U.S. Department of Transportation
United States Coast Guard

Commandant
United States Coast Guard

2100 Second St., S.W.
Washington, DC 20593-0001
Staff Symbol: G-OCX
Phone: (202) 267-1001

COMDTNOTE 16794
FEB 12 2002

COMMANDANT NOTICE 16794 CANCELLED: FEB 11 2003

Subj: AUXILIARY OPERATIONS WORKSHOP 2002

Ref: (a) Auxiliary Operations Policy Manual, COMDTINST M16798.3 (series)

1. PURPOSE. This Notice promulgates the Auxiliary Operations Workshop for use in calendar year 2002.

2. ACTION. Area and district commanders, commanders of maintenance and logistics commands, and commanding officers of headquarters units shall ensure that the units and Auxiliarists under their command adhere to the provisions of this Notice. Coast Guard Auxiliarists who participate in Auxiliary Operations shall be aware of the contents of this Notice and conform with its provisions. Internet release authorized.

3. DIRECTIVES AFFECTED. None.

4. DISCUSSION.

   a. Enclosure (1) contains discussion topics pertinent to the Operations and Marine Safety programs. This workshop discusses readiness, risk assessment, safety and harbor patrols.

   b. Workshop attendance is mandatory for Auxiliary members participating in surface operations and the marine safety program as a key part of the Auxiliary's Operation Patriot Readiness, which focuses on initiatives to move the Auxiliary to a higher state of readiness. This workshop will help provide Coast Guard commands with an even more capable volunteer Auxiliary force to help support appropriate Coast Guard operational

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missions. Auxiliarists required to attend this workshop must do so prior to 01 June 2002 in order to be authorized to participate in their respective program. Members not attending a workshop prior to the cut-off date will not be eligible to receive orders and will not receive credit for any mission during their "uncertified" period. Coxswains are responsible to verify/certify that all members of their crew have attended this workshop.

c. The 2002 Operations Workshop is available on line at the Auxiliary web page (www.cgaux.org) and in printed format through the Auxiliary National Supply Senter (ANSC). The workshop should normally take about 2 hours to conduct and could be provided on multiple occasions to facilitate maximum availability. Copies of the workshop should be provided to all elected officers in the Auxiliary. Each Flotilla Commander, Vice Flotilla Commander and Flotilla Operations Officer will receive a copy of the workshop. The Harbor Patrol guide, as part of the workshop, should be mailed to every member in the boat crew program in addition to all elected officers.

d. The Operations Workshop is reported as category 03 on the Workshop Attendance Report, ANSC 7039. Reporting is mandatory to allow proper record keeping.

5. FORMS AVAILABILITY. ANSC 7039 may be ordered from the Auxiliary National Supply Center or downloaded from the Auxiliary web page (www.cgaux.org)

Encl: (1) 2002 Operations Workshop

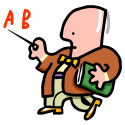
2002 Operations Workshop

Welcome to the 2002 Operations Workshop! Our focus and the tempo of our operations have changed with the events of September 11, 2001, and we will concentrate our efforts on providing a well-trained, multi-mission Auxiliary force that can augment the Coast Guard's efforts! The 2002 Operations Workshop will help you to sort out the changes, highlight the relevant information, and become prepared for a successful operations season. This year's theme is **SAFETY** in all of our operational missions.

The format of this year's workshop is interactive! Creating a dialog with other members expands the learning for everyone. So, as the facilitator of the workshop, you'll be expected to ask questions, encourage participation and involve everyone! We will learn from the experiences, thoughts and reflections of all of our members!

Each section of this document will have specific instructions for you – the facilitator – so that you can successfully train this material. Please try to follow these instructions so that you and the participants can maximize the learning!

Section 1: Maintaining Readiness



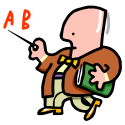
Note to the Instructor: The Coast Guard is depending on the Auxiliary to support and augment its many missions. With reserve units deployed, the Auxiliary must shoulder a bigger load in helping the Coast Guard with its homeland security missions as well as our traditional on-water missions. That could mean increased search and rescue work, B-0 patrols, harbor patrols, etc.

Instructions	What to Say to the Participants
Say or read to the participants	The Coast Guard motto "Semper Paratus" means "Always Ready". There are many Auxiliarists that take this motto to heart. And, the Coast Guard needs us to be ready, now more than ever. In fact, the Auxiliary's state of readiness is an important component of the Coast Guard's strategic plan to contribute to homeland security. And, we must not forget - our operational readiness also means that we must continue to execute our established traditional missions – safety patrols, aids-to-navigation, etc.
Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!	**How would you define Auxiliary readiness?** ***Anticipated responses:*** ❑ *Having a boat available* ❑ *Being at the local CG unit* ❑ *Being ready for call-out*

