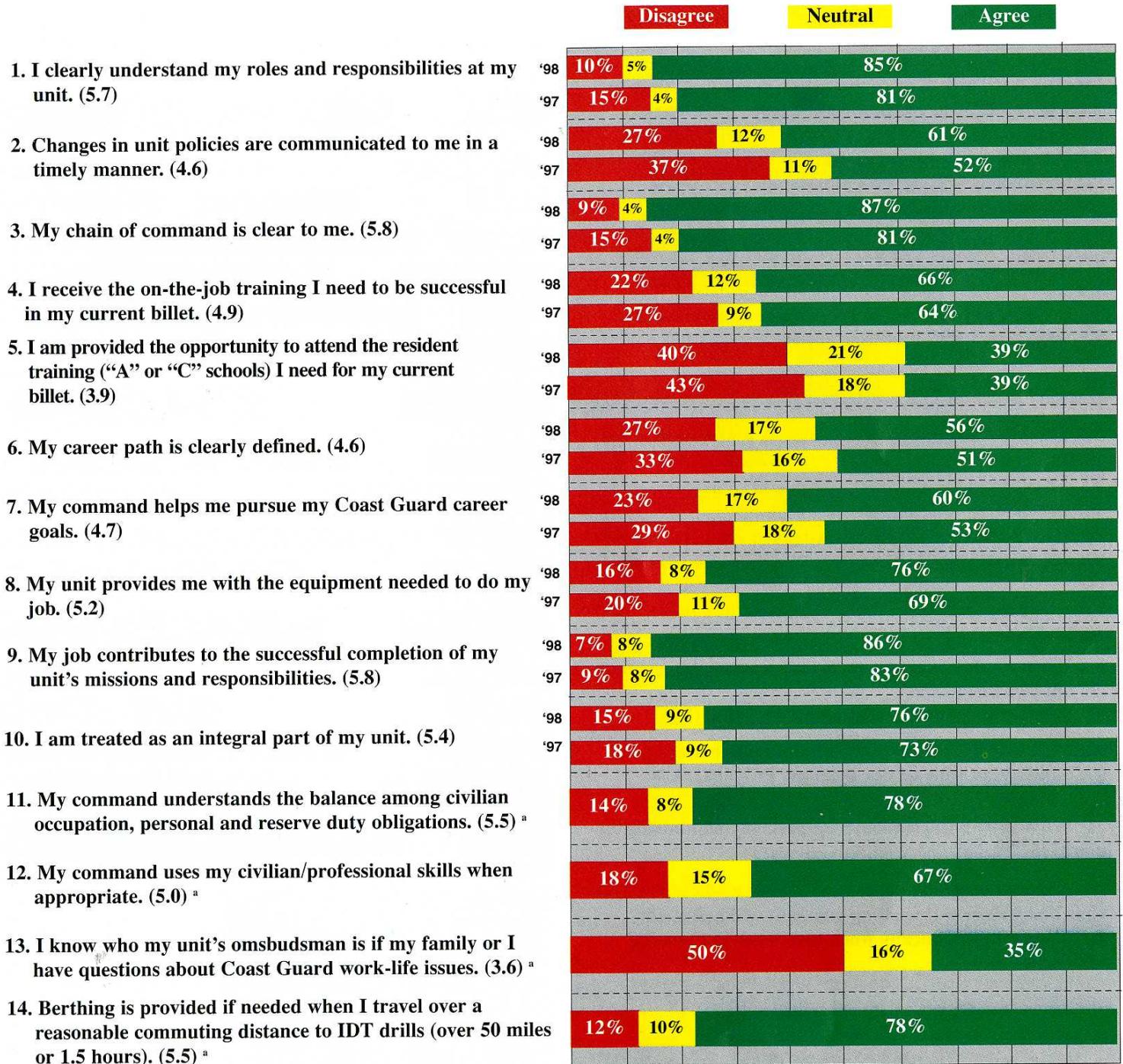
Statistical Issues to Consider:

The most important consideration is that we assume that the results represent what is going on in Team Coast Guard. The response rates on both appraisals were very high by typical survey standards and should have only small margins of error. However, any voluntary survey is prone to “response bias,” meaning those responding might have had different responses than those that didn’t. This becomes a concern when you consider the 14% decline in the 1998 Member Appraisal response rate.

All graph percentages were rounded to the nearest whole number unless otherwise specified. Along with each scaled question, we present the mean (average) score in parentheses.

MEMBER APPRAISAL RESULTS

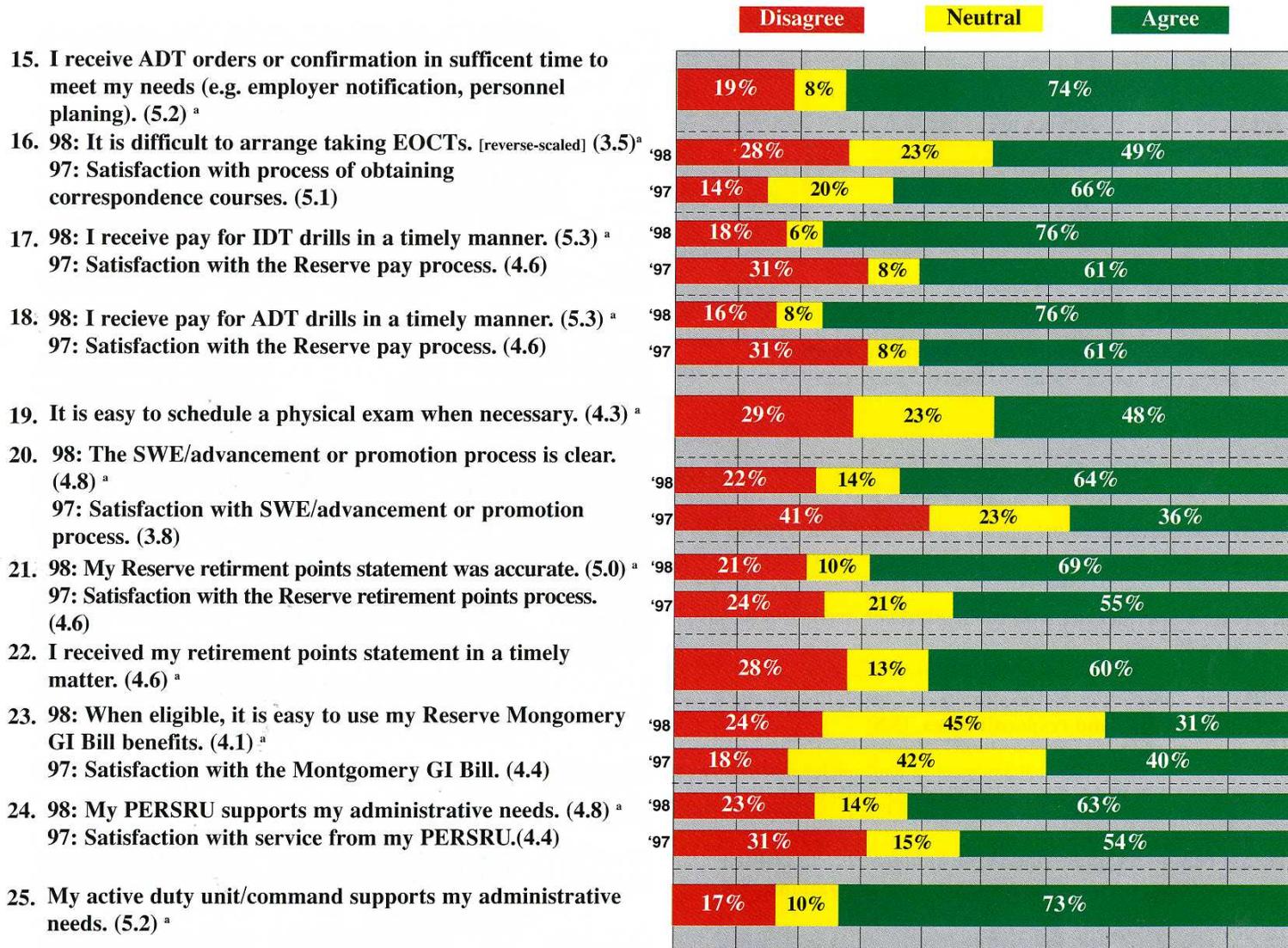
PART I - WORK ENVIRONMENT



PART II - PROCESSES AND SERVICES

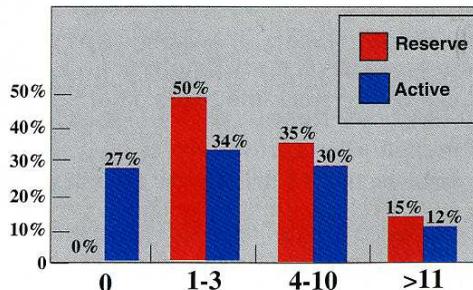
Note: The format of this section changed significantly from the 1997 Appraisal. All questions were changed from a "satisfaction" scale to an "agreement" scale to make them more focused or specific.

1997 questions and results are presented for contrast only. They do not indicate positive or negative changes in service because the questions are fundamentally different.



26. How many reserve (including yourself) and active duty members do you typically work with when performing IDT drills? ^b

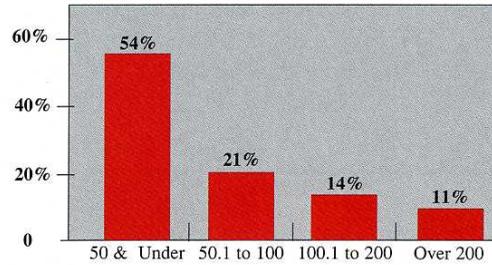
	Reservists	Active Duty
Mean:	9	5
Median:	4	2



PART III - LOGISTIC INFORMATION

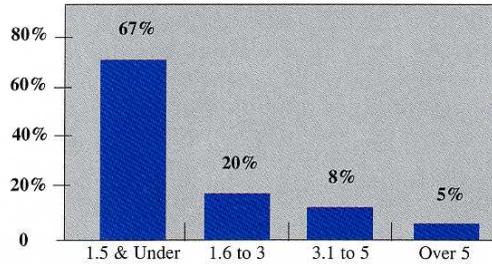
27. The approximate distance from my residence to my IDT site, ONE WAY, is: ^b

Mean: 95 miles
 Median: 45 miles
 Range: 1 to 3760 miles



28. The approximate time required to travel from my residence to my IDT site, ONE WAY, is: ^b

Mean: 1.7 hours
 Median: 1 hour
 Range: .02 to 28 hours



29. I have a personal e-mail account for communicating over the Internet.

30. I have access to the World Wide Web.

30a. Have you ever visited the USCG Reserve Web Site? (1998 data based on responses to question 31)

NOTE: 77.4% of those with Web Access have visited the Reserve Web Site.



31. If you answered yes to question 30a, how often do you visit the USCG Reserve Web Site?

	1997	1998
• Daily	2.6%	4%
• Weekly	20.8%	20%
• Twice a month	16.8%	20%
• Once a month	22.3%	21%
• Less than once a month	37.5%	35%

32. In general, from which of the following sources do you first learn about changes in Coast Guard policy and initiatives?

	1997	1998
• <i>The Reservist</i> magazine	30.4%	38%
• Word of mouth from other unit members	24.8%	19%
• Internet/Web sites	n/a	10%
• Supervisor, CO, or OINC	14.2%	10%
• Unit correspondence or newsletters	14.2%	10%
• Commandant/District/Unit Instructions	6.8%	6%
• Other	9.6%	7%

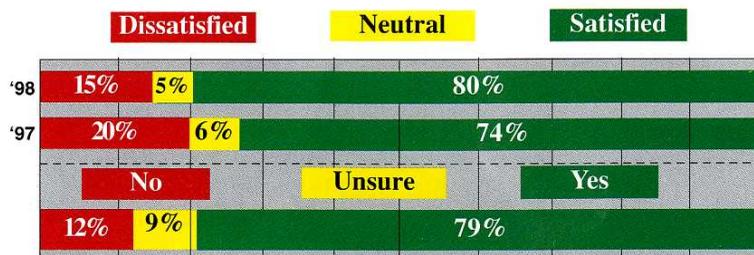
33. ENLISTED ONLY: The primary reason I did not participate in the last SWE was because:

The 82% who reported that they did not participate gave a reason below:	1997	1998
• Not eligible - didn't complete all requirements	50.9%	53%
• Was eligible but not prepared.....	24.6%	4%
• I saw no benefit.....	14.6%	9%
• Scheduling.....	2.9%	8%
• Not eligible due to pay grade, age, or time in service	n/a	6%
• Other.....	11.9%	20%

PART IV - OVERALL

34. Overall, how satisfied are you as a Coast Guard Reservist? (5.5)

35. Would you recommend the USCGR to someone whom you knew was interested in joining a reserve/guard branch? (5.6) ^a



35a. If you answered 1-4 [neutral or less] for question 35, what is the primary reason for your answer?

Approximately 640 members provided feedback for this question. Many provided multiple reasons, which were included in several categories below. Percentages are based on the number of members, and not on total comments. Therefore, the total percent will be above 100%.

Organizational Culture (30%). Includes respect of reservists, camaraderie, acceptance of reservists, morale, communication, support, and integration issues.

Career Issues (26%). Includes advancement and promotion, longevity, security, information, counseling, rating specific concerns.

Future of the Coast Guard Reserve (16%). Includes concerns about unreliable future, unstable future, unclear goals, lack of vision, lack of organization, risks of future streamlining or cutbacks.

Lack of training (9%). This includes a lack of unit-level training or of opportunities to attend schools.

Administrative needs (9%). Includes pay problems and other administrative problems.

Utilization of Reservists (8%). Reservists underutilized or don't have meaningful work.

Other comments (20%) included concerns about commuting distance, SEPRATS, berthing, as well as direct comparisons to benefits or conditions in other services. They also included general negative feedback not easily categorized elsewhere and non-committal comments such as "it depends on the person."

PART V - BACKGROUND INFORMATION

Background information was used primarily for analyzing differences in question responses throughout the Appraisal. Similar to the 1997 Appraisal, very few statistically significant, and no practically important, differences were found for demographic information such as age, ethnicity, gender, time in service, rank, or rating. No important differences were found between officers and enlisted, or because of commute time or distance.

Background summary information is not presented here because more accurate information can be obtained elsewhere. Our background information comes from the survey responses themselves, not from Coast Guard information sources.

ADDITIONAL MEMBER COMMENTS

Approximately 40% of responding Reservists provided additional feedback that expanded upon many issues. Many respondents provided in-depth commentaries as well.

The most common comments, in quantity order, were:

Organizational & Culture Issues:

Respect. Some reservists reported that active duty members or leaders did not treat them with respect.

Use of Reservists. Some reservists reported that their commands don't fully use their skills and knowledge. Members reported that they are not always working in positions related to their ranks, rates, or abilities.

Camaraderie. Many miss interacting with reservists (pre-integration) or report that it's difficult to build relationships with active duty members.

Communication. Some reported that communication between themselves and their units was inadequate or that they weren't given timely information about policy changes, training opportunities, etc.

Career Issues:

Career Path. Many were concerned about unclear career paths. While most comments came from senior officer and enlisted members, many junior officer and enlisted members also expressed concern.

Slow or No Enlisted Advancement in enlisted ratings.

Service-Wide Exam. Many members believe that the SWE shouldn't be given for



particular ratings if there will not be any advancement within those ratings. Others requested that the exam schedule be realigned with the active duty schedule by administering the test twice per year.

Administrative Issues:

Pay problems. This was the most common administrative issue and included complaints about late or missing pay, and difficulty correcting pay problems.

Points. Statement accuracy was an issue, particularly with missing time in service. Difficulty getting statements corrected was also mentioned.

Orders. Some members expressed that they didn't receive timely ADT orders, which often came after they began their duty. Some members didn't receive confirmation or denial of orders until the last minute, only after personally following up. Some stated that they needed to present orders to employers much further in advance than when they presently receive them.

Other Issues. Some members discussed the ability to access PERSRU services. The primary issue was that most PERSRUs are open for normal business hours, when most reservists are at their civilian jobs. Some members said that PERSRUs can be difficult to reach and that some PERSRU staffs do not always return phone calls.

Training & Qualification Issues:

Inadequate local or unit training. Some members reported that active duty members did not take the time to train reservists and that scheduled unit training was usually held on weekdays.

Difficulty obtaining or maintaining qualifications. Some suggested that the Coast Guard should reexamine its qualification process, perhaps considering separate qualification guides for reservists, or accepting equivalent civilian training.

Workforce Management Issues:

The PS Rating. Many Port Securitymen were unclear about the future of the PS rating, as well as advancement within the rating.

Other issues. Included availability of billets, the RPAL and overall workforce structure, Reasonable Commuting Distance, recruiting issues, and general management issues.

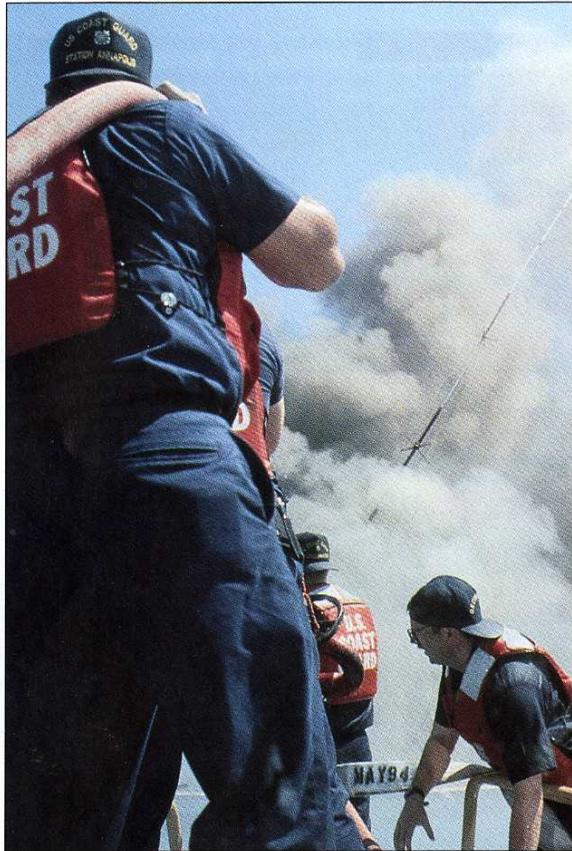
Resource Issues:

Equipment. Equipment shortage issues came most often from PSU members. However, several other members reported that they did not

Positive Member Comments:

Many members reported positive experiences as Coast Guard Reservists. Those reporting positive comments were very likely to praise their commanding officers or officers-in-charge. Others were likely to mention the positive relations between active and reserve members. This supports the idea that one of the primary determinants of Team Coast Guard success is unit leadership.





receive tools, foul weather gear, or other equipment normally issued to their active duty counterparts.

Berthing. Some members reported that berthing was completely unavailable, very difficult to obtain, or inadequate.

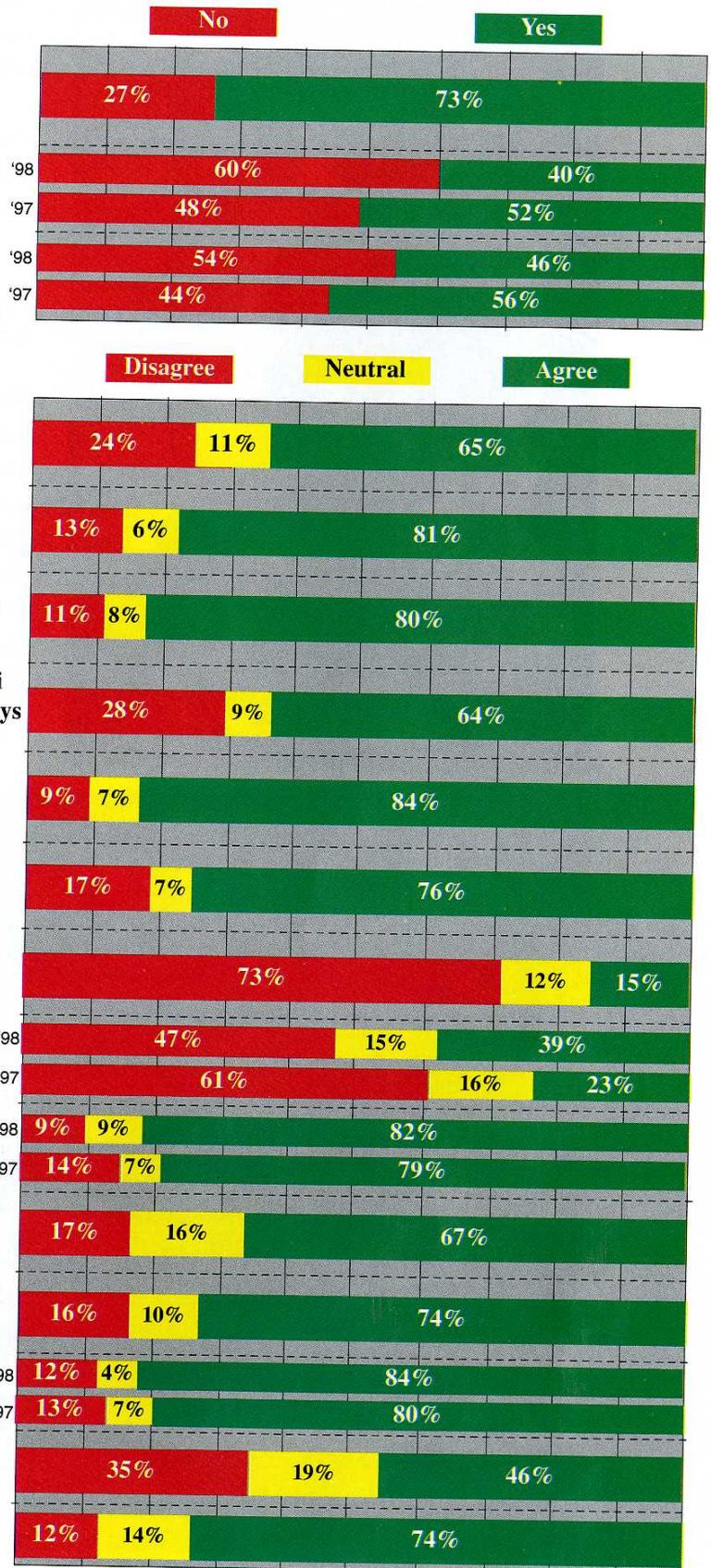
Compensation and Benefits Issues:

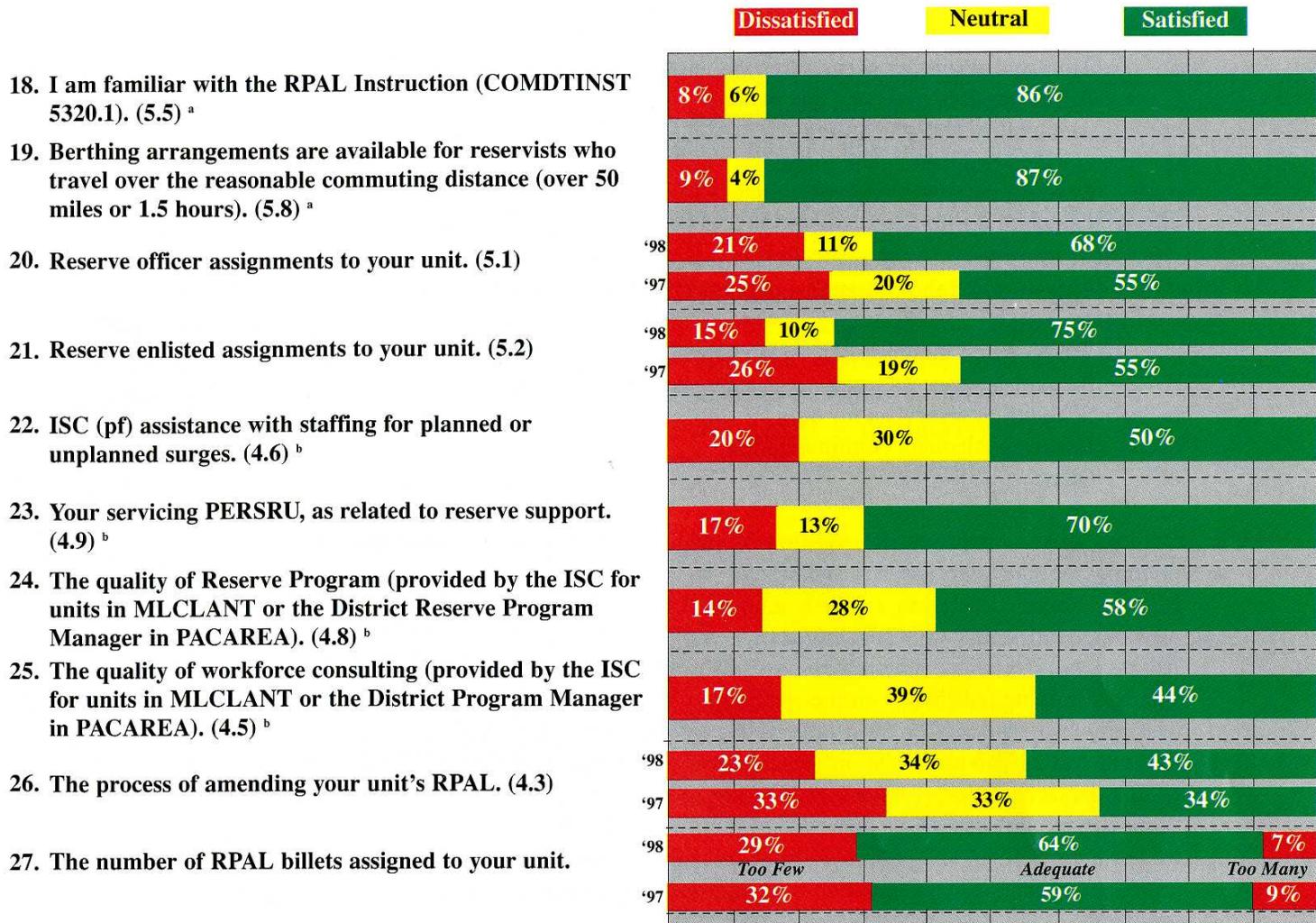
Members communicated concerns or suggestions across many areas. The most common was SEPRATS – some members reported that the present amount given was not enough to cover the cost of a basic meal when no galley was available. Compensation for long distance IDT travel was also suggested. Several members reported difficulty obtaining GI Bill benefits.



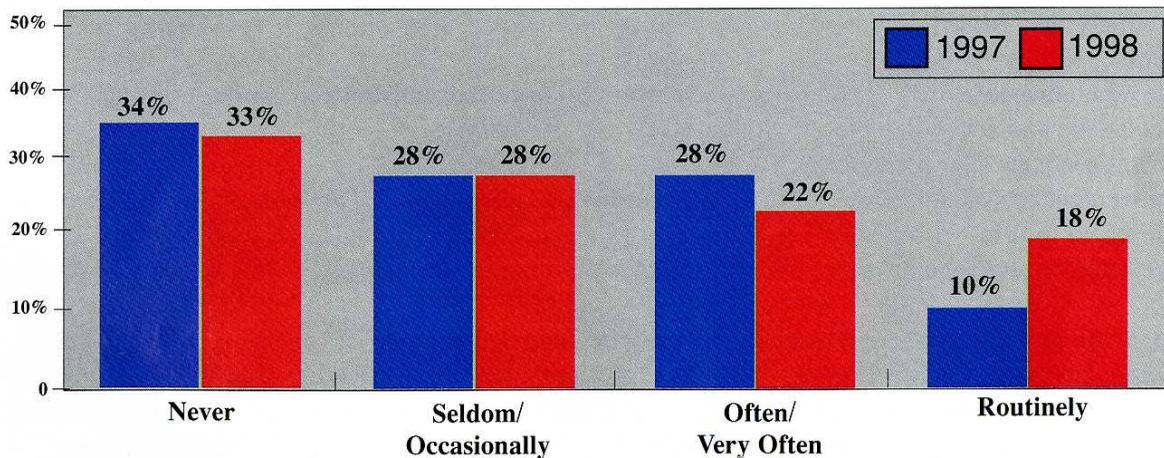
CUSTOMER APPRAISAL RESULTS

1. During the last 12 months, have you used your reservists to fill scheduled personnel shortfalls (i.e., planned leave, training, TAD, special events, etc)? ^b
2. During the last 12 months, have you used your reservists to fill unscheduled personnel shortfalls (i.e., emergency leave, illness, disaster response, special events, etc.)?
3. During the last 12 months, would you have had difficulty meeting mission requirements (a "gap") if you didn't have reserve resources?
4. It is easy for me to use reserve resources as operations dictate. (4.7) ^b
5. Reservists contribute to the successful completion of my unit's missions and responsibilities. (5.5) ^b
6. My reservists demonstrate the skills necessary to carry out their assigned duties. (5.5) ^b
7. My reservists are able to achieve and maintain their qualifications under standard participation of 48 drills and 12 days of ADT per year. (4.7) ^b
8. I am satisfied with the work performed by my reservists. (5.6) ^b
9. I have the resources necessary to train my reservists. (5.2)^b
10. Equipment shortages hinder my reservists' ability to perform their duties. (2.7) ^b
11. My reservists have equal opportunities to attend formal training (i.e., "C" schools) as their full-time counterparts. (3.9)
12. The effort expended by my active duty personnel to train and support reservists is worth the investment. (5.6)
13. Reservists provide valued stability and continuity at my unit. (5.0) ^a
14. My reservists perform duties appropriate to their rate and rank. (5.2) ^b
15. My reservists have access to similar information as their active duty counterparts (i.e., message traffic, e-mail, plans of the week, etc.). (5.7)
16. My reservists regularly participate in unit morale events. (4.1) ^b
17. Team Coast Guard (fully integrated workforce) is working at my unit. (5.3) ^b





28. How often do you use E-Mail to communicate with reserve members of your unit?



29. What is the single greatest benefit of having reservists assigned to your unit?

	1997	1998
a. Force multiplier (e.g., flexible scheduling, workload reduction, relief, increased mission capability, etc.)	85%	79%
b. Expertise (professional, and other experience)	8%	10%
c. Continuity at units	2%	5%
d. Other	5%	6%

30. What is the single greatest drawback of having reservists assigned to your unit?	<u>1997</u>	<u>1998</u>
a. Time and resources needed to train, qualify, and maintain qualifications	32%	29%
b. Administrative overhead and support	27%	20%
c. Availability and scheduling	15%	17%
d. Unfilled or mismatched billets	7%	12%
e. Motivation or dependability issues	8%	9%
f. Other	11%	13%

31. What is the single most labor-intensive process regarding reserve management at your unit?	<u>1997</u>	<u>1998</u>
a. Training and qualification maintenance	36%	41%
b. Administrative processes (e.g., pay, performance evaluations, etc.)	48%	40%
c. Scheduling reservists for duty	5%	7%
d. Ensuring adequate communication	n/a	6%
e. Other	11%	6%

32. In reference to your response in question 31, what would you recommend to improve it?

- a. Training and Qualification Maintenance:
 - Increase training, including courses, schools, funds, personnel to train reservists, alternative training methods, more underway time, etc.
 - Address workforce management issues: billet/rating matches, permanent assignments, streamlining standard training, and focus on pre-qualified, pre-active duty personnel for Reserve accessions.
 - Make more time available for reservists to perform drills, ADT, ADSW, and other duty.
 - Examine rating and qualification requirements to facilitate faster qualification and requalification (e.g., AOR trips, acceptance of equivalent civilian training, etc.).
- b. Administrative Processes:
 - Increase the number of administrative support personnel, either active or reserve, for field units.
 - Increase training on reserve administrative issues and processes for XPOs, Reservists, and other CG members.
 - Move administrative duties from units to groups, ISCs, or other non-field-level units.
 - Streamline administrative processes.
 - Other responses included: simplify evaluations, fix reserve pay process, and address PERSRU turnover and support availability.
- c. Scheduling Reservists For Duty:
 - Improve communication with members and employers, more administrative support, and managing expectations and accountability.
- d. Ensuring Adequate Communication:
 - Improvement of systems, acceleration of Standard Workstation III migration, and ensuring Reservists have access to these resources.
 - More effort by active and reserve members, including more involvement in planning unit activities.

33. Please provide any additional comments, concerns or suggestions.

Many comments reiterated previous feedback. The most common responses were as follows:

- Workforce management issues, including compatibility of ratings, use of senior rank billets, tour lengths, travel time and distance, and limited time for drills.
- Billet-fill issues, including zero-filled billets, under-filled billets, the need for more recruiting, and issues with recruiters.
- Experiences of improvements in Team Coast Guard, including the value of reservists and general positive experiences.
- Administrative and support issues, including the need to streamline processes and lack of support from ISC's or other support units.
- Training issues, including reserve management, need for more schools, underway constraints, etc.

WHAT WE ARE DOING

Administrative Quality Action Team (QAT)

This team was formed last year as a direct result of the 1997 Appraisals. The team established service standards and simplified the IDT and ADT pay process, reserve retirements, reserve transfers and address changes. These changes will be reflected in the change to the Pay and Procedures Manual to be released in November.

POC: LCDR Kevin Pratt, 202-267-1330,
kpratt@comdt.uscg.mil

Reserve Component Business Plan

As was done with the 1997 Appraisal results, the 1998 results will be used to help identify and prioritize issues within the Coast Guard Reserve Component Business Plan. The Appraisal results will remain a key piece in business plan development.

Force Optimization & Training (FOT) Workshop

Appraisal data was presented and used to discuss issues at the FOT Workshop this September in Leesburg, Virginia.

POC: LT Kevin Brown, 202-267-0564,
kmbrown@comdt.uscg.mil

Career Path Management

A team examining officer career path management has been established. The team consists of a diverse group of active and reserve officers, representing a wide range of missions. The first meeting in June identified the range of problems and drafted a charter. The charter was signed with a Study Team completion deadline of 31 March 1999.

POC: CAPT F. C. Buckley, 202-267-1603,
fbuckley@comdt.uscg.mil

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1-800 GET-USCG

OR

www.uscg.mil/reserve



THE MEASUREMENT TEAM

**IF YOU HAVE FURTHER QUESTIONS OR INQUIRIES PLEASE
CONTACT THE MEASUREMENT TEAM AT COMMANDANT (G-WTR-1).**

MEASUREMENT TEAM LEADER

MR. PAUL REDMOND

202-267-0571

predmond@comdt.uscg.mil

ASST. TEAM LEADER, PROGRAM ANALYST

LCDR DAVE KEARNS

202-267-0553

dkearns@comdt.uscg.mil

PROGRAM ANALYST, SURVEY RESEARCHER

ENS CRAIG WENNET

202-267-2217

cwennet@comdt.uscg.mil





THE DEPUTY SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301

4 September 1998

TO: COMMANDANT OF THE COAST GUARD

SUBJECT: *Anniversary of the Secretary of Defense Memorandum "Integration of the Reserve and Active Components" dated September 4, 1997*

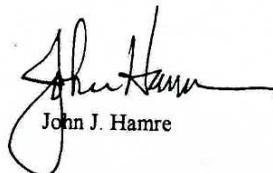
One year ago today, the Secretary of Defense asked each of us to create an environment that eliminates all residual barriers — structural and cultural — for effective integration within our Total Force. We have achieved unprecedented progress in our efforts to reach the goal of a seamless Total Force that provides the flexibility and interoperability necessary for the full range of military operations.

Reservists today are essential players in the Total Force and are vital to our national security. Reserve forces contributed nearly 13 million mandays to Total Force missions and exercises last year. This is equivalent to adding nearly 35,000 personnel to the Active force. Reserve component (RC) Soldiers, Sailors, Marines, Airmen, and members of the Coast Guard are now an integral part of our global presence. Operations in and around Bosnia have been an enormous integration success story.

Structural barriers are being eliminated. The Army plans to use six Army National Guard enhanced readiness brigades to form the core of two new integrated divisions, under active component (AC) commanders, by October 1999 is on schedule. The Air Force has announced plans for the creation of ten Air Expeditionary Forces to respond to current operations. Air Reserve Components are fully integrated into these plans. The Navy has two fully integrated mine countermeasure helicopter squadrons manned with AC and RC personnel with commanding officers selected from either component. The Marine Corps is adding the Light Armored Vehicle Air Defense (LAV-AD) vehicle to its inventory using a new AC/RC integration paradigm. A LAV-AD platoon, manned completely by active duty Marines, is now assigned to the Reserve 4th Light Armored Reconnaissance Battalion at Camp Pendleton, California. "Team Coast Guard" has integrated all active and reserve personnel into its units at all levels. There are two new general officer National Guard and Reserve positions on the Joint Staff to advise the Joint Chiefs of Staff on RC issues. A major overhaul in the Army's Director of Military Support (DOMS) office has taken place with the appointment of a National Guard general as the DOMS Deputy Director and up to half of the inter-service DOMS operations center staff coming from the RC.

Cultural barriers are being eliminated as well. For example, the active Army has established a stronger line of communications with the National Guard and Reserve. The transition to green military identification cards for reservists began in June 1998 at Fort Dix, New Jersey. The Reserve components are better represented in the Department's management structure than ever before. Active and Reserve component decision-makers now sit side by side at key points in the planning, programming and budgeting process to determine requirements and allocate resources.

Yet, despite our many successes, further actions are necessary before we realize our shared goal of an integrated Total Force. I encourage each of you to use this anniversary of the Total Force Integration Memorandum to assess your progress, take stock of residual cultural and structural barriers, and put in place plans for the future.


John J. Hamre

Bravo Zulu...

• To the winner goes the spoils! That old saying is true of **LT Ken Hines**, last year's selection as Reserve Officers Association Coast Guard Reserve Outstanding Junior Officer. In addition to being honored at last winter's ROA Convention in Washington, D.C., Hines was also offered a slot at the Interallied Confederation of Reserve Officers (CIOR) at the Young Reserve Officer Workshop in Brighton, England from July 12-17.

• The U.S. Coast Guard was recently presented with the *National William H. Spurgeon III Award* by the Boy Scouts of America. The Spurgeon Award, created in 1972, recognizes either individuals or organizations that have provided exceptional leadership and support to Exploring over an extended period of time. The Coast Guard was cited for providing boating-related public education courses, inclusion of Sea Scouts alongside CG cadets on summer training cruises aboard *CGC Eagle* and the group and individual efforts from auxiliaries, reservists and active duty members. The Coast Guard has supported the Sea Exploring Exhibits of past BSA National Jamborees, annually hosts several regattas, and sponsors over two percent of the registered BSA Sea Scouting ships.

Photo courtesy DCCM Jeff Miller



RADM Richard M. Schneider, left, is presented with a humidor made by **DCCM Jeff Miller**, right, at Schneider's July 18 retirement ceremony at *MSO Philadelphia*. The humidor, made of mahogany and cedar, is inlaid with a compartment ID plate from the original *CGC Spencer* and was given to Schneider on behalf of the *Group Atlantic City Lighthouse Maintenance Team*.

• Congratulations to CG Reservists **LCDR Michael Piellusch** and **LT Michele Bouziane** who recently completed the three-year nonresident College of Continuing Education program through the Naval War College. The program, taught at seminar sites throughout the nation, includes courses in Strategy and Policy, Joint Maritime Operations, and National Security and Decision Making. They were joined by 22 active component Coast Guard officers and two Coast Guard civilians along with nearly 600 other students from all five U.S. Armed

Forces and over 60 nations at the June 19 commencement ceremonies.

• Coast Guard Reservist **BM3 Dwayne VanDer Putten** was recently selected as a recipient of the Wisconsin Military Achievement Award. Wisconsin honors a military member from each component of the Armed Forces annually.

• Retired Coast Guardsman **CWO4 Fred A. Siegel** was recently awarded the Coast Guard Meritorious Public Service Award for his work in establishing and maintaining the internet site

"Fred's Place." (www.fredsplace.org). What started out as a small project to set up a forum to provide shipmates a method of contacting each other has mushroomed into a World Wide Web site with over 10,000 individuals registered. **CWO4 Ralph "Neil" Doolin**, webmaster of the "Scuttlebutt" page of "Fred's Place" was recently awarded the CG Meritorious Team Commendation for his notable contributions to the CG's Support & Logistics Team's staffing of CG surge and special operations.



VADM Timothy W. Josiah, *USCG Chief of Staff*, accepts the *Boy Scouts of America's highest Exploring recognition, the National William H. Spurgeon III Award*, on behalf of the Coast Guard in Washington, D.C. July 17. Presenting the award is **Robert Bedingfield**, Chairman, *National Explorer Leadership Conference*, left. Looking on are **Bruce Johnson**, *Commodore, Northeast Region Sea Scout Committee* and **CAPT James A. Umberger**, *USCG(Ret.), National Commodore, Sea Scouts, BSA*.

Photo by CAPT Eric Fagerholm, USCG

Retirements

Awards

CG COMMENDATION MEDAL

LCDR John J. Marks, D1 (oax-sr)
PSC Richard Allen, ISC Boston

CG ACHIEVEMENT MEDAL

CDR James C. Ullian, MSO Hampton Rds
QMC Gregory Fucci, HDCU 110

COMMANDANT'S LETTER OF COMMENDATION

YNC Maureen Kidd, ISC Cleveland
PS1 David d'Artenay, HDCU 110
IV1 Gary A. Hulegaard, HDCU 110
SK1 Michael V. Pepitone, HDCU 110
YN1 Lorraine Carvalho, HDCU 110

CG MERITORIOUS TEAM COMMENDATION

Reserve Industrial Augmentation Team
* CWO4 Terry Adams, DCCM Kory Gabrielsen, BMCS James Hancock, BMC Steven Daugherty, MKC Richard Sheehy, MK1 Richard McComber, MK1 Peter White, DC1 Mark Webb, EM1 Jeffrey Theros, PS3 Brooke Barton, SA William Denaul.

MILITARY OUTSTANDING VOLUNTEER SERVICE MEDAL

CAPT Frank A. Freisheim II, HDCU 110
CDR John D. Hooper, LANTAREA
LT Edward Riley, HDCU 110
YN1 Lorraine Carvalho, HDCU 110

Reserve Advancements

Effective 1 September 1998

Petty Officer First Class (E-6)

MK1	Sawicki, S.J.	D1
TC1	Coffey, J.J.	D1
SK1	Wieber, D.M.	D1

Petty Officer Second Class (E-5)

BM2	Lasota, K.J.	D11
SK2	Sanders, L.V.	D7
SK2	Vaz, M.L.	D1
YN2	Haruyama, A.K.	MLPCAP

Petty Officer Third Class (E-4)

Reserve Striker List

BM3	Oberacker, K.W.	LANT
BM3	Blair, B.E.	D8
BM3	Shaffer, S.D.	D8
BM3	Jepsen, W.A.	D9
FS3	Jarowski, T.W.	D1
MK3	Lucas, D.D.	D7
MK3	Carpenter, B.K.	D7

Source: ALCGRSV 012/98
(R121319Z Aug 98).

OCTOBER 1997

LCDR Randolph O. Dodge, D5**
PS1 William D. Nemeth, D8*

MAY 1998

CDR Raymond J. Fabec, D7*
CDR Magnus M. Nilsson, D11**
MKC Phil J. Talbot, D8*
IVC Thomas M. Sullivan, D1*
BM1 Robert E. Garland, D1*
TC2 Neil P. Flynn, D5***

JUNE 1998

RADM Richard W. Schneider, LANT**
LCDR James B. Brewster, D9**
LCDR Michael D. Orlansky, D5***
LCDR Linda J. Talanian, D1**
CWO4 William T. Siler, D8*
ETCS David N. Hulen, D1*
QMC James C. Heim, D9**
QMC Richard C. Scripture, D11**
PS1 Robert Gallagher, D1***
IV1 Richard W. Osborne, D5**
PS2 James A. Fiocca, D5**
PS2 Jackie Jordan, D8**
MK2 James L. Roper, D11**

JULY 1998

CAPT Kris W. Barrett, D1**
CAPT Richard R. Clark, D8**
CAPT John T. Greenfield, D11**
CAPT Stephen E. Hart, D5**
CAPT Seth J. Hudak, D5**
CAPT John M. Kinsey, D5**
CAPT John P. Miceli, D1**
CAPT Robert W. Montfort, D1**
CAPT Steven D. Poole, D8**
CDR James C. Ullian, D5**
CDR Ruby J. Walker, D17**
LCDR William M. Albert, D11**
LCDR William C. Austin, D7**
LCDR Joseph S. Becker, D13**
LCDR Winson J. Boudreaux, D8**
LCDR Stephan M. Bunker, D1**
LCDR David G. Burgess, D5**
LCDR Atley J. Cappeto, D5**
LCDR Thomas P. Carroll, D8**
LCDR Jane L. Cubbon, D5**
LCDR John J. Dileonardo, D5**
LCDR John C. Fox, D8**
LCDR Caroline A. Foy, D1**
LCDR Kenneth R. Grossman, D7**
LCDR Michael A. Hart, D7**
LCDR Glenn R. Holmdahl, D1**
LCDR Arthur F. Kirwan, D7**
LCDR Donald E. Kreiler, D9**
LCDR Brian E. McCaffrey, D5**
LCDR Norman W. Meshaw, D5**
LCDR Robert B. Montefusco, D7**
LCDR Thomas A. Patrick, D5**
LCDR Thomson Pray, D13**
LCDR Bruce R. Rice, D5**
LCDR Joseph L. Sciuto, D1**
LCDR Thomas A. Staats, D1**

LT Leslie W. Allen, D8**
LT Carl R. Bogen, D9**
LT David G. Goodhue, D1**
LT James L. Hart, D11**
LT Joseph R. Henke, D8**
LT Kerry J. Keith, D7**
LT Richard A. Lesage, D8**
LT Thomas J. McMahon, D7**
LT Robert M. Nesper, D9**
CWO3 Kerwin L. Dreher, D8**
CWO3 Dale D. Karnes, D11**
CWO3 William J. Miller, D5**
EMCS Edward C. Ashbaugh, D13**
SKC William E. Allen, D1**
IVC Jack C. Bishop, D8*
YNC Ruth M. Pascal, D5**
QMC Peter G. Wyatt, D5**
BM1 John F. Ryan, D9**
MK1 Jeffrey D. Klem, D9**
MK1 Glen T. Myers, D9**
FS1 Roger A. Lemay, D1**
PS1 John J. Brocks, D5**
PS1 Garland O. McDowell, D8***
PS1 Michael M. Woldt, D11**
DC1 John B. Mann, D1*
DC1 David Shiffman, D7*
YN1 Janette Y. Hull, D11**

AUGUST 1998

CAPT Robert M. Hopkins, D8*
CAPT Richard F. Sanders, D8*
CDR Richard L. Devries, D9*
CDR Robert J. Finan, D11*
CDR Edwin M. Quinn Jr., D1*
CDR Jerry D. Sparrow, D8*
LCDR Leroy E. Barnett, D7*
LCDR William G. Wehmeyer, D13**
CWO4 Taylor C. Berry, D8**
CWO4 John H. Findeis, D5*
CWO4 Hugh C. Newsom, D8*
CWO4 James T. Upthegrove, D9**
CWO3 John F. Musser III, D11**
CWO2 Walter MacIndoe, D1*
DPCM Richard Oliveira, D1*
PSCS Thomas W. Kelly, D8**
BMCS Harvey L. Singband, D1*
BMC Ronald B. Craven, D9***
DCC Lonnie L. Crow, D8*
EMC Clyde R. Bond, D8*
EMC Roy A. Bryant, D8**
MKC Donald W. Lawhorn, D8*
MKC Mark D. Sullivan, D1**
HSC William C. Berry II, D1*
YNC Rosa L. Boatright, D8*
PS1 Dean A. Berg, D9**
PS1 Dwight S. Cover, D8**
PS1 James B. Lowery, D7*
DC1 Michael R. O'Neill, D8**
MK1 William S. Guthrie, D5*
SK1 Ellen L. Bryant, D11*
TT1 Ronald P. Magoon, D11*
IV2 Richard D. Andersen, D13*
DC2 Brady L. Brown, D8*
MK2 John S. Kirk, D5*

YN2 George J. Largess, D1**

SEPTEMBER 1998

CAPT James G., Moore, D7*
CAPT George M. PettyJohn, D8*
CAPT John M. Richmond, D8**
CDR William R. Allen, D1*
CDR Larry A. Kittner, D5*
CDR James C. Poole, D5*
LCDR John P. Demas, D7*
LCDR Edward W. Sampt, D1*
LCDR Thomas J. Stead, D11*
CWO4 Richard L. Gowin, D13**
CWO4 Phillip C. Mendel, D14*
CWO3 William L. Giessman, D8*
IVCM George B. Brennan, D5*
BMCS William R. Antonowicz, D1*
BMC Kenneth J. Schaefer, D8**
EMC Loren K. Peters, D1**
ETC Michael W. Wasiejko, D1*
PSC Larry B. Freshcorn, D8*
PSC James C. Gallagher, D13**
YNC Pasquale Cotugno, D1*
BM1 Danny L. Green, D7**
MK1 Gildardo A. Bustamante, D7**
MK1 Ronald W. Clegg, D9*
MK1 Robert C. Hurst, D11*
MK1 John M. Laroque, D7**
EM1 Mario A. Buzzolani, D7**
IV1 James M. Levins, D7*
PS1 Hugo A. Parrilla, D7*
PS1 Norman E. Sebbes, D1*
ET2 Clyde C. Carter, D7*

OCTOBER 1998

CAPT Peter N. Davidson, D1*
CAPT Norman W. Lemley, D5*
CDR Robert J. Cheney, D13*
LCDR Robert L. Strohman, D8*
LT Richard A. Collard, D1*
CWO4 George R. Berry, D7*
PSCM Robert A. Lee, D5*
FSCM William C. Phillips, D13**
SKCM John M. Reidinger, D5*
MKCM Herbert W. Rowe, D7*
BMCS Philip G. Jarrach, D5*
MKCS Amasa G. Condon, D1*
BMC Wayne L. Jester, D5*
IVC Gregory L. Brown, D7*
ETC Robert A. Holzhauer, D5*
HSC James N. Barrett, D9*
PSC Charles E. Bowden, D11*
YNC Thomas J. Reidinger, D1*
PS1 Eric Coulthurst, D5*
PS2 William H. Dorgan, D1*

* RET-1 (Retired With Pay)

** RET-2 (Retired Awaiting Pay)

*** RET-3 (Retired Without Pay)

Source: Human Resources Service & Information Center (RAS)

CWO Appointments

The following personnel were appointed to CWO2 on 1 June 1998:

TCC	Deborah S. Konesko-Gilbert	COMM2	D1
QMC	John F. Raposo	BOSN2	Group Woods Hole, Mass.
BMC	Steven J. Gulitti	BOSN2	Station Fire Island, N.Y.
YN1	Lucyann R. Kellar	PERS2	ISC Miami, Fla.
SKC	Pablo A. Vivas	F&S2	HDC 207
YN1	Pamela Lynette	PERS2	Gulf Strike Team
PS1	Aubrey K. Johnson	PSS2	MSU Galveston, Texas
MK1	Ray L. Hollen	ENG2	MSO Louisville, Ky.
BMC	John C. Greiner	BOSN2	MSO Cleveland, Ohio
PSC	Robert C. Ferguson	PSS2	MSO Milwaukee, Wis.
TTC	Robert C. Traylor	ELC2	ESU Alameda, Calif.
PSC	Timothy A. McGinnis	PSS2	MSO Puget Sound, Wash.
MK1	Keith A. Selthofer	ENG2	ISC Seattle, Wash.

Source: CG Personnel Command Reserve Personnel Management Division (CGPC-rpm)

ALCOAST's / ALDIST's / COMDTINST's

As of 10/1/98

DTG

DTG	NUMBER	SUBJECT
P 251954Z SEP 98	ALCOAST 092/98, COMDTNOTE 7100	FY99 CONTINUING RESOLUTION GUIDANCE
R 251435Z SEP 98	ALDIST 226/98, COMDTNOTE 7100	CHANGES TO THE AFC STRUCTURE
R 251252Z SEP 98	ALCGPERSCOM 063/98, COMDTNOTE 1401	INACTIVE DUTY RESERVE CAPTAIN SELECTION BOARD
R 251212Z SEP 98	ALDIST 225/98, COMDTNOTE 5700	ONE DOT EFFORTS
R 242152Z SEP 98	ALCOAST 091/98, COMDTNOTE 1040	COAST GUARD MEMBERS LEAVING ACTIVE DUTY
R 242036Z SEP 98	ALDIST 224/98, COMDTNOTE 7220	SELRES BONUS AMOUNTS/ELIGIBILITY
P 241211Z SEP 98	ALDIST 223/98, COMDTNOTE 4200	YEAR-END IMPAC RECONCILIATION OF STATEMENTS
P 232015Z SEP 98	ALCOAST 090/98, COMDTNOTE 1401	ACTIVE DUTY RADM CONTINUATION BOARD
O 222244Z SEP 98	GCV9-98	INVOLUNTARY RECALL OF READY RESERVISTS FOR HURRICANE GEORGES RESPONSE
R 221918Z SEP 98	ALCOAST 089/98	SOLICITATION FOR THE MEMBERSHIP ON THE CG DIVERSITY ADVISORY COUNCIL (DAC)
R 221746Z SEP 98	ALCGPERSCOM 067/98, COMDTNOTE 1401	INACTIVE DUTY RESERVE CAPTAIN RETENTION BOARD
R 211717Z SEP 98	TQC1-99	CHANGE (1) TO COMDTNOTE 1540 DTD 26AUG98
R 182042Z SEP 98	ALDIST 221/98, COMDTNOTE 5420	RES. ENLISTED OVERBILLET ACCESSIONS INCLUDING CG ENLISTED AVIATION PERSONNEL
R 182031Z SEP 98	ALDIST 220/98, COMDTNOTE 1754	DOMESTIC VIOLENCE AWARENESS MONTH
R 181244Z SEP 98	PSU308	PORT SECURITY UNIT (PSU) THREE ZERO EIGHT COMMISSIONING
R 171744Z SEP 98	ALCGENL 065/98	WAIVER OF YN1 AND YN2 END OF COURSE TESTS (EOCT)
R 171742Z SEP 98	ALDIST 219/98, COMDTNOTE 11101	INTERIM CHANGE SIX TO COAST GUARD HOUSING MANUAL
R 171520Z SEP 98	ALDIST 218/98, COMDTNOTE 16000	DEEPWATER PROJECT UPDATE NO. 004 - CONTRACT AWARD!
R 171258Z SEP 98	ALCGPERSCOM 066/98	OFFICER PROMOTION AUTHORIZATION LISTING (OPAL) NO. 10-98
R 142135Z SEP 98	ALCOAST 087/98, COMDTNOTE 5230	YEAR 2000 CONTINGENCY PLANNING
P 141647Z SEP 98	ALDIST 216/98, COMDTNOTE 1000	CHANGES TO THE ENLISTED PERFORMANCE EVALUATION FORM (EPEF) PROCESS
R 101653Z SEP 98	ALDIST 215/98, COMDTNOTE 1500	REVISED FY99 POLICY FOR TRAINING REQUEST
R 091611Z SEP 98	ALCOAST 086/98, COMDTNOTE 1650	GOVT EMPLOYEES INSURANCE COMPANY (GEICO) MILITARY ACHIEVEMENT AWARD
R 042018Z SEP 98	ALDIST 211/98, COMDTNOTE 1710	COAST GUARD ELITE ATHLETE OF THE YEAR
P 041659Z SEP 98	ALCGPERSCOM 065/98	PY99 RPA CAPTAIN CONTINUATION AND RPA CAPT, CDR, LCDR, AND LT SELECTION BOARDS
R 031827Z SEP 98	ALDIST 210/98, COMDTNOTE 1020	UNIFORM REGULATIONS
P 011714Z SEP 98	ALDIST 207/98, COMDTNOTE 1650	MILITARY AWARDS PROCESS STREAMLINING
P 011454Z SEP 98	ALCOAST 085/98, COMDTNOTE 5354	NATIONAL HISPANIC HERITAGE MONTH
R 281838Z AUG 98	ALDIST 205/98, COMDTNOTE 1742	ARMED FORCES VOTING WEEK
R 261350Z AUG 98	ALDIST 204/98, COMDTNOTE 1650	AWARD POINTS FOR ACTIVE DUTY SERVICEMEMBER EXAM (SWE) MULTIPLE FOR RESERVE MEMBERS SERVING ON EXTENDED ACTIVE DUTY (EAD)
R 251541Z AUG 98	LANT825-98	COMMAND SUPPORT FOR RESERVE RECRUITING AND RETENTION
R 251229Z AUG 98	ALCOAST 083/98, COMDTNOTE 5200	STROKE-OF-THE-PEN CHANGES
R 241455Z AUG 98	ALCOAST 081/98, COMDTNOTE 16014	COAST GUARD 2020 (CG2020)
R 191739Z AUG 98	ALCGPERSCOM 062/98	OFFICER PROMOTION AUTHORIZATION LISTING (OPAL) NO. 9-98
R 191512Z AUG 98	ALCOAST 079/98, COMDTNOTE 5500	ANTITERRORISM AND FORCE PROTECTION(AT/FP) REMINDER
R 191416Z AUG 98	ALDIST 200/98, COMDTNOTE 1754	FAMILY ADVOCACY PROGRAM, COMDTINST 1750.7B, (CH-2)
R 171321Z AUG 98	MLCLANT817-98	LANTAREA SENIOR RESERVE OFFICER VACANCY
R 171213Z AUG 98	ALCOAST 078/98, COMDTNOTE 1710	FIRST ANNUAL COAST GUARD ROLLER HOCKEY TOURNAMENT
P 142000Z AUG 98	ALCOAST 077/98, COMDTNOTE 5350	DEATH OF CG FLAG OFFICER
R 141237Z AUG 98	MLCLANT814-98	VACANT CDR RPAL BILLET: HDC 205
R 131330Z AUG 98	ALDIST 194/98, COMDTNOTE 4061	FOOD SERVICE SPECIALIST STUDY
R 121854Z AUG 98	LANTK-98	MLCLANT (K) ELECTRONIC HOUSE CALL
R 121319Z AUG 98	ALCGRSV 012/98	ENLISTED RESERVE ADVANCEMENT ANNOUNCEMENT (ERAA) NO. 3-98 (see page 11)
R 111738Z AUG 98	TQCcox41-98	BOAT COXSWAIN FOR 41' UTB, COXN-41 (RS01) PMIS 500826
R 111442Z AUG 98	ALDIST 191/98, COMDTNOTE 1650	COAST GUARD FOUNDATION AWARDS
R 111208Z AUG 98	ALCGPERSCOM 060/98, COMDTNOTE 1427	PY99 INACTIVE DUTY (IDPL) RESERVE OFFICER SELECTION BOARDS FOR LCDR AND LT
R 101707Z AUG 98	ALDIST 190/98, COMDTNOTE 7220	SERIES I (INFLATION-INDEXED) SAVINGS BONDS
R 061432Z AUG 98	ALDIST 189/98, COMDTNOTE 1000	CHANGES TO THE ENLISTED PERFORMANCE EVALUATION FORM (EPEF)
R 051840Z AUG 98	ALDIST 188/98, COMDTNOTE 1020	UNIFORM REGULATIONS
R 051615Z AUG 98	TRICARE8-98	SIMPLIFYING THE TRICARE CLAIM PROCESS
R 041750Z AUG 98	ALDIST 187/98, COMDTNOTE 5351	UPDATE ON CG LEADERSHIP INITIATIVES
R 041550Z AUG 98	ALDIST 184/98, COMDTNOTE 5420	REVISED SOLICITATION FOR MEMBERSHIP, RESERVE POLICY BOARD (RPB)
R 312015Z JUL 98	MLCLANT7-98	VACANT CDR RPAL BILLET
R 311839Z JUL 98	ALCGPERSCOM 056/98	RESERVE OFFICER-TO-ENLISTED PANEL RESULTS
R 302130Z JUL 98	ALCGENL 051/98	MASTER CHIEF PETTY OFFICER OF THE COAST GUARD (MCPOCG) - SITREP ONE
R 301906Z JUL 98	ALCOAST 075/98, COMDTNOTE 5700	COAST GUARD DAY OBSERVANCE 1998
R 301220Z JUL 98	ALDIST 182/98, COMDTNOTE 5230	DEPLOYMENT OF ENTERPRISE-WIDE APPLICATIONS
R 291711Z JUL 98	ALCOAST 074/98, COMDTNOTE 5305	ANNUAL DOT AWARDS CEREMONY: REQUEST FOR NOMINATIONS
R 291712Z JUL 98	ALCGRSV 011/98	AMENDMENT TO OCT 1998 RESERVE SERVICEMEMBER EXAMINATION (SWE) COMPETITION
P 222011Z JUL 98	ALCOAST 072/98, COMDTNOTE 5728	PUBLIC AFFAIRS POLICY - ELECTION YEAR 1998
R 201840Z JUL 98	ALDIST 177/98, COMDTNOTE 1500	CLASS "A" SCHOOL POLICY CHANGE
R 201630Z JUL 98	ALDIST 176/98, COMDTNOTE 1650	CREDIT FOR GOOD CONDUCT AWARD FOR MEMBERS ON EXTENDED ACTIVE DUTY (EAD)
P 180439Z JUL 98	ALCOAST 071/98, COMDTNOTE 1401	ACTIVE DUTY RADM (L) SELECTION BOARD
R 172005Z JUL 98	ALDIST 174/98, COMDTNOTE 5354	COLLATERAL DUTY CIVIL RIGHTS OFFICER TRAINING
R 151359Z JUL 98	ALCGOFF 034/98	HUMAN RESOURCES MANAGEMENT AND PART TIME H.R. MGT. POSTGRADUATE PANELS
R 142345Z JUL 98	ALDIST 173/98, COMDTNOTE 1500	CPO ACADEMY/DOD SENIOR ENLISTED ACADEMIES
R 141108Z JUL 98	ALCOAST 070/98, COMDTNOTE 1326	COAST GUARD CHIEF PETTY OFFICERS ASSOCIATION CONVENTION



● Upcoming Events ●

OCTOBER 1998

■ **CUYAHOGA 20TH COMMEMORATION** — RTC Yorktown holds an annual wreathlaying memorial service to commemorate the Oct. 20, 1978 collision of *CGC Cuyahoga* and *M/V Santa Cruz II*. The incident took the lives of 10 Coast Guardsmen and one Indonesian Naval officer. This year's ceremony is Tuesday, Oct. 20, 11 a.m. (time subject to change) and will mark 20 years since the incident. Contact RTC Yorktown Public Affairs, 757-898-2337.

■ **NAVAL ENLISTED RESERVE ASSOCIATION CONFERENCE** — Oct. 20-24 at Western Hills Guest Ranch, Wagoner, Okla. Contact: NERA, 6703 Farragut Ave., Falls Church, VA 22042-2189. 703-534-1329 or 800-776-9020; FAX: 703-534-3617. **E-mail:** NERABOB@aol.com **Web:** www.nera.org/nera

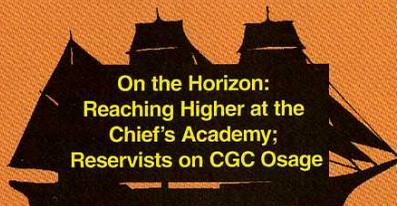
NOVEMBER 1998

■ **VETERANS DAY WREATHLAYING** — At Coast Guard monument on Coast Guard Hill, Arlington National Cemetery, Arlington, Va. Wednesday, Nov. 11, 1 p.m.

■ **SPARs 56TH BIRTHDAY** — Is Nov. 23. Tell your command so they can plan an event to mark the occasion!

DECEMBER 1998

■ **PEARL HARBOR DAY CEREMONY & WREATHLAYING** — Monday, Dec. 7, 12 noon aboard *CGC Taney*, at Pier 4 in Baltimore's Inner Harbor. Sponsored by Baltimore Maritime Museum and Living Classrooms Foundation, 802 S. Caroline St., Baltimore, MD 21231. 410-396-3453; FAX 410-752-8433.



● USCG Reunions

OCTOBER 1998

■ **CGC RAMSDEN (WDE-482)** — Late October, Myrtle Beach, S.C. After Sept. 1, contact: BMCM John Mahoney, 750 E. Charleston Court, Hernando, FL 34442. 352-527-0117. FAX: 352-527-2303.

NOVEMBER 1998

■ **ALL COAST GUARD REUNION, CG COMBAT VETERANS ASSOCIATION** — Nov. 4-8, 1998, Corpus Christi, Texas, Contact: B. Herbert, P.O. Box 544, Westfield Center, OH 44251-0544 or send e-mail to: USCGW64@aol.com

■ **NORTH CAROLINA COAST GUARD REUNION** — Second annual, Saturday, Nov., 14, 11 a.m., at American Legion, Beaufort, N.C. All members of CG family invited. Catered meal cost is \$8. Please contact CWO Gary Plough, 252-726-6901 or CDR Jim Marion, 336-883-1845. Please make reservations by Oct. 26.

■ **CGC BIBB (WPG-WHEC 31)** — Nov. 5-8, 1998, in Washington, D.C. Contact: Richard Olson, 574 Wyoming Ave., Maywood, NJ 07607-1542.

CG Mutual Assistance Updates/Opportunities

Coast Guard Mutual Assistance (CGMA) expresses its appreciation to all of the reservists who contributed to the CGMA fund during the most recent fund raising campaign. It is only through these contributions and the returns on investment that CGMA can continue to provide the record levels of financial assistance to our fellow Coast Guard members in need. During 1997, CGMA provided over \$124,000 in financial assistance to reservists.

CGMA would like to remind our Reserve members on extended Active Duty that CGMA sponsors the Federal Stafford and Parent Loan for Undergraduate Students (PLUS) loan program for post-secondary education. These loan programs are available to them, their spouses, and their dependent children. The advantages to our members who apply for these educational loans through CGMA, vice other sources, is that CGMA will reimburse the borrower's account for the three percent origination fee and directly pay the one percent loan guarantee.

Application requests for the loan program are contained in the CGMA Education Brochure for the 1999-2000 Academic Year, which will be available in October 1998 from your local CGMA Representative and Education Services Office, and CGMA Headquarters. For additional information about this program, or to request an education brochure, please visit your local CGMA Representative or Education Services Officer. If they do not have any CGMA Education Brochures available, they should call CGMA Headquarters at 1-800-881-2462 or 202-267-2557 to request some. You may also write to: Coast Guard Mutual Assistance, Commandant (G-ZMA), 2100 Second Street SW, Washington, DC 20593-0001 to request an education brochure.



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Reserve Force CMC

Changing of the Guard

WASHINGTON, D.C. — **MCPO**

George P. Ingraham was sworn in as the third Reserve Force Command Master Chief at a change of watch and retirement ceremony at Headquarters Sept. 4.

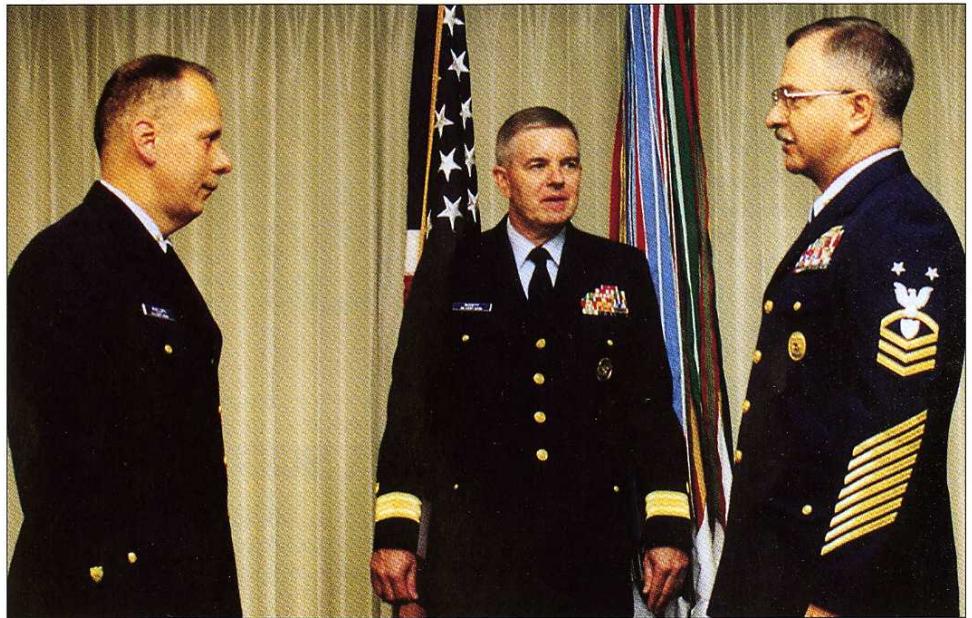
Ingraham took the reigns of the Coast Guard Reserve's top enlisted position from **MCPO William C. Phillips** who has served in that capacity since September 1994. Phillips retired from the Coast Guard Reserve after a 29-year career that began Sept. 8, 1969.

Ingraham read his orders before a standing-room only crowd at Headquarters. **ADM Thomas J. Barrett**, Director of Reserve & Training, presided over the formal change of watch and presented MCPO Phillips with the Meritorious Service Medal. Vice Commandant **VADM James C. Card** presented MCPO Phillips with his retirement certificate.

The ceremony, led by **CDR Chuck Polk**, included several special touches including presentation of an American flag flown over the U.S. Capitol on the Phillips' June 7 wedding anniversary. **MCPO David Bunch** summarized MCPO Phillips' career grade by grade as the flag was passed from E-2 to E-9 Coast Guardsmen before being presented to MCPO and Ann Phillips by MCPO Ingraham. **MCPO Dave Johnson** sketched a portrait of Phillips that was unveiled and which will remain at Headquarters. The USCG Honor Guard provided a color guard while **MCPO Rick Hamilton** of TISCOM Alexandria built and presented Phillips a shadowbox. Retired Coast Guard Reservist **LT Don Johnson** played guitar and sang *Amazing Grace* and led the audience in *The Battle Hymn of the Republic*. MCPO and Ann Phillips were piped ashore by **MCPO Jim Stone** through a cordon of sideboys comprised of E-9s from the Reserve components of the U.S. Armed Forces.

During his remarks, Phillips recounted all of the landmark events in his life most of which occurred in the month of September. "I have so much to be grateful for and I truly am blessed," said Phillips.

A reception followed the 90-minute ceremony, spearheaded and organized by



MCPO William C. Phillips, left, is relieved by MCPO George P. Ingraham, right, while ADM Tom Barrett, Director of Reserve & Training looks on during the Sept. 4 Reserve Force Command Master Chief Change of Watch.

CG Reservist **BMC Mark Allen** of Station St. Inigoes, Md. and many others from within Headquarters. Planning began late last winter.

"I felt pleased to honor MCPO Phillips, who has honored Coast Guard Reservists for so many years," said Allen. "I was also quite pleased to join such a diligent, enthusiastic team of reservists and active duty personnel who made these events such a success, especially **SCPO Mark Lewack** of HQ who really came through in the clutch."

Most of the Phillips family from Portland, Ore. attended the ceremony including his mother, **Wanita**, and two of his three daughters, **Monica** and **Julie**. **Patricia** was unable to attend. Brother **Rick** and family surprised the master chief by showing up unannounced. Two brothers, Portland, Ore. police officers and reservists **PSC John** and **BMC Dan Costello**, as well as other Portland friends also flew in from the west coast. MCPO Ingraham's wife, **Carolyn**, and her godmother, **Mrs. Jerrie Stumpf** of Jacksonville, Fla. were also in attendance.

The position of Reserve Force Command Master Chief was established in June 1991 under then Chief of Readiness and Reserve **ADM John N. Faigle**. The first Reserve Force CMC

(then Command Enlisted Advisor) was **MCPO Forrest W. Croom**, who currently resides in LaGrange, Ill. MCPO Phillips will return to his home in Portland, Ore. where he will resume his official duties as a policeman at the Portland, Ore. Police Bureau.

A formal dinner, attended by approximately 90 people, honored MCPO Bill and Ann Phillips was held at Fort Myer's Non-Commissioned Officers Club the evening of Sept. 3. Following dinner MCPO Phillips was presented with plaques, momentos and much "good-natured humor," including a Portland police jacket by the Costello brothers to "prepare" him for life back on the police beat.

Meanwhile, MCPO Ingraham was presented with a lighter with **CGC Gresham** inscribed on it which came via former shipmate **Bruce Taylor**. MCPO Ingraham, who served on *Gresham* in the 1960s, brings a wealth of experience to the position including 32 years in the Coast Guard Reserve and 33 years with the San Jose, Calif. Police Department.

"I am looking forward to the opportunity to serve my fellow men and women of the Coast Guard Reserve," said Ingraham. "It is a once in a lifetime opportunity." •

Photo by PA2 Chris Rose, USCG

On Deck

By MCPO William C. Phillips

Reserve Force Command Master Chief



Questions or comments? Write or call:

COMMANDANT (G-WT CMC), USCG, 2100 2ND ST SW, WASHINGTON DC 20593 -0001

Phone: (202) 267-6844 Fax: (202) 267-4243 E-mail: gingraham@comdt.uscg.mil

This is the last time I will be sharing with you my comings and goings in this column, "On Deck." It has been an honor and privilege to serve as your Reserve Force Command Master Chief since September 1994.

Over the last couple of months prior to the Change of Watch & Retirement Ceremony Sept. 4 (see opposite page), I visited several integrated Coast Guard units. At Station Golden Gate, in San Francisco, Calif., I was given a very warm reception by Commanding Officer **CWO Gary E. Walker** and their integrated crew. Thanks for the welcome and also for demonstrating the excellent training program you have for your crew. I personally was involved in the line handling and towing drill.

At Group Eastern Shore, in Chincoteague, Va. Group Commanding Officer **LCDR Todd K. Watanabe**, Executive Officer **LT Ramon E. Ortiz** and Command Master Chief **CPO Gary Nestle** rolled out the red carpet. Thank you for all your help with my visit. Thanks also to **MCPO Louis Fisher**, Officer in Charge at Station Ocean City, Md. They have a great *Team Coast Guard* attitude at their station as well. During my visits, I asked the crews

how many of them had access to the Internet and found the number to be about 20 percent. Those of you who do have Internet ability are well aware of the great wealth of information you have access to. Please share some of this information with your shipmates or better yet, help them get set up so they, too, can access the Internet (Coast Guard Reserve web site is www.uscg.mil/reserve).

In addition to unit visits, **RADM Tom Barrett**, the Director of Reserve and Training and I attended the Chief Petty Officer Academy, Reserve Class VI graduation July 30 at TRACEN Petaluma, Calif. The 27 chiefs who graduated exemplify one of the real strengths of the Reserve. For example, within that class, many had earned bachelors and associates degrees, and several had master's degrees. And I know this is only the tip of the iceberg when it comes to education and skills within our Reserve community. Just by reading some of the citizen-sailor stories in this issue, I know we have a lot of talent out there. In the future, I sincerely hope that the Coast Guard will harness all the skills, knowledge and experience that Reserve members have in their civilian lives. Please let your command know of your diverse talents and skills. I hope by sharing that information, your command will, in turn, ask, "What can the Reserve members do for our Coast Guard and our nation?"

As I depart Washington, D.C. for my home in Portland, Ore. and join the ranks of the Reserve retirees, I do so with a lasting impression of the "always ready" and excellent people we have juggling those three glass balls that cannot be dropped: 1. Family 2. Employment 3. Coast Guard.

Thank you for all your support these last four years. **MCPO George Ingraham**, and his wife, **Carolyn**, will serve you well. Good luck to them and farewell to you, my Coast Guard friends.



All in the "Phillips" family



Most of MCPO William Phillips' family from Portland, Ore. was present for the Reserve Force Command Master Chief Change of Watch & Retirement Ceremony held Sept. 4 at

CGHQ. Left to right are: brother Rick, sister-in-law Kathy, nephew Dennis, daughter Julie, wife Ann, MCPO Phillips, daughter Monica and mother Wanita.

Photo by PA2 Chris Rose, USCG

Mission Accomplished!

Escorted by the Coast Guard on the first and final leg of his journey, a 34-year-old Byron Center, Mich. man became the first person to swim across Lake Michigan. Jim Dreyer came ashore around 1 p.m. on Aug. 3 at Big Sable Point Lighthouse in Ludington, Mich. State Park.

Dreyer's journey began near Rawley Point Lighthouse in Point Beach State Forest, Wis. He departed at 7 p.m. Aug. 1 with a Coast Guard Station Two Rivers, Wis. small boat providing an escort. Due to winds, waves and currents, the unprecedented feat took him longer and further than the projected 25 hours and 43 miles. He ended up swimming 41 hours covering approximately 60 miles.

A chartered support boat, the *Debra Jean*, escorted Dreyer, supplying him with liquid nutrition breaks two to three times per hour. Dreyer, who never touched the boat, was welcomed by hundreds of cheering people, five camera crews and other journalists. CNN, started by former Coast Guardsman Ted Turner, gave the historic event national coverage.

"It's a tremendous thrill to conquer this inland ocean we call Lake Michigan, and doing it for the finest organization, Big Brothers/Big Sisters," said Dreyer whose historic swim served as a fundraiser. When called a hero, Dreyer responded, "The real heroes are the Big Brother/Big Sister volunteers who make life better for so many."

Coast Guard Reservist BMC Todd Reed was aboard the Station Ludington, Mich. 44-footer that escorted Dreyer the last several miles. "We tried to stay quite a distance from Dreyer because we didn't want the boat's fumes or wake to effect him," said Reed. "We're glad the Coast Guard was able to help make his swim a safe one. It was an amazing accomplishment."

—Story by PAC Edward J. Kruska, USCGR

Photo by Andy Klevorn,
Ludington, Mich. Daily News

Commanding Officer (mas)
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