

## JACK HAYES- ADMIRAL USCG

S: It's the 30th day of September, 1988, and I'm visiting Admiral Jack Hayes at his home in West Booth Bay Harbor, Maine. Jack has consented to relate some of his memories of his duties in the Coast Guard. Jack, it's yours.

J: It's a novel thing that you're doing and one that seems to me to be extremely worthwhile. I can't help but congratulate you on not only what you're doing, but your persistence when you have difficulty contacting somebody, as you did with me.

In thinking about how to go about this, it might be fun to track my career with a few anecdotes and observations of the Coast Guard at that particular time in its history. Starting as an ensign, I graduated in June of 1946. At that time, the Coast Guard was just coming out of the tremendous reduction of force that occurred after World War Two and what we had left in the Coast Guard was a few old hands who were well qualified and unfortunately an awful lot of people who at that time were in the Coast Guard because they couldn't make a living somewhere else. It was not a good high quality work force, to put it mildly, at least in my early years. Just as an example, I reported aboard ship in Norfolk Virginia. I had asked for the old Comanchee, which was one of the 165 foot A class, the first of the Coast Guard's modest ice breaking designs in its history and still had reciprocating steam engines. I had asked for it because my wife was still up in the Connecticut College for Women and had another year to go and I wanted semi-isolated duty where I could save money and gain a lot of experience before we got married the following year. So I reported to Boston to be flown to Iceland. The ship was supposed to be in Boston, but I couldn't find her and a number of hours later, a day and a half, they finally located the Comanchee down in Norfolk Virginia in a shipyard. So I flew down to Norfolk in one of the Coast Guards PBYS, a six hour flight from Boston. It was too late in the day to report aboard, so I found a place to stay that night and the next morning got myself all scrubbed up. We were wearing the grays then, in the aftermath of the war. Gray or khaki were the normal working uniforms. I got over to the shipyard by taxi and found the

Comanche. The hull was a mass of rust, the lovely teak decks were covered with chipped paint and oil, there were hoses all over the deck. The ship looked scroungy from track to keel. I marched smartly up the brow as I'd been taught to do at the Academy and here was this quartermaster on watch with his cap sitting on the back of his head, unshaven. No OD around, and I'd been taught to report to the OD of course. I didn't really know how you managed to salute a quartermaster, but I did, then Asked if the officer of the deck was around. No. Was the commanding officer around? No, he hadn't showed up around there for days on end. Was the exec officer on board? Yep. Would he take me to him please? So we marched down the ladder of the galley, and as I recall the wardroom was all the way aft, so I walked in and here was the exec officer. In respect, not being overly critical, I'll forego the name and simply describe the circumstance. There he was sitting at the wardroom table, his officer's cap at the back of his head, unshaven, in his skivvies, bare feet propped up on the dirty table and that was my initial introduction to the Coast Guard as a brand new officer. I think it's also somewhat symptomatic of the way the Coast Guard was in those days.

I served aboard the Comanche for nine months and she left the dock once for 24 hours, came back, and remained on commission reserve otherwise for the entire nine months. I regularly went to New London to see my wife-to-be and didn't save any money. The ship was a prisoner at large ship for all of the folks awaiting court marshal. in the whole Norfolk area. The mess was ashore, not aboard. It was quite an early indoctrination for a young spit and polished Coast Guard officer.

Finally, I managed to get off the ship as she was going to be decommissioned, and about May of the year after graduation I was ordered to the old Mistletoe, which was one of the former lighthouse service buoy tenders operating out of Portsmouth, Virginia, right across the Elisabeth River. There, I had my second experience in walking aboard a ship that I was going to serve on. I was taken across the river by boat with my cruise box packed. It was swung up on the buoy deck and I clambered aboard. The skipper was Lieutenant R.J. Bukar, a former lighthouse service chap. He was standing up on the bridge smoking his pipe. I announced myself as ensign Hayes reporting aboard

for duty and saluted quite properly. He sort of gave me a casual wave back and said: welcome aboard, mister, what do you know about buoy tending? I said they didn't teach us much about that at the Academy, it' s wasn't in the curriculum. He said that didn't surprise him a damn bit. He said he didn't want to see me up on the bridge (and incidentally, his vocabulary was sprinkled liberally with four letter words ) until I knew everything there was to know about what was going on down on the buoy deck. So for the next six months I was a seaman on deck, with all the rest of the seaman and indeed I did learn aids to navigation probably as well as any young officer possibly could in those days with the Coast Guard. I hopped buoys and fixed flashers, relit lanterns and did just about everything that you could on a buoy tender. It didn't take six months; I was permitted up on the bridge to stand watch simply because there weren't that many people around to do that. I learned a great deal from him. He was a tremendous person from the standpoint of knowledge in aids to navigation, as so many of those old light house people were. Of course, he didn't have any military experience whatsoever and thought the young Academy graduates left a lot to be desired. Consequently, his treatment us at times left a lot to be desired. There were two of us on board, in fact we were classmates. Since I graduated from the Academy rather low in my class, 92 out of 99 to be precise, I was perennially the low man on the totem pole- First lieutenant , commissary officer, or exchange officer- I had lots of those jobs. At any rate I was a first lieutenant on there and did learn an awful lot that stood me in good stead later on.

The crew on the ship were a constant source of difficulty, got trouble on shore and on board as well. We regularly had captain's mass and punishment awarded to those who were recalcitrant. It was a real learning experience. It was while I was on board the Mistletoe was when I really began to question whether this was the kind of career I had anticipated when I went to the Academy. I started looking around, thought about going to Penn State, going into forestry, and found I would have to start all over as a freshman. I guess that's what really decided me that that was not the greatest idea in the world. By that time we had two children and a lot of responsibility.

S: What was the area covered by the Mistletoe?

J: We were covering the mid-Chesapeake Bay region, including the Potomac River. I guess we were spending about half our time underway and half in port. It was a pretty good-sized area to take care of.

S: About how many aids?

J: Probably 280 to 300. We were characterized as one of the large tenders, so we handled everything up to a 938 whistle buoy. I think we had a 1039 buoy which only the 180 foot tenders could handle. The Mistletoe was about 170 feet.

S: Did you have to re supply the light stations?