Instructions	What to Say to the Participants
Say or read to the participants	Thank you for your responses. Readiness is all of those things. For the purposes of today's discussion, we will talk about readiness in terms of three components – vessels, personnel and availability. **Vessels** Maintaining a ready boat requires some planning. Consider the following issues in maintaining boat readiness. ➢ Be sure your vessel is fueled at all times. When a call-out occurs, there is usually not time to stop at a fuel dock. ➢ Keep up on preventative maintenance. Check your filters and hoses regularly. Ensure that your electronics are working properly. When the Coast Guard needs you, they are relying on you to be fully operational. ➢ Keep your boat provisioned adequately. There may be a mission that will require extended availability. Have food, snacks and drinks in full supply. ➢ Check your SAR equipment to ensure that it is in good repair. Lines, bridles, first aid equipment, etc. should be periodically checked and replaced when showing signs of wear and tear.
Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!	**What other things can you think of to ensure vessel readiness?** ***Anticipated responses:*** ❑ *Responses will be unique. Be sure to repeat the idea concisely and thank the participant.* ❑ *If there is another participant with an idea, ask him/her to share it.*
Say or read to the participants	Those are good ideas! Now, let's look at personnel readiness. **Personnel** Trained personnel are the foundation of readiness. Here are some things to keep in mind! ➢ Double-check your crew's certification currency. Be sure each person has their hours requirement and completed their currency tasks. ➢ Maintain an aggressive training schedule. This is the time to step up our training, not to let it lapse. ➢ Inspect your cold weather and foul weather gear. Be sure it is in good repair, and that you have enough for your crew (Mustangs, anti-exposure suits, etc.) ➢ Be sure you have readily available back-up crew. There will often be situations in which a crewmember will be unavailable to deploy. Don't get left at the dock for a lack of crew! ➢ Keep up your boat crew training for new members. If we are to sustain our support to the Coast Guard, we will need fresh, new crew to help out.

Instructions	What to Say to the Participants
Ask the participants the following question. Be sure to listen closely to the responses. Remember, all responses to your question have value!	**How else could you maintain maximum personnel readiness?** ***Anticipated responses:*** ❑ *Responses will be unique. Be sure to repeat the idea concisely and thank the participant.* ❑ *If there is another participant with an idea, ask him/her to share it.*
Say or read to the participants	Thank you! The third piece of readiness is availability. **Availability** Can your local Coast Guard unit reach you if they need help? Be sure the following items are up-to-date. ➢ Check your flotilla call-out list for accuracy. Have phone numbers changed? Addresses? Response times? ➢ Create a phone-calling tree so you can contact folks quickly. ➢ Conduct an inventory of your flotilla members' special skills – EMT, plumber, computer skills, cooks, watchstanding, even childcare! A Coast Guard unit whose resources are stretched thin values all of these skills. ➢ If you are employed, give your employer a "heads up" about your activities. If there should be a call-out, you'll save time in explaining why you need to leave! Remember, if the Coast Guard initiates a call-out, you must request permission from your employer to leave work. You are not under a military obligation to deploy as the reserves are, so you do not share the same rights to employment that they do. Maintaining readiness requires the Auxiliary to think and plan ahead in order to support the Coast Guard. Following a few, simple guidelines will help you be "Always Ready". Next, we will be talking about communication.

Section 2: Communication in Troubled Times

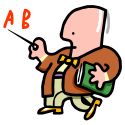


Note to the Instructor: Auxiliarists will have to walk a fine line when it comes to communication – between what is effective and what is too much! This section will attempt to address both sides of the equation – how to improve the professionalism of our communication technique, and what is appropriate to say and when!

Instructions	What to Say to the Participants
Say or read to the participants	Our partnership and relationship with the Coast Guard has changed since September 11, 2001, demanding a higher degree of professionalism from us than ever before. This is especially true with regard to our communication, in what we say, and in what we don't say! First, let's review some basics of proper radio procedure. With the operations tempo increased, we are communicating more frequently with the Coast Guard and other government agencies like ATF, Customs, the FBI and state and local law enforcement. This is not the time for "chit-chat" radio talk! Some things you can do to increase your radio procedure professionalism include: ➢ Remember, "Less is best"! Short, succinct "sound bites" work well in this situation. ➢ Brush up on your prowords. There is often one proword that will suffice for several other words. Use terms like "affirmative", "wilco" and "say again" to give a professional impact. ➢ Review how to give a short count and a long count. They are different! ➢ Think before you speak! Know what you want to communicate, and think about the most succinct way to say it before you speak. ➢ Keep a charged cell phone with you at all times. There may be occasions when information is too complicated to be passed efficiently over the radio, or may be too sensitive. Use discretion!
Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!	**How else do you think Auxiliarists can increase the professionalism of their radio communication?** ***Anticipated responses:*** ❑ *Responses will be unique. Be sure to repeat the idea concisely and thank the participant.* ❑ *If there is another participant with an idea, ask him/her to share it.*
Say or read to the participants	Next, I'd like to talk with you about what to say, and when. You may think I'm being dramatic, but keeping our national security "top of mind" is everyone's responsibility! Be aware of what you say – the walls have ears!

Instructions	What to Say to the Participants
Ask the participants the following question. Be sure to listen closely to the responses. Remember, all responses to your question have value!	**Let's see how aware you are of what should and should not be said by an Auxiliarist.** (Read this statement to the participants) *At a recent flotilla meeting, the FC made the following three remarks. Which one(s) should **not** have been made?* ➢ "The Officer of the Day at the Station is wearing a weapon these days." ➢ "The Marine Safety Office is requesting more harbor patrols from us." ➢ "The USCGC Ida Lewis is being deployed to New York Harbor."
Say or read to the participants	Thank you for your responses! **The first and last statements should not have been disclosed!** Information on Station, Group, MSO, or cutter operations should not be shared! Even to the flotilla! Everyone you tell could potentially tell others - in a crowded elevator, on a bus or train or in a coffee shop! You don't know who is listening! The terrorists that walk among us will not be easily recognized. **We must err on the side of caution and discretion.** Having "inside information" may help us to feel important, and a valuable member of the team, but with that comes a responsibility. The Coast Guard trusts us, and we must not destroy that trust by "spilling the beans**".** **Consider everything you hear to be confidential!** Remember the adage from World War II, "Loose lips sink ships!" Our next discussion topic will be harbor patrols.

Section 3: Harbor Patrols - The Auxiliary Challenge of 2001 and Beyond



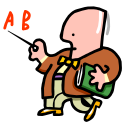
Note to the Instructor: Harbor patrols conducted by Auxiliarists are becoming more important as the Coast Guard's role in port security increases. Becoming aware of the status of the commercial, fishing and recreational boating traffic in a harbor provides an additional set of "eyes and ears" for the Coast Guard as resources continue to be stretched.

Instructions	What to Say to the Participants
Say or read to the participants	The pace of USCG Auxiliary Operations has increased dramatically; our vital mission is to keep our waterways safe. Many Auxiliarists have heard the call and responded by participating in Harbor Patrols (HARPATS). We are the eyes and ears of the Coast Guard in our vessels, mobile radio facilities and aircraft. We do surveillance, make observations and provide reports to the Captain of the Port. Our goal is to detect marine hazards, identify security concerns and monitor vessels and the waterfront. Perhaps as importantly, we project the Coast Guard presence.
Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!	**Since we are the eyes and ears of the Coast Guard, what sorts of things should you look for on a harbor patrol?** ***Anticipated responses:*** ❑ *Pollution* ❑ *Hazards to navigation* ❑ *Suspicious activity* ❑ *Unsafe vessel operations*
Say or read to the participants	Those are great responses! Let's take a "virtual tour" of a port and uncover some additional observation points. Remember, your mission is surveillance, monitoring and recording. As you make observations, record them on a report form for the MSO. Don't take any action to intervene without CG authorization. *Note: MSO's may require special training for crews and additional activities based on local needs and conditions.* **Vessels**: Vessels involved in commerce are of particular concern in a harbor patrol. This includes cargo ships, passenger ships, tank vessels, commercial fishing vessels and barges. Record the name, number and position of each vessel. Note the load line position. Observe the decks for crew activity. Lack of crew activity should prompt the Auxiliary crew to check the vessel carefully. Pollution, flooding, fires and other possible mishaps can be missed when a vessel is not fully manned. Check to see if the vessel is involved in cargo operations, especially liquid bulk cargo. There should be a BRAVO flag or red light indicating the transfer. Do you observe any welding or cutting on a vessel? This should be noted on your report. **Aids to Navigation:** Safe passage of vessel traffic depends on the Aids to Navigation system. Observe each aid as you patrol. Is it on station and displaying the proper characteristics? Look carefully at bridges and fixed structures. Are they lit properly? Do you see any suspicious activity?

Instructions	What to Say to the Participants
Say or read to the participants	**Hazards**: Hazards to navigation come in all sizes and shapes. They can be natural (trees, logs, etc.) or man made (docks, barrels, etc.). Report HAZNAV to the controlling station. DO NOT HANDLE FLOATING BARRELS; it is considered hazardous material until evaluated. Look for unsafe vessel operations or infractions of the Rules of the Road. Notify the CG immediately for any unsafe condition. **Safety/Security Zones**: If there are safety or security zones established, the Auxiliary crew may be tasked with advising or escorting vessels as directed by the CG. **Pollution**: Part of the job during a harbor patrol is to protect our ports and the environment from pollution and hazardous materials. We need to keep a sharp lookout for anything that signals a potential pollution problem. You can look for: ⊘ oil in the water, booms or clean-up equipment ⊘ calmer areas on the water (oil on the water reduces wave action) ⊘ unusual water fowl activity which might indicate foreign substance/fish kills in the water ⊘ a wrecked or beached vessel ⊘ dark streaks on the side of a vessel that may indicate a recent spill over the side ⊘ unusual activity on the deck of a vessel, on a pier or on a beach that may indicate a spill ⊘ a vessel listing deeper than the load line ⊘ vapor clouds or smoke (or a strange or unusual odor) ⊘ overboard discharge from a vessel or discoloration in the water ⊘ unblanked hoses or manifold on a water front facility pier ⊘ runoff from storm sewers, banks and shorelines after rainfall
Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!	**What do you do if you find something suspicious?** ***Anticipated responses***: ❑ *Call the Coast Guard* ❑ *Try and quantify the spill* ❑ *Try to determine the origin of the spill*

Instructions	What to Say to the Participants
Say or read to the participants	When a boat crew happens along a spill or possible pollution incident, the Coast Guard Activity/MSO will need to know some facts to assist in their investigation. Try to determine some of the following information: ➢ Location of the incident ➢ Body of water affected or threatened ➢ Material spilled, if known ➢ Estimate of quantity spilled ➢ Size of slick or sheen ➢ Source of the discharge ➢ Actions being taken on scene, if any Notify the ***controlling station or group***, who will then notify the Activity/MSO or other parties. The boat crew should keep a safe distance from the spill. Avoid running through a slick or sheen with the vessel. Noxious (and potential toxic) odors can be associated with a spill as well, so stay *upwind* of any suspicious area. There are many additional factors that can contribute to the risk inherent in a pollution or HAZMAT situation. As the coxswain of the boat crew, you are always doing risk management to eliminate unnecessary risk to your crew. *In this case, it means that you must evaluate the risks, minimize the hazards and determine if you can safely complete a mission involving the discharge of oil or a hazardous substance.* Keep in mind; if you do not feel that you can safely complete the mission, you should express your concerns to the controlling station or group. That concludes our brief tour of the port. The CG Marine Safety Offices of this country have a big job to do and the Auxiliary can amplify their efforts! Your contributions are vital to assure our nation's safe and secure ports and waters.

Section 4: Things that Go Bump in the Night



Note to the Instructor: As the Auxiliary steps up its support of the Coast Guard, we will be called upon more frequently to participate in night operations. Operating at night carries more risk than when operating during the day. This section outlines some of the risk factors in night operations and how to mitigate them.

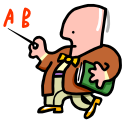
Instructions	What to Say to the Participants
Say or read to the participants	Things that go bump in the night.... this is the coxswain's worst nightmare. Operation Noble Eagle has created many opportunities for crews to do harbor patrols at night, a change from the traditional safety patrols done during the day. This opportunity brings new challenges as well, including "things that go bump in the night". We need to make sure that we, as individuals and crews are 100% ready on a 24-hour basis. But night operations differ from daylight patrols in some fundamental ways.
Ask the participants the following question. Be sure to listen closely to the responses. Remember, all responses to your question have value!	**What are some of the challenges of night operations?** ***Anticipated responses:*** ❑ *Fatigue* ❑ *Poor communications* ❑ *Decrease vision* ❑ *Background lights* ❑ *Concentrating on the mission*
Say or read to the participants	Thank you for your responses. Lets talk about 2 of the most frequently cited problems, our level of alertness and vision changes during night operations. **Level of Alertness** How the body behaves is predictable and knowing this can help us to prevent mishaps. Our body is oriented to be up during the day when we are awake and the body's "internal clock" is set by sunlight. This clock regulates the biologic and behavioral rhythms (circadian rhythms). These rhythms give us predictable patterns of hormone secretion, alertness, performance and core body temperature. Sleep and the biological rhythm help us sustain our 16 hours of alertness that we call our "waking day" and allow us to be productive. However, when we participate in night operations, our biologic clock is preparing for rest and our level of alertness falls. This effect is most pronounced between about 9 pm to 7 am.
Ask the participants the following question. Be sure to listen closely to the responses. Remember, all responses to your question have value!	**In addition the biologic factors, other stressors can affect our individual level of alertness. What are some of the personal factors that may affect a crew person's performance?** ***Anticipated responses:*** ❑ Personal problems at work or home ❑ Taking on too much ❑ Failure to schedule rest between "daily life" and operational responsibility

Instructions	What to Say to the Participants
Say or read to the participants	Thank you. The coxswain needs to insure that the crew is ready. Take a "readiness inventory" of your crewmembers. Ask each about such items like: • What is a crewmember's cumulative sleep loss over the past few days? • Does a crewmember have the flu or other medical conditions that might impair performance? • Has the crewmember ingested any substance that might impact on performance like caffeine, alcohol, over the counter cough and cold preparations? Beware of environmental factors as well. Wind, waves, white noise from the engine, eye strain will take a toll on the very best crew who is underway for prolonged periods, but the effects may be more pronounced at night. Why is it important to maintain a "mission ready" level of alertness? When our senses are dulled, any stimulus, like an oddly behaving vessel, must be bigger or badder for us to recognize it for the threat that it is. We simply need a bigger stimulus to "get our attention" when we are fatigued.
Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!	**The key to maintaining alertness is to fight fatigue. What are some of the ways a crew can fight fatigue?** ***Anticipated responses:*** ❑ *Get a good night sleep* ❑ *Avoid alcohol* ❑ *Rotate tasks among crew members* ❑ *Drink coffee.*
Say or read to the participants	Here are some suggestions for maintaining an alert and "mission ready" crew on night operations. ➢ Exercise regularly. ➢ Eat a well balanced diet and stay hydrated. ➢ If coffee or caffeine is needed to increase alertness, drink a cup just before or during the mission. Heavy use of caffeine will lead to tolerance. ➢ Remember that caffeine is a diuretic, so avoid becoming dehydrated. ➢ Coordinate critical operations with your most rested people. ➢ Schedule rest breaks to provide relief for long periods of work or environmental stressors. Decreased levels of alertness will affect how we *perceive* a target, but is our night vision that affects if we will actually ***see*** the target. And in the post September 11th era, we need to see all of the potential targets on a harbor patrol! Let's talk about what makes or breaks night vision.

Instructions	What to Say to the Participants
Say or read to the participants	**How do we see at night?** The eye is a remarkable structure, and it operates like a camera. The front of the eye acts as the camera lens and allows light in as the pupil dilates and constricts. The back of the eye (retina) is like the film. As light strikes receptors located at the back of the eye, a chemical transmitter sends a signal to the brain and we "see" the target. The receptors that are centrally located allow us to see in bright conditions. We see vivid color and sharp detail. The receptors located in the outer aspects allow us to see at night and in low light conditions. These receptors distinguish shades of black and white and have poor resolution, but they are very sensitive to light. A light signal is converted to an electrical signal for the brain via a chemical reaction in these receptors. In the receptors used for night vision, the chemical takes 30-45 minutes to regenerate after exposure to bright light. This is the time it takes to achieve "dark adaptation". We need dark adaptation to allow us to discriminate shapes and shades of gray in low-level light conditions. If the eye has adapted to darkness and is then exposed to bright light (spotlight, reading light, flashlight, etc.), you will be "blinded". It will take another half hour to once again have reasonable discrimination of shadows in darkness.
Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!	**What can you do to maintain dark adaptation of vision in low-level light conditions?** ***Anticipated responses***: ❑ *Avoid direct or bright light sources* ❑ *Use a "red light" for reading charts (the chemical does not rapidly degrade in the red light spectrum)*

Instructions	What to Say to the Participants
Say or read to the participants	Great! Here are some additional points to keep in mind when operating at night. ➢ Scan the area: The central area of the visual field does not participate in night vision and creates a blind spot. Therefore, your best vision in darkness is 15-20° above, below or on the side of an object. ➢ Optimize your vision: Visual acuity in darkness is reduced, even if you have 20-20 vision! If you wear corrective lenses, making sure that your prescription is good brings you to normal acuity. Don't want to have 2 strikes against good vision! ➢ Avoid tobacco: It is unclear if tobacco affects the vision directly, but the smoke sure does! It can contribute to dry eyes and lay a film on the windshield or on glasses. This film can distort images and it is tougher to see! ➢ Avoid bright lights and use red light when possible. If you are going to be exposed to bright light, cover one eye so that you still have vision in the other eye! There are many reasons why night operations are challenging. However, these are a few things that you can do to help insure a safe and successful mission, fulfilling our commitment to the Coast Guard and the American public.

Section 5: Team Coordination Training – An OWT Case Study

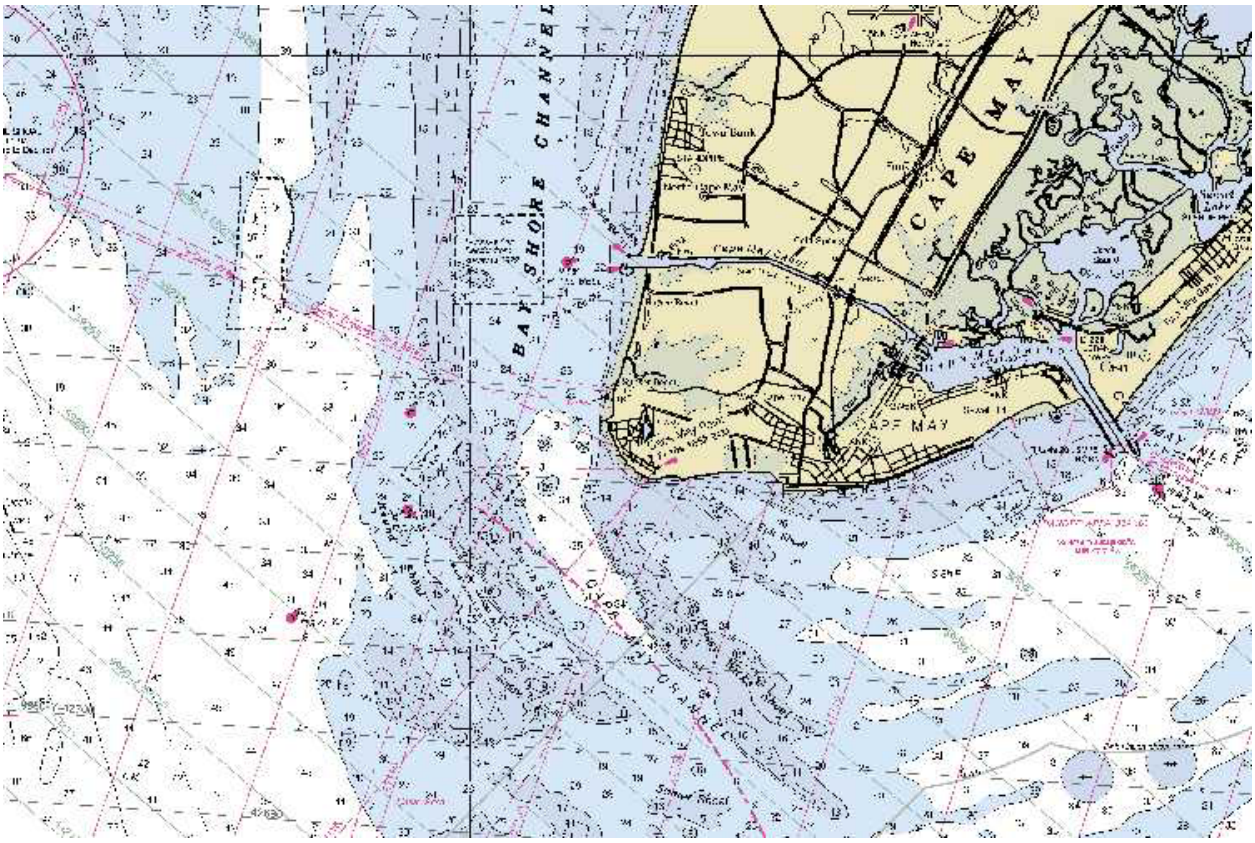


Note to the Instructor: On the next page is an interactive case study about an Auxiliary OWT mission. This case is an opportunity for the workshop to integrate operational experience, TCT (Team Coordination Training) and the safety information presented in this workshop and talk about the dynamic issues affecting operational risk management in the OWT program. Because this case simulates "real life" (as closely as possible in a classroom situation), it presents a unique opportunity to express opinion and get feedback in a "laboratory" type environment.

Be sure to follow the instructions closely to get the best results!

Instructions	What to Say to the Participants
Say or read to the participants	The local flotilla has decided to participate in OWT Training for students in the Public Education courses. Two-flotilla boat crews have recently been certified to participate in the program. This evening, one of the crews is getting underway for the first time with a group of students. *Time*: 1830 on a mid summer evening *Location*: Near Cape May, New Jersey *Facility*: a 28-foot Grady White with a cabin *Crew*: a coxswain with 4 years experience in the Boat Crew Program and 2 crewmen. The instructor is an experienced classroom lecturer and is boat crew qualified. *Weather*: Partly cloudy, air temperature 86 degrees F, water temperature 69 degrees F, seas 1-2 foot in the bay, winds 10 kts. from the north and steady with gusts to 15 kts. Thunderstorms are predicted for later in the evening. This evening, four students are participating. All are adults and report good health. A brief is held. The instructor reviews the itinerary and the coxswain does a safety brief. The brief is rushed, however, feeling the need to get underway as soon as possible. One couple pleads with the coxswain to go to the ocean instead of the bay as they have been "dying for this opportunity". The coxswain agrees to this request. All students are outfitted with PFD's, and the mission continues. The coxswain and instructor feel that about 3 hours will be needed to complete the mission.
Ask the participants the following question. Be sure to listen closely to the responses. Remember, all responses to your question have value!	**What areas of potential risk might have been minimized in this case?** ***Anticipated responses:*** ❑ *Consider canceling because of threatening weather* ❑ *Consider using the sheltered waters for the training* ❑ *Avoid rushing through the safety brief, allow more time or modify the lesson plan* ❑ *Check the weather forecast on the ocean side before agreeing to an emotional request to alter the plan* **How do you determine what is acceptable risk?** ***Anticipated responses:*** ❑ *Training missions should always carry a "low risk". However, low risk does not mean "no risk". A "low risk" mission is one that is well within the mission capability of the facility and the crew and risk controls are in place as needed. Coxswains and crews should minimize risk to the greatest extent possible, then evaluate the "go/no go" decision. If the risks still outweigh the potential benefit, the crew should decline the mission. This TCT skill is* ***mission analysis****.*

Chart of the Mission Area



Instructions	What to Say to the Participants
Say or read to the participants	The group gets underway after some of the lesson plan is completed dockside. The weather conditions have deteriorated somewhat, with more sea and wind than predicted for the bay. The boating traffic is moderate, with many pleasure craft heading in for the day. The operational facility is brought to a slow speed and the instructor picks up with the lesson plan. One of the four class members has spent the ride near the helm station. He has told the coxswain that he is interested in becoming an Auxiliarist, and has had many questions about the training programs, benefits, different missions and the like. The coxswain and a crewman who frequently crews on this boat are telling the student about some of the missions that they have undertaken. The stories are peppered with acts of bravery and accomplished seamanship. The instructor observes that this particular student is not with the rest of the group.

Instructions	What to Say to the Participants
Ask the participants the following question. Be sure to listen closely to the responses. Remember, all responses to your question have value!	**What are some of the potential problems associated with this behavior?** ***Anticipated responses:*** ❑ *The student does not receive the instruction.* ❑ *The coxswain and crew have a responsibility to the safe performance of the mission. They are potentially distracted from this when telling "war stories". During an OWT mission, the coxswain should remain focused on safety and operation of the facility, as other members of the crew may be engaged in student activities. The entire crew, including the instructor, must realize that the distraction of students on board will make the maintenance of* ***situational awareness*** *more difficult.* ❑ *All students should be treated equally.* ❑ *The instructor does not have control of the instructional situation/demonstration.* ❑ *The coxswain should realize that he places the instructor in a difficult situation because he is in command of the vessel.* ❑ *Although the OWT program presents a terrific "marketing" opportunity for the Auxiliary, it is not the primary mission. Recruiting should be done at a later time, i.e. during the mission debrief.* ❑ *The ability of the coxswain to be drawn into war stories may be suggestive of a* ***hazardous thought process****. If the coxswain feels the need to impress the students with his skills (i.e. macho type), this may lead to poor decisions.*
Say or read to the participants	Although the weather is getting a bit rough, the training mission continues successfully. The instructor is starting to discuss meeting, crossing and overtaking situations. It occurs to her that during the OWT practice underway session, two boats had worked together and had simulated this situation for each other. Tonight, this facility is alone.
Ask the participants the following question. Be sure to listen closely to the responses. Remember, all responses to your question have value!	**What options are available to the instructor?** ***Anticipated responses:*** ❑ *Ask the coxswain to simulate using a buoy, fender or other object.* ❑ *After explaining the principles, ask the students to determine the correct course of action using the relative position of other boats in the area.* ❑ *Delete this section of the lesson plan and move to a different subject.*

Instructions	What to Say to the Participants
Say or read to the participants	**Communication** and coordination between the instructor and the boat crew is critical to successful missions. Although this OWT team has a blueprint for the lesson, the plan for each session must be individualized. The crew should do some "contingency" or "what if" planning as well, so that each member of the team is prepared for changes in the plan (i.e. shortened time frame, weather conditions, engine casualty, etc.). This creates a **"shared mental model"**, where every member of the team knows their job, but also knows what is expected of each other and can step into another role if needed. This allows for flexibility in training and coordination of effort in an emergency. One of the crewmembers looks up from a simulation of weighing the anchor and notices the storm front now approaching. He alerts the coxswain, who has been concentrating on providing as smooth a ride as possible for the training platform. This has not been easy with the wind and seas. The coxswain decides that the training session will be cut short and he will make best possible speed to the harbor. He advises all personnel that the ride will be rough. The crew has been asked to ready the deck for mooring and they begin to get the lines and secure non-essential items. The instructor is commenting to a couple of students about the impact of the weather, listening to the weather channel, and the importance of remaining alert to changes in the weather. One student has brought a camera and is captivated by the power of the impeding storm front. She moves to the side of the boat to take some pictures. While focusing the camera, the facility comes over the top of a large wave and sinks into the trough, causing the student to loose her footing. She tumbles overboard. An astute crewman sounds the "Man Overboard" alarm, and the vessel changes course for the pickup. The woman is retrieved without further incident. The student is wet and cold, but otherwise unharmed. The coxswain returns the facility to the dock. A debrief is held with the students.
Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!	**What were some of the critical lapses in judgment that led to this mishap?** ***Anticipated responses:*** ❒ *The **risk analysis** to use the ocean for training (instead of the bay or sheltered waters) was faulty, especially when environmental conditions were not fully appreciated by the coxswain and were less conducive to a safe mission.* ❒ *Failure to maintain **situational awareness** by the crew. In fact, most had developed tunnel vision, concentrating on the students' needs and failing to be vigilant about operational needs, like the storm front.* ❒ *There is a lack of **leadership** and **communication** to give clear directions. Although many mariners know the implications of "rough ride", our students may not know the extent of the hazard. The coxswain could have been more direct with the instructions (i.e. "everyone hold on") or asked the students to remain in the cabin.*

Instructions	What to Say to the Participants
Ask the participants the following question. Be sure to listen closely to the responses. Remember, all responses to your question have value!	❑ *Although it was resourceful of the instructor to use this turn of events into a lesson for the group, all students should be involved. The students should be expected to focus on the instructor and not be given latitude on the operational facility. This again points to a lack of **leadership**.* ❑ *The coxswain did not take into account the effects of more severe conditions on the endurance of the crew or the students. Constant pounding of the seas, problems with vision at sunset and the effect of performing a mission such as this late in the day (perhaps the participants had worked all day) can contribute to **fatigue** and **stress**. This will have an effect to diminish mental and physical performance from baseline levels.* **What are some of the actions that the coxswain should take in an incident involving students?** ***Anticipated responses:*** ❒ *Inform the station (will be done during the Man Overboard).* ❒ *Provide first aid on scene and arrange for medical evaluation (EMS) if needed.* ❒ *Ask the station OOD or order issuing authority for direction. It is likely that statements will be taken from all of the crewmembers and a mishap report must be sent.* ❒ *Inform the Flotilla Commander/FSO Operations for review through the chain of command.* ❒ *Conduct a debriefing session with the crew and develop plans as needed to avoid future situations.*

Thank you for facilitating the 2002 Operations Workshop. Hopefully, you and your participants benefited from the time spent together. If you have any questions, please contact:

Gail A. Fisher, DVC-OE
508-485-2740
sardog@greennet.net

HARBOR PATROL GUIDE

U. S. Coast Guard Auxiliary
2002 Operations and Marine Safety Program

1. **Purpose**. This Guide provides an outline of the activities to be conducted by Coast Guard Auxiliary members while engaged in Harbor Patrols (HARPATS) during the year 2002.

2. **Harbor Patrols (HARPATS) Defined**. A HARPAT is an authorized Coast Guard Auxiliary mission, the purpose of which is to support Coast Guard law enforcement activities in an effort to enhance and insure the safety, security and environmental quality of America's ports and waterways. <u>It is not a law enforcement mission; as such mission is outside the scope of the Auxiliary's authority</u>. It is multi-mission observation and reporting that serve to project and apply the oversight responsibility of the Captain of the Port within the assigned patrol area. A harbor patrol is not a law enforcement mission, and is conducted only under operational authority.

3. **Patrol Methods**. HARPATS are most frequently carried out by vessel facilities and their appropriately qualified boat crews. They may also be carried out by aircraft facilities and their qualified aircrews and by members operating mobile radio facilities. They involve a thorough and systematic patrol of assigned areas and facilities for the purposes of early detection of marine hazards, identification and reporting of security concerns, projection of Coast Guard Auxiliary presence and the routine monitoring of vessels and waterfront facilities.

   Vessel and aircraft facilities will be completely equipped in accordance with District policies and manned by qualified crews. Vehicles used for patrols will carry such equipment as may be prescribed by the order-issuing authority. Local policy and practice may include requirements that members are equipped with cameras and cell phones to facilitate rapid, secure communication and the recording of events of particular interest. MSOs may require special training for crews and additional activities based on local needs and conditions.

4. **Patrol Authority**. HARPATS are conducted under the authority of the Commanding Officer of the Coast Guard Activities or Marine Safety Office, acting in his/her capacity as Captain of the Port. Official patrol orders are issued to Auxiliary members in accordance with local operations policies.

5. **Patrol Duties and Responsibilities**. Members on patrol will:

   a. Record the name/number and location of all cargo ships, passenger ships and tank vessels, commercial fishing vessels, small passenger vessels, and barges moored or at anchor in the designated patrol area.

   b. Note vessel load line positions and report any suspected violations immediately.

   c. Indicate any vessels, except fishing vessels, which appear to be in a lay-up status, i.e., no activity and absence of any crew. Areas of concern with laid-up vessels are the likely possibility of pollution discharges, unsafe moorings, vessel listing caused by flooding, multiple vessels breasting out, creating congestion problems, and possible vessel fires. Such conditions should be immediately reported to the Activities/MSO and the patrol may remain in the area until otherwise directed. (Provided the patrolling unit is in no danger and no perceived criminal activity is afoot.)

d. Identify and report all suspected or actual pollution incidents. Carefully check and observe all areas:

(1) Around vessels/barges, oil docks and outfalls. Any discharge from a vessel is suspect and any discharge of oil from a vessel is prohibited.

(2) Of runoff from storm sewers, along riverbanks and shorelines after rainfall.

(3) Around waterfront construction sites and in the vicinity of dredging operations.

(4) For the presence of pollution containment booms or pollution cleanup equipment or operations.

e. Report suspected pollution incidents immediately, giving all available information (location, vessel or facility involved, etc.). Stand by the area until properly relieved either by pollution investigators or as otherwise instructed by competent authority. Auxiliary harbor patrol personnel have no authority to "shut down" an oil transfer operation, but, if possible, advise suspected responsible parties of ongoing pollution incidents and immediately notify the Activities/MSO Duty Officer.

→ **NOTE**: Do not attempt to enter areas where oil or other pollutants are present. Maintain a position upwind and/or upstream of the discharge area and provide reports as requested. Do not attempt to collect product samples. Do photograph the area and any noted discharge source. Record visual observations of the product characteristics, source, location and prevailing wind and sea conditions in your logbook and HARPAT record form.

f. Immediately report all liquid bulk transfer operations observed, i.e., ships bunkering, transfers between barges, vessels, facilities or trucks.

(1) Look for vessels deploying BRAVO flag (square red flag) or a red light, any tank barge alongside a vessel at anchor or at a dock; any vessel with buckets or bags under deck scuppers, or tank trucks proceeding upon or within the dockside area. Look for persons-in-charge near transfer operations.

(2) Report should include berth or anchorage location, vessel name(s), terminal and/or trucking company names and any other information possible to assist in identification.

g. Immediately report any welding or cutting (hot work) operations taking place on vessels/barges or waterfront facilities. Provide location and name of company or vessel involved.

h. Report any hazards to navigation, unsafe vessel operations and/or apparent violations of the Rules of the Road (Navigation Rules International-Inland, COMDTINST M16672.1D) to include:

(1) Obstructions to navigation, i.e., vessels anchored in any channel, floating logs or debris, etc.

(2) Improper marking or lighting of vessels, wrecks, structures, bridges, etc.

(3) Negligent operations such as overloading, excessive speed, wake damage, etc.

i. Report all Aids to Navigation discrepancies noted to include inoperative bridge lights and signals.

j. Report unusually heavy concentrations of fishing and/or recreational boats or other unusual circumstances that might require traffic control or other COTP action. At this point, follow any instructions from your controlling station or MSO. Provided there is a low chance of detecting criminal activity or hazardous conditions, you may remain in area until properly relieved/directed.

k. Conduct multi-mission patrols in support of Coast Guard security and safety zones as established by the COTP and continue CG support to maintain security perimeters as established. Advise vessels approaching these zones as to zone status in accordance with local OPLAN. Escort vessels as directed by the Duty Officer. Report all vessel incursions or zone violations.

l. Carry out any additional duties or instructions as assigned by the Chief, Port Operations or the Activities/MSO Duty Officer as listed in the weekend/night orders.

m. Submit the Harbor Patrol Report in a form provided by the local command to the dispatcher at the end of each harbor patrol, in accordance with local reporting policy.

6. **Patrol Tips**.

What should you look for?

- oil in the water, booms or clean-up equipment
- calmer areas on the water (oil on the water reduces wave action)
- unusual water fowl activity which might indicate foreign substance/fish kills in the water
- a wrecked or beached vessel
- dark streaks on the side of a vessel that may indicate a recent spill over the side
- unusual activity on the deck of a vessel, on a pier or on a beach that may indicate a spill
- a vessel listing deeper than the load line
- vapor clouds or smoke (or a strange or unusual odor)
- overboard discharge from a vessel or discoloration in the water

- unblanked hoses or manifolds on a water front facility pier runoff from storm sewers, banks and shorelines after rainfall

What should you do?

When a boat crew happens along a spill or possible pollution incident, the Coast Guard Activity/MSO will need to know some facts to assist in their investigation. Try to determine some of the following information:

- Location of the incident
- Body of water affected or threatened
- Material spilled, if known
- Estimate of quantity spilled
- Size of slick or sheen
- Source of the discharge
- Actions being taken on scene, if any

The boat crew should notify the ***controlling station or group***, who will then notify the Activity/MSO or other parties.

The Coast Guard needs this information to design a response strategy. Part of that response will be pursuing a civil violation, or rarely, a criminal violation. In order to pursue a violation, the CG must be able to prove the following 5 elements:

- oil or designated harmful substance was discharged
- quantity may be harmful
- affects navigable waters, tributaries or adjoining shoreline
- substance comes from a vessel or onshore or offshore facility
- owner/operator identified

If the party responsible for the spill is identified (the local marina, a private boater, etc.), that person or party **MUST** notify the ***National Response Center*** (NRC) at 800-424-8802. The NRC will make other necessary notifications.

The Coast Guard and CG Auxiliary Response

The nature of the response to a spill depends on several factors. Some of these include the type of material, the quantity spilled and where the discharge occurred. The Coast Guard will determine what resources are available to respond and what other agencies should be notified. The Auxiliary must notify their controlling unit and obtain permission before taking any action.

Additional factors will contribute to the risk inherent in the event. The risks can affect the responders and/or the environment. Don't take any chances with safety.

Personal Protection for Your Crew

As the coxswain of the boat crew, you are always doing risk management to eliminate unnecessary risk to your crew. In this case, it means that you must evaluate the risks, minimize the hazards and determine if you can safely complete a mission involving the discharge of oil or a hazardous substance. Keep in mind; if you do not feel that you can safely complete the mission, you should express your concerns to the controlling station or group.

HARPATS and the National Emergency

Remember that the mission of your patrol is multi in nature, to include supporting CG functions, monitoring and recording. You are the eyes and ears of the Captain of the Port. Observe, record and report any activity in your patrol area that appears suspicious. DO NOT attempt to take any action on your own. You are not prepared nor authorized to do so. Communicate promptly and follow the direction of your controlling station or group.

Semper Paratus!