J: Yes. In those days we had to carry coal over to them by boat, delivering one or two tons of coal to each light station. We serviced them day and night. We did just about everything. In retrospect, a fascinating time and I learned a great deal about ship handling, and handling people too. She was twin screw. You put the engines full ahead and the rudder hard over and waited about five minutes for it to come around. Reciprocating steam engines. So my first two ships in the Coast Guard were among the oldest we had serving at that time.

From there, I went to the Chinkerton. Jimmy Alger was the skipper, who later became Chief of Staff for the Coast Guard and a flag officer. A very fine officer and skipper. We had a hell of a wardroom. She was an AVP seaplane tender. They were categorized by the Navy and turned over to us during the Korean war as we upped the number of weather stations that we were manning, particularly on the Pacific. We commissioned her down in Charleston, South Carolina and brought her up to Norfolk. We operated out of the old Berkeley Base across the river from the buoy depot. Same place I started on the Comanche. I was aboard her for only nine months. Some of the roughest weather I've seen before or since. That was an interesting period in the Coast Guard's history when we were out there in those stations. It was duty that was very difficult for the crew and officers to see any product of what they were doing. As skipper of one of those ships, you sat out there for thirty

days or whatever time serving on weather patrol and tried to stay in the same ten square miles of ocean and send up those damn balloons. Otherwise, it was one watch after another and it really challenged the ingenuity of the skipper, officers and senior petty officers to keep the crew from going bananas. It was still a time when the Coast Guard hadn't fully improved the quality of its people. The petty officers who survived were fine people. Probably compared to the other services we were head and shoulders above them as, in my opinion, we remain today. Of all my tours of duty, I think I have the least sense of satisfaction out of that job.

There again I was the usual first lieutenant and junior officer and that was the last time I ever stood a watch. From that point on, I was either Exec, as I was on my next job, or Commanding Officer of small Coast Guard units. I was one of the fortunate ones who come along at the right time and walk into some of the more responsible jobs.

On my next tour, I was XO on the Aurora, which was 165 B class, stationed in Savannah Georgia. By that time my wife and I had three children. Another anecdote which reflects what Coast Guard people had to put up with in those days. Broody went to the air force hospital there while pregnant and the staff people greeted her with open arms. She went through all of the prenatal care routine with them, went to the hospital and had our second son. The day after, the doctor came in, looked at the chart and said you're Coast Guard? You don't belong here. By that time it was a little late. So our third child was born in an airforce hospital when the Coast Guard didn't have any medical care from the other armed forces. Kind of a sad time.

Those were good years. My skipper was a Lieutenant Commander mustang by the name of Jimmy Kass. His son, incidentally, recently retired as a Coast Guard captain and had a marvelous career. His father certainly would have been proud of him in his later years. Jimmy Kass was a great skipper and he taught me a tremendous amount about ship handling. I'll never forget how scared I was the first time I got a ship underway acting as Commanding Officer. Skip was on leave and we were supposed to be on upkeep. There was an emergency the district called and asked if we could get underway and I said sure and off we went

down the Savannah river. I was shivering in me boots. All went well. Got back okay.

S: What was your rank at this time?

J: I was a Lieutenant junior grade. Of course my class was one of those that had a very long time in each of our various ranks along the way. It took us three years as ensign to make JG. It was a total of five years for me to make Lieutenant. Thirteen years to make Lieutenant Commander. Eighteen years to Commander and 24 to Captain. So it was a time in the service when for the most part, promotions were pretty slow.

From there I got confidential orders appointing me as Commanding Officer of Elmo One, which was an acronym for emergency loran mobile. I was to report to the Coast Guard yard and take command of my unit, put it in commission and proceed from there. I had no idea where I was going. Finally in desperation I called headquarters and asked if I was going somewhere where I couldn't take my family. Yes. It turned out this was the loran chain that was being installed to support armed force operations, UN operations, in Korea and it comprised initially Matsomi in Okido Japan. Mio and Miagada were the other two. Then a fourth one was put in farther south and a fifth one over in Puson, Korea This was my first command. I had ten men and a loran station to install in Japan in the middle of the wintertime and it was northern Japan. We had to dig through pretty frosty ground to install our electrical cables between trailers. I could spend our whole interview time talking about that particular tour. The Coast Guard is so unique in having these tremendous challenges for its junior officers. It taxed all your ingenuity to solve all the problems you had to solve getting that station operating and on the air.

S: Were you given specific instructions where to put the antenna?

J: That had already been constructed. The base station, antenna poles, very rough frame and stuccoed buildings, were in place when we arrived and the ground system had been put in. Other than that, we

brought in the trailers and I do have an anecdote illustrative of the tremendous way our people tackled that kind of a job.

We had a timer trailer, transmitter trailer and a diesel generator in a trailer and they were all brought overseas aboard merchant ships and then brought up on the rail system to the island of Okido and then we had to figure out how to get them on station. Unfortunately, there was a fourth class Japanese railroad system from Pakada, which was a terminal point, over to Matsomi and the tunnels could not tolerate the size of our trailers. So what we did was arrange with the Navy to get an LST. We went up to Matsomi Harbor, wire dragged the harbor, found a place where we could run the LST up on the beach. Then the trailers wouldn't go out the ramp because they were too high. Fortunately, we had a D7 caterpillar tractor as part of my on station vehicle allowance and we took all the air out of the tires of the trailers, hooked the D7 cat onto the trailers and dragged them down the ramp and out onto the beach. Then pumped them up again, hooked up the tractor to each one, and then we had to figure out how to get them through the village because each little village had all these telephone and electric lines crisscrossing back and forth across the streets, also of a height that wouldn't permit the trailers to pass through. We decided to get some Japanese electricians to ride on top of the trailer and as we went along so that they could disconnect the wires and then splice them back together as we went along. And that's the way we did it. The third trailer that had the diesel generator in it was badly damaged en route, and we had to start out operating our station with what were called P50 gasoline generators. The Japanese had a very high octane level gasoline which created severe lead deposits. The generators wouldn't hold up longer than ten days before they had to be taken down and cleaned. We had one outage after the other and trying to maintain a high level of service.

S: What year was this?

J: We arrived in Japan on Pearl Harbor day, December 7, 1951 and ended up with our stations in operation on the first of January, which was really quite good under the circumstances.

S: You realize that this same type of operation had been performed during World War Two and Zig Brunner was one who was involved in the Pacific?

J: Of course. I have a marvelous sea story to tell you about Zig Brunner. He also is one of the many people I admired during the course of my career. When I arrived in the Coast Guard yard to take command of my unit, it was clear that there wasn't enough time for us to go to loran school. So we didn't have the benefit of that training as prospective commanding officers. That really concerned me, because I hadn't done that well in electronic and related subjects at the Academy. We went over to headquarters to meet Captain Ricey, who headed up the electronic engineering division, and Zig Brunner who was the commander at the time in charge of all the loran projects. I told him I didn't have any personal background in electronic engineering and asked what our real responsibility with respect to electronic problems was. Zig Brunner looked me in the eye and said: you're a commanding officer aren't you? That settled it, right then and there. I understood.

I had great people working with me, my chief ET, name of Green, kept me out of trouble and so did all the other enlisted people. I was still a JG when I went out there. Another thing interesting about that job that reflected how the Coast Guard operated vs. other services. Our loran station produced a very important electronic signal for people to use. We had one commissioned officer, I had that particular job at the time, and ten enlisted personnel. We didn't have a cook or housekeeping people. We were billeted up the hill from our loran station at an Air Force early warning site. Their function was to produce radar information from a single location to provide advance warning of a prospective hostile act. They had 75 people. I think you could go around the services and find the same kind of thing. Count the Coast Guard people who are doing a very responsible job and then compare that to another operation in one of the other services- the Coast Guard is probably a lot more efficient. That was kind of symptomatic of what kind of service we had. It really impressed me. I remember coming away from the job, not only feeling great about having had my first



command, but also beginning to recognize what an incredible organization this Coast Guard of ours truly is.

My next job was my first command at sea, another 165 foot B class, this one the Ariadna down in Key West, Florida. I commanded her for a little over a year. I could tell all kinds of sea stories about her. I remember one of the very fine rescues that we performed was 40 miles west of Key West. It was a blustery day, winds were probably 35 knots and this ship was leaking badly. We got her to anchor in somewhat protected anchorage and came right alongside, put some heavy fenders on her because we were still bouncing very badly. Used out submersible pumps to pump her down enough so that we could repair the damage and escort her back into Key West.

S: What size was she?

J: She was a coastal freighter type vessel, probably something between three and five hundred feet. Our crew did a first rate job taking care of the problem. That was a time when 165 footers were regularly doing a lot of search and rescue work. We weren't doing much law enforcement at sea in those days.

Then, I walked across the dock and took command of the base and that was my first shore duty, other than that overseas one year on the loran station when I had to leave my family back home. I took command of the base early in 1953. It was a three hat job: I was captain of the fort, group commander, and commanding officer of the base. It was a good job for a young Coast Guard officer to have and a delight for us, because by this time we had just had our fourth child. We were living in quarters and for those times this was most unusual. Those were the old light house quarters right smack in the middle of Key West, across from the old Hemingway house. An acre of ground, beautiful big old house. Really an interesting job, which I held for almost five years.

S: Was that adjacent to the naval station, near Harry Truman's winter white house?

J: The naval station was just down the street. Eisenhower came down there as well.

S: You were there in 1953?

J: Yes, I took command in January of '53.

S: You and I were there at about the same time- I had a prospective CO refresher training at the naval station in '53.

J: It was in that job that I first became exposed to our marine safety program. In those days it was called merchant marine inspection and I knew nothing about that. We had just assumed the functions of marine inspection and navigation during WW 11 as the result of the Roosevelt Commission to improve the efficiency of government and in 1946 it was made a permanent job of the Coast Guard's. Those of us who had gone to the Academy in the war years knew absolutely nothing about it and it seemed rather strange for the Coast Guard to be doing it.

There were two guys whose names I know will ring a warm bell in your heart- Court Qumiby and Jessie Eastman. They took me under their wings. Key West was within their jurisdiction and among my jobs as captain of the corps was the head of marine investigating officer and I'll never forget the first investigation I made. A shrimp boat had piled up on the rocks and I had the captain in my office. In retrospect I was being overly formal and not understanding the problem in the slightest because the first thing I asked him to was bring his navigation chart and show me exactly what happened as best he could recall. And this elderly black guy who was master of the shrimp boat and could only speak somewhat broken English pulled out a highway map of the Florida Keys and said this was what he was using, but not very much. That was my introduction to the merchant marine safety program in the Coast Guard. I learned so much from Jessie and Court , and later on a number of others, and came to recognize what a marvelous complement it was to other things the Coast Guard was doing. I have to say we became too bureaucratic.

The Coast Guard was really fumbling with this. The heart of the program still were the people who had come from the old Bureau of Inspection and Navigation and had been given direct commissions and they didn't have any perspective of the military side of the Coast Guard and we didn't have any understanding of what they were doing and the two groups were trying to integrate. A lot of friction. The Academy graduates thought that they were a bunch of old fuds who didn't know how to wear the uniform properly and ought to go, the sooner the better. It was the Coast Guard that was trying to accommodate, bear in mind the war years really didn't give us an opportunity to do much with the lighthouse service operation or the Bureau of Marine Inspection and Navigation because all of our Academy graduates were fighting the war somewhere and those functions were being given pretty short shrift. So here we were in the late forties, and through the entire decade of the fifties and into the early sixties. It took us fifteen or twenty years to really absorb the BMIN function well and a little less time to absorb the lighthouse service/ aids to navigation function, simply because it was ships and we were trained as seamen and you could learn the specialized nature of the trade pretty quickly.

Those years were marvelous and gave me a much broader insight into what the Coast Guard was doing. I had my aids to navigation operation in that area, I had a little buoy boat and we covered a whole spectrum of things. An interesting anecdote: the merchant ship that carried arms to Guatemala during the Communist uprising came into Key West and it was then I began to understand what a unique position the Coast Guard was in with respect to law enforcement authority- a part of which was vested in the captain's corps. There I was, still a Lieutenant and when the ship came in, Washington descended upon us. People from naval intelligence, FBI, CIA, were down there. The question was, who was going to run this thing?

There was a Rear Admiral who was in command at the Naval base at that time and as I said, I was a Lieutenant. I went out to the airport to meet all these people, brought them in my own personal vehicle directly to the Coast Guard station, called the Navy Chief of Staff and told him they were there, we were ready to begin our conference and would the Navy like to attend? The Admiral was furious. He was the

Chief of Staff and the acting commander of the Naval base and he was most upset when he answered that one. We were very good friends, which stood us in good stead, but... we ended up running the whole show and very properly so, because I was in fact commander of the corps and I had more authority than the Navy Admiral had. That was another one of those early lessons of what a unique and special asset the president of the US has in the Coast Guard, in the way in which he can use our organization. Later on the fisheries and drug enforcement became examples of that too.

To go on, I decided to keep the media off the ship. I put a Coast Guard boat out there with a petty officer with side arms with strict instructions of keep the weapon in holster but I wanted it to be clear that this was a Coast Guard law enforcement operation and we were in charge and the media was not going to be permitted on board. Did I get cascaded by what we called the QS fish wrapper- the local newspaper. They thought this arrogant young Lieutenant had no business keeping the media out when they were trying to do their duty. We really had a stand off and that taught me about public relations. I made some grave errors in the way I was trying to deal with that, but it was the first time I'd ever had a shore command and I learned a lot. Again, our people were just superb in the way they dealt with the public.

From there, I went back to sea again for my second command, which was the Sagebrush, a buoy tender, and there all my experience on the Mistletoe paid off in spades. I just thoroughly enjoyed those two years. She was operating out of San Juan, Puerto Rico, so I roamed the Caribbean and just had a delightful time. It was in my second year in command of that ship that I made Lieutenant Commander, 1958. Lots of anecdotes there.

Let me go back to one on the Arianda because this is one that, to me, is so descriptive of the sixth sense of a sailor. We'd been out in a storm, out of Key West on a rescue mission. We were on our way back in and it was still a nasty night. I'd left strict orders for the OD to maintain base course and speed and if he had to deviate from base course any more than five degrees for any reason other than to avoid another vessel, I wanted to know about it immediately. At two in the morning, I awakened from a deep sleep and sat bolt upright in my

bunk. I looked up at the gyro compass- this was one of the old Coast Guard ships where you had that gyro repeater hanging right over the captain's bunk, and we were sixty degrees off course. I ran up to the bridge in my skivvies and asked the OD what the hell was going on and why I wasn't notified. He said he didn't want to bother me. I looked at the radar, the chart, and gave an immediate course correction. Fifteen minutes later, the ship would have been hard aground. I've always been a firm believer in a seaman's sixth sense ever since. I just knew something was wrong, even in my sleep.

S: On the weather station, I always knew when to reverse course if you had that change in motion.

J Absolutely. Anyway going to the Sagebrush tour- one evening after a long day, we were headed for home and the OD gave a course direction to the helmsman and I gave a quick look at the chart and a casual look around and said to the OD that we could take a short cut. I told him to steer such and such a course, which he then relayed to the helmsman. I stayed up on the bridge for a few minutes just to relax before going below for evening chow and all of a sudden I looked up ahead of the ship and there was this great big rock looming up out of the sea. I relieved the OD and gave a rather sharp rudder command and went back out where the OD had started us in the first place. I had looked at the chart and that rock was plotted on that chart and I knew it was there, but I was tired and had forgotten about it and it escaped my attention. If I hadn't stayed up on the bridge, I might still be a Lieutenant. It taught me a lesson never to take anything for granted in piloting or navigation or ship`handling. Again, a sharp OD asked me if I was sure about it as we headed toward that rock and I relieved him of any responsibility with regard to that dumb order.

That was a grand tour and the Coast Guard had become quite expert in aids to navigation by that time. We had a Puerto Rican crew for the most part. There was a bit of a problem between the Puerto Ricans and people from elsewhere around the US, particularly the white ones. The blacks got along pretty well with the Puerto Ricans. So we had a little bit of racial tension now and then, but not too much.

S: Were the whites in the minority on board?

J: It was probably about 50/50. One of the interesting things that occurred on that ship, when I really looked it over, I was appalled at the the material condition of the hull. I crawled under the reefer below and it looked to me as if that hull was paper thin. So I put together a rather extensive list of things for our shipyard availability. It was about \$120,000 and in 1958, that was a pretty hefty chunk of money- there weren't many ships getting that kind of money. I'll never forget when my availability worklist hit headquarters, Praley blew his stack. He was the Engineering Chief at the time. A message came back to the CO of the Sagebrush indicating that upon arrival at the yard, there would be a special headquarters inspection. They came to have a look at the ship and evaluate this shipyard worklist. It turned out that's what happened. I don't recall who the people were, but Dutch Housma could have been one of them at the time. They came aboard, and some real good work on the part of my engineer and my exec in putting that list together paid off. We got almost every nickel we asked for, as a matter of fact, we got more. They couldn't believe the condition of that ship. It had been let go by a couple of successive mustangs who had had command and hadn't taken very good care of the ship.

From there, I went to my first non-operational job which was a year in War College up in Newport, Rhode Island. That year plus the next few was when I finally realized that all of life wasn't black and white, that there were grays here and there.

The anecdote that I still recall vividly was associated with the opportunity to get a masters degree after the year at the War college. They hadn't yet included the masters program at the War college, but they did permit the graduates to continue off duty education to get their degree, as most of the graduates went to the Washington program. So I went to George Washington University and one night this professor was teaching a course in comparative government and comparing Soviet and US governments, which was the focus of the course. Bear in mind all of the people in the class were military, it was one specifically designed by George Washington University to permit this degree

program to occur. So here are all these military guys from the different services, the average rank was probably between Lieutenant Commander and Commander and the professor walked into the classroom and asked how many of us thought it was a good idea to sell wheat to the Russians. There wasn't a hand in the room that went up in response to that question. This was during the years of the cold war. They were bad guys, we were good guys and there wasn't any way good guys associated with bad guys. This professor proceeded to just decimate us with the logic of why this was a good idea, not the least of which was to make the Soviet Union dependent upon us economically. The more access we had to them, the more we'd learn about them, the better to deal with them if they happened to become our enemies. That class, and a class I took called cultural contact and some others really brought me to a better understanding of the business of problem solving and stood me in extremely good stead in later years.

Then I went to the program analysis division, first under Gus Lane, and after him Chet Bender. I was the staff person in charge of the Coast Guard's Acquisition, Construction, and Improvement Program, putting together all the program material on which our budget would be based for our capital planned expenditures. This was 1960-64. A four year tour at headquarters, my first staff assignment after thirteen years of operations.

S: And you were in program analysis when Chet Bender was there?

J: well, Gus Lane had it as I recall for three of the four years and Chet Bender for one. He had just bowed out of aviation, as a deliberate decision on his part. His likelihood of making flag officer and going on to bigger and better things was much diminished if he remained on flight duty. A lot of our aviators made that decision.

S: Chet had already had sea duty?

J: It was a crazy program. In my opinion, the Coast Guard did some really dumb things with both our marine inspection people and our

aviators with the reason of broadening their experience and giving them better career opportunities.

S: In 1958 I guess it started putting aviators on sea duty.

J: Yes, and Chet had already had his assignment to that career oriented job before he came to CPA. I think perhaps in that particular tour of duty two things stand out. One was the importance in any officer's career of having not only operational duties but staff duties as well to round out the rough spots and give a better appreciation of how one gets the resources to maintain ships and fly airplanes and do all those things that the Coast Guard does so well. That job was a wonderful teacher for that. Second: I was still a relative junior in rank even then and in order to put this ACNI program together for the Coast Guard I was dealing basically with division and branch chiefs around headquarters. The division chiefs were Captains and the branch chiefs were Commanders. What I had to learn was how to deal with people superior in rank and knowledge in their particular specialty and at the same time, I was trying to put together a package that would sell for the Coast Guard, and naturally everybody wasn't going to get everything that they were asking for. I was having to peel back certain programs and that didn't make the chiefs very happy. It was a real learning experience in how, as a junior officer, to deal with others. I guess one of the biggest lessons there was finding out that as long as you tell the truth and have at least a reasonably good rationale for whatever it is you're doing, they'll listen to you and, grudgingly, may even agree. The third thing, and this was an event that made a lasting impression, was my participation in Rose Commission Study, which was initially forced on the Coast Guard by Douglas Dillon. Richmond was in his last year as Commandant and by the time the study got underway, Eddie Rolland had become the Commandant. The study took almost a year to accomplish and really gave me an introduction to a whole bunch of things. One was the Coast Guard's relationship with what then was called the Bureau of the Budget and the White House staff and the Congress. And our Treasury Department overseers in particular. I learned even better that budget process which was very useful to me in



later years and was exposed to everything the Coast Guard was doing in very substantial detail. By the time I walked away from that, I knew where all the skeletons were buried and had the beginnings of a fair idea of what the Coast Guard strategy maybe ought to be. I was exposed to tremendous people within the Coast Guard in the process. One was Walter Caper who was at that time Deputy Chief of Staff. We hadn't yet established the flag rank job of Chief of Staff. The Assistant Commandant sort of acted as Chief of Staff and the Captain who was in that job really was the Chief of Staff of the Coast Guard. Paul Trimbull was head of the budget shop and acted as Walter Caper's assistant as well. Of course I became exposed to that grand Commandant of the Coast Guard, Eddie Roland, who has always been one of my idols and was always just a tremendous person. A great commandant in so many ways.

I became aware of the likelihood at some point in time of the Coast Guard's ocean station program probably disappearing and then what were we going to do to justify the ships? I started to learn that it was so important for us to make sure we maintained seagoing competence if we were going to be marine inspectors and the maritime safety agency. I began to understand the ins and outs of the political battles that go on in Washington and who was responsible for what function. Those were real learning years for me and I got to know a great number of very fine people.

I left that job and went back to sea as commanding officer of one of the first Coast Guard 210 foot cutters. The first three of the five that were given that Kodak installation, that combined diesel and gas turbine. The Coast Guard's first entry into the marine gas turbine field at sea. Bill Shumaker was deeply involved in that. Ed Perry was the first District Chief of Engineering at the time when I took the ship Vigilant up to Massachusetts where she was home ported. A fascinating job again. Here we were doing something the Coast Guard had never done before- operating helicopters from ships at sea. All kinds of sea stories associated with that and a couple illustrate interesting aspects of operations. On our shake down we were down in Guantanamo Bay and were going up to Bermuda where we still had that Coast Guard air

station and still had the training program going for search and rescue with the ships and the air station working together in joint operations. It was 1964. We had completed that week's training and were headed home for the Christmas holidays. We left a beautiful sparkling, sunny gorgeous day in Bermuda and during the night it began to deteriorate a bit and by the next morning, the wind was blowing forty knots, the skies were overcast and the barometer was going down rather rapidly. WE were header for one of those low pressure troughs that lie out there in the wintertime over the gulf stream and just raise havoc with the sea and sailors. I was up on the bridge and the engineer came up, a great guy named Lieutenant Bob Hines. One of those classic engineers who combine mechanical skills with fine modern knowledge of engineering and how to lead people. A cracker jack engineer. He was up there on the bridge and we were rolling regularly close to forty-five degrees and taking a heavier one every so often. We had zero visibility to a mile or so and I said to him: this is not the sort of day for any man overboard so watch your step up here. We laughed about that and went out to the leewing of the bridge just to talk. It was warm of course, in the gulf stream. Suddenly, one of these seventh waves came along and we took a tremendous lurch to starboard and my engineer lost his handhold, fell down and went directly over the side between the rails. My heart was practically in my mouth. I relieved the OD and we piped: man overboard- no shit- and that got people hopping around pretty quickly. I felt strongly that the only way to handle that was a ship pick up, so we got around and came in just a little up wind of him. I stopped the engines with him just off the bow of the ship and put our two swimmers in the water with lifelines attached. My former exec, Bob Stancliff, and I agree that within five minutes, we had him back on board, which wasn't too bad in that kind of weather. A superb crew did everything right and he was on his last legs when we hauled him aboard. All he suffered from was a bit of shock. Being an engineer, he had tools in his pocket , a flashlight in his back pocket, and I think he was still hanging on to the damn camera. It really illustrated how important all those drills and training were just in case the unlikely event occurred.

The Vigilant years were really fascinating ones. We went on with the ship to do all kinds of rescues and first got into law enforcement business with the fisheries and gained appreciation for that function of the Coast Guard. I worked closely with Ed Perry and we had a crew that always said we can do it. Lots of problems. Never forget how unhappy the crew got- the Vigilant was the only one of the first three ships that didn't get a unit award. The Reliance had gained a reputation of always having problems. One of the problems they had was the stern exhausts- those were the only ships in the Coast Guard that had the exhaust tubes running the length of the aft end of the ship from the engine room out the stern. We didn't have stacks as a conventional ship had. As you might expect, the stuff that comes out of there is not always pure and clean, so the Reliance painted it black. So the expression on the Vigilant was: if you've got a problem, paint it black. It was a gung ho crew had we had great times together- particularly the helicopter ship team. That was important in a variety of ways- for the first time in my entire professional experience, I've talked to many people since and I think there's a consensus with my observation- it was the first time the aviation side of the Coast Guard really began to work with the ship side of the Coast Guard and vice versa. We began to get some equipment on our ships that the aviators had had all along. The Coast Guard's black boxes aboard ship were a travesty. For whatever reasons, there had been a rivalry between Naval and aviation electronic people, and never the twain met. The marvelous stuff that the aviators had- direction finding equipment, and communications particularly- we never had aboard ship. Finally that began to happen. We gained an appreciation of their problems as they did of ours. We had a helicopter on board and operating aviators berthed aboard and really got to know each other. They were part of the ship's crew for the duration of the patrol. It was a very interesting time for the Coast Guard, and one that I think has paid off over the years and subsequently made our drug interdiction operations far more effective, extending the range of the skipper of the ship dramatically.

I had that command for about a year and a half before I was ordered to Viet Nam to command a Coast Guard task group in the gulf of Thailand and that was a different kind of experience. Again, a three

hat job. I was commander of task group 115.4 which was a maritime operation, operating out of Finquad. There were three divisions and we were the only one with a Coast Guard officer in command, the other two were commanded by Navy commanders.

S: Does this precede John Day's assignment?

J: Yes, this was before any of the Coast Guard's big ships came out there. Our commander was located in Saigon. The other hats were being commander of Coast Guard Division, which comprised eleven 82' patrol boats, and being the senior Naval advisor to the Vietnamese Navy, and that required direct liaison with the Vietnamese. So it was really a fascinating professional job and I learned a lot about operations with the Navy during the course of that assignment. I had more responsibility than any other commanders in the Coast Guard anywhere else. One thousand Naval and Coast Guard enlisted personnel under my command.

I'd like to go back for a moment to the Vigilant days; I do have an interesting anecdote to relay. Fletcher Brown was the skipper of the air station that no longer exists at Salem. He and I had worked together very closely- he was a captain and I was a commander. We put together the ship/helicopter operations package for our area. One day we were working three helicopters- one would come in, land, take off, the next one would do the same. It was providing the pilots and our deck crew practice and we'd also do refueling exercises. It was Fletcher Brown's turn to land and I waved him off. He was furious because the approach had been fine and there was no reason. He started to really chew on me over the radio. I said I was sorry and he should come around again and I'd bring him in. What I had done- the thousandth landing on the ship was about to be made and I wanted him as the skipper of the air station to be the pilot to make it. We had a plaque to present to him. I told him we wanted to go over something with him and he said he wanted to do the same. He stepped out of the aircraft and he wasn't feeling very good about me. I saluted and said welcome aboard- you've just made the thousandth landing on board Vigilant. His face got real sheepish when he realized what we'd done.

It was an illustration of the way in which we had gone so far in our human relationships between black and brown shoe guys who used to be in such fierce competition with each other, or showing disdain for each other. In those days, the aviators were the ones who were getting all the medals in the Coast Guard and the people aboard ship, no matter how well they performed, didn't get anything.

Harking back to the Viet Nam tour- it was a symbol of what I think is so important, and the armed services are doing it these days, and that is finally to recognize how important the family is to the person who is on active duty and pursuing a career in the Coast Guard. That year was a really tough one for my wife, with five teenagers in the house. We had a Chilean student who was staying with us in an American Field Service Program plus our four. For about three months she had five teenagers to contend with. Then the Chilean student went home and our oldest daughter went to Denmark on the same program, but even with three teenagers, it was a tough year for her and it took its toll. I mention it only because so often as we relate our sea stories, we tend to forget that part of that is back at home tending the farm, so to speak.

Came back from that and back to headquarters again and began in the Search and Rescue Division with Jeff Richmond as the chief. That was in 1967 when I returned from Viet Nam. Still a commander. We had just moved from Treasury to Department of Transportation that Spring and all kinds of studies were going on. I was assigned to head up the Boating Safety Study while still acting as the branch chief in the Search and Rescue Division. My branch was responsible for the Coast Guard's small boats. Most of my time was spent on that study of boating safety. Out of that study came substantially increased Coast Guard interest in and involvement in boating safety as a regulatory program. Also out of that study came a new office of boating safety headed by a flag officer and I became the training officer for that new division and it was in that job that I made captain. It was in that job that I first really had the opportunity to gain an appreciation for how a piece of legislation works its way through the Congress, because the Boating Safety Act of 1971 was developed and prepared by my shop over the three years that I was in the office of marine safety. Auxiliary was placed in the office of

marine safety as was the old boating safety division that had been in the office of operations. Some technical people came from the office of merchant marine safety and there was the usual political infighting because the M didn't believe its technical people ought to be over there in the office of marine safety.

Did you ever know Dick Brooks? A technical guy and did a very fine job. The three bosses that I had during those three years, the first was Bill Morrison, he and I put it together. Followed by Joe McClellan, followed by Red Wagner. Three very interesting flag bosses in the office of boating safety. It gave me the opportunity, during my second tour at headquarters, to be on the program development side of things, where I was developing the budget stuff and I was having to fight with the guys at CPA to get the resources we needed to do our new job. It was a fascinating time. CPA was Program Analysis Division and in those years it was directly under the deputy chief of staff and eventually the chief of staff- a very powerful division. The captain who was the chief of the program analysis division was the most powerful captain in headquarters. He was the guy who influenced the shape of the budget and who was going to get what kind of resources, not in the budget preparation, but during the operating year itself. Obviously the people who got that job were considered at least prospective flag candidates.

At the end of my tour, I really had two opportunities- to go back to sea and command one of our big ships, either a 378 or an icebreaker, or be one of the competitors for the commandant of cadets job at the Coast Guard Academy. I knew that this was my last chance to go back to sea and I loved being in command of ships, but what influenced me most was my wife having to put up with my absence and my lack of support far too much. She was really interested in the Academy job and so I chose that one and we had a marvelous time together. She became sort of the mother of the corps and she was great with the cadets and they loved her dearly. This was the first of my assignments where she really had a chance to participate in my career directly. I think we both remember it very fondly from that standpoint.

It was in the later Viet Nam era- 1971-73 and it really a traumatic time for the Academy. It was trying to adjust to what was happening to the youth of our country and at the same time maintain the standards

that were so important and producing the high quality commissioned officers I think we've always been famous for.

S: And getting ready to accept females.

J: At the time, we didn't think so. An interesting anecdote for that era... the superintendent directed me to conduct a study. He was told by headquarters to have a look at what the possibilities were in having female cadets at the Academy and I was put in charge of the study and said to me play it the way I saw it. The superintendent at that time was Jack Thompson, who was really idolized by the cadets during those years. He certainly had their respect and admiration. I did that study and Jack Costello, who just retired as a vice admiral of the Coast Guard on the west coast, was one of the people on that study group with me.

Basically we came to the conclusion that there was no mechanical reason whatsoever why we couldn't have female cadets at the Coast Guard Academy. It might require a few changes in the gymnasium and the rooms and plumbing, but anyone who argued we couldn't do it because the Eagle didn't have separate quarters for females simply was barking up the wrong tree. I said, and my study group agreed, that philosophically, it was another question entirely. I felt that not just our Academy, but our nation ought to carefully consider that particular change in philosophy with respect to the advent of women in our armed forces and since, I've had a lot of fun with this. I pointed out that our women weren't going to be like women in the other services, they were going to have to carry weapons and be doing things that other women wouldn't be doing because in peacetime, under the Department of Transportation, we weren't bound by Title 10 US code which forbade women in the other armed forces to be assigned in peacetime to combat related jobs. The study, as most do, ended up on the shelf. The commandant was aware of the results of the study and we were told point blank by the Congress that we would have female cadets and put them through our Academy and integrate them into our armed forces. Those two years were turbulent. Lots of changes occurring, things the cadets were doing that were viewed by some as okay and others as terrible things. The Academy had a bit of a bad

name with headquarters because it was trying to deal with those young people. And yet, in fairness to the superintendent and those who were at the Academy then (Hugh Lusk was the assistant superintendent and a fine office) we encountered during those years no major incidents having to do with drugs or disciplinary problems. I attribute that in part to the very fine leadership of Admiral Thompson and the way all of us were trying to deal with these young men who had come from a period in time in our history when they hadn't been taught the sense of responsibility that we had when we were brought up. We got pretty tough with them when we had to, and yet we tried to make them competent officers in a little bit different fashion than had been the case with their predecessors. Some of it worked, some of it didn't. When you're trying new things that's how it is.

There, I became aware of the interesting conflict between people who had exactly the same objective in mind. Those people were the permanent military staff of the Academy- they were called the permanent commission teaching staff, the rotating regular officers who came in from the service at large, spent a tour of duty there as instructors and then went back to the service- and the civilian professors who were also full time there. The conflicts arose between teaching staff and professional commandant of cadets people and the athletic department and the music department, all of whom wanted all of the cadets time and attention.

S: Didn't you then integrate some of the program with Con College?

J: We started to, yes, we had classes up there and some of their young women came down to the Academy.

S: There were so many letters to the editor in the bulletin during that period. Bill Earl must have been the man at that time.

J: That was happening. Towards the tag end of that summer, I was picked up for flag and assigned the job of Comptroller of the Coast Guard and my first flight officer's assignment, so back to headquarters we went for our third tour there. Except for my experience with the



budget process and my earlier assignment to headquarters it was a brand new experience. I didn't know anything about accounting and a minimal amount about logistics, what I'd learned at the War College and what I knew from my own professional experience, supply management, inventory control, those sorts of things. I knew little about data systems and computers, because they were really brand new on the scene, so a whole bunch of new things were under my direct purview. I really began broadening my knowledge and here I had mostly civilian personnel working for me and I became fully aware of the great competency in our civilian workforce in the Coast Guard and gained some very fine friends in the process.

Those two years went by very quickly and one day in February of 1975, the commandant called me up to his office. I brought my little black book, wondering what I'd done wrong and he asked me if I'd like to go to Alaska. I'd never been away from the East Coast in my entire career, except for the two overseas jobs in Japan and Viet Nam. I sort of gulped and said count me in, but at least give me the opportunity to talk to my wife about this. She thought it was great and we headed for Alaska and it was the most fascinating time of my entire career.

The pipeline was being built at the time and we had the regulatory responsibility of developing rules for the tanker traffic that served the tanker terminal at Valdez. We twisted industry's arm and got them in effect to invest a million dollars by sending a tanker up there to train our pilots and our tanker masters for that particular transit and we took a very hard-nosed position with respect to the pilots. We were not going to accept their credentials and would require that they get a whole new qualifications for piloting in those waters of Prince William Sound with those tankers. They didn't like it a bit and fought us tooth and nail and later on they thanked us for us. And frankly, I had as much trouble with our own Coast Guard bureaucrats as I did with the pilots because it was a new idea. We had a whole bunch of new ideas that we had to sell in a bunch of different ways.

One of the longest days of my life was sitting on a stage in Cordova Alaska with about fifty angry fishermen out there in the audience, saying admiral, you aren't going to let those damn tankers come into these beautiful waters and ruin our fisheries are you? You

better make damn sure they don't spill any oil. I told them I would dearly love to tell them that wouldn't happen, but the odds were that sooner or later it would happen. There were too many tanker passages and too many barrels of oil transported. It hasn't happened yet, and partly because the Coast Guard did a good job putting together the different rules. We had traffic separation lanes and speed limit requirements through the narrows going into Valdez harbor. We require tugs to be available.

The other thing that happened while I was up there was the new Fisheries Conservation Management Act was passed, which extended our national sovereignty over the sea 200 miles with respect to fishery matters. I became a member of the first North Pacific Fisheries Management Council and had an incredible time as we developed management plans for the fisheries. It was a marvelous association with fishermen, civilians, and professionals in the business.

Those two major things made life interesting for three years and then some and, again, convinced me of the Coast Guards high caliber and quality. At that time they were beginning to grade the graders. They would send us a report on how well we were doing on a bell-shaped curve with respect to our fitness reports we were sending in on those subordinates we were responsible for. I had all the commanding officers in all of Alaska, including all of the ships that came in from outside to serve the fisheries patrol. My report came back somewhat critical that we were distorting the bell shaped curve and Paul Youst, the present Commandant was my Chief of Staff and I said to him it was troublesome.

At almost the exact time that report came in, a Harvard Business Review came in and I was reading that pretty religiously in those days. It had an article on the business of evaluation and one of the points made was that people tend to live up to your expectations, assuming they have the capability. Paul and I set some high standards and I told my skippers they better be the best around. Paul and I decided that was the way to go and we had good people because we required them to be good. I think that's why the Coast Guard itself is a high quality organization, because all the top people expect it. The senior chief is Mr.

Coast Guard for the area and he's respected and he's good. The smartest thing that ever happened in the Coast Guard was an accident.

My last year in Alaska I was accorded the honor of being selected for commandant and came to Washington begin a whole new learning experience. Those four years were fascinating. The last year and a half under the Reagan administration was a whole major problem for the Coast Guard that hasn't been that well recorded in history.

One of the first problems that came to my attention was one I started working on back at the Academy and that was women in the Coast Guard. Now we were at the point, a year after I became Commandant, that we were going to face the first graduating class comprising women from our academy and how were we going to treat them? What assignments were we going to give them? I said to my staff that we were asking the wrong questions. I thought: how is the Coast Guard going to deal with its women- enlisted personnel, reserve officers, academy graduates, whatever? What were we going to do? After looking at it, I came to the conclusion that there was only one way to handle it and that was to insist that our young women have equal responsibility as well as equal opportunity We shouldn't play games with it and come up with a bunch of new rules. Where privacy would be invaded, for men and women, by virtue of the circumstances, should we not put women there? For example, the 180 foot buoy tenders with their huge berthing areas simply didn't lend themselves to having female enlisted personnel. We did put female officers on board our tenders however.

From the standpoint of rightness of a decision, I think that has proved itself many times over. It's a travesty to put a young woman through a military academy and give them equal training with the men and then tell them upon graduation they don't really have equal opportunity for career promotion. That they'll never get that combat command or go the career route that the men go. That's wrong and a waste of the taxpayers money

We just seem to have an incredible ability in our service to react flexibly to change. Individually, I expect our bureaucrats are as reluctant to change as any others, but as an organization we seem to have a tremendous adaptability. When you think of the new functions of re inspection and aids to navigation and later on the marine

environmental protection responsibility and expanded boating safety program, we simply created organizational arrangements to make those things work well. It's something that we can be very proud of and a lot of good people make those things happen. As commandant you can begin to reflect on that sort of thing.

One of the things early on I hoped to do was build a management team that was working together rather than at odds with each other. I got together my old friend Gary (Dutch) Housma whom I first encountered in this particular arena at the Coast Guard Academy when he put on some group discussion programs while I was Commandant of Cadets. He'd done his first one before I arrived and the superintendent, Tommy Thompson, and assistant superintendent, Hugh Lusk, were very enthusiastic about it so they told Dutch to continue the program. Basically it was group dynamics and all the facets of this. I had become very impressed with the kind of work Dutch had done and so I called him in. It was a little sensitive because that kind of stuff is supposed to go out for bids, but I knew what I wanted, and wouldn't lose it by going through the bid process. I asked him to put together a group dynamics program for me for about three or four days for all the flight officers in the Coast Guard. I called them all in and wanted to include the wives. He pulled together a team to do this for us and we went on to Harpers Ferry right outside of Washington, one of the motels with a conference center. We were out there for four days, with one back at headquarters. Everybody was scared to death. They didn't know what to expect. Worried about the sensitivity training "feely" business. I said it wouldn't be anything like that and their fears were largely unnecessary, but it was something brand new and you talk about change, the wives had never been pulled into anything like that. It worked out very well, and I wish I had been able to pursue it every year thereafter. I wasn't able to.

One of the interesting things that came out of that was a specific objective that at the end of this time we would have developed a series of strategic goals for the Coast Guard that I would use in my period of time as commandant. The top priority things for me as commandant to lay stress on policy and budget wise. We ended up with seven or eight and four years later all but one continue to operate. The vice commandant and I put it together ourselves and it worked extremely

well and we were satisfied with the results and accomplished our objectives.

S: After the initial shock wore off, people began to function.

J: And to respect each other and each others views.

I think perhaps the one final thing to comment on would be those Reagan years because it was a year and a half of my four year period as commandant. I had three secretaries during that time: Brock Adams, Neil Goldsmith and Drew Lewis. Of the three, Brock Adams was supportive, very much the politician. Goldsmith had been the mayor of Portland and is now the governor and was the most supportive of the three.

The Coast Guard almost made a major break through with Neil Goldsmith. We had a forty-five minutes session with the president during his tenure that he arranged at my request. The president agreed to increase the Coast Guard's budget by almost fifty per cent in order to give us the kind of resources that I felt we needed and Neil Goldsmith agreed. And then along came the discovery of those horrible budget deficits and Jimmy Carter had a priority list of fifty items and I think we were number sixteen and we missed.

But very quickly to wind this down, we looked at the upcoming Reagan administration as a tremendous opportunity for the Coast Guard. Here was a president who ticked off strategic goals pretty clearly and the country really knew what he was going to do when he became president. He would do something on national defense in a major way. He was going to improve and increase the capabilities of our armed forces. He was going to do something about domestic law enforcement. Also, get government off the backs of the people and industry, which had to do with the regulatory side of the Coast Guard. I had been trying to do just that with my own bureaucrats, with only marginal success. Here was a real opportunity for us. The advance team came around in the fall to have a look at all the agencies and draw up their plan for reducing government. No question what they had in mind. We were arguing very forcefully. Here we were one of the nation's armed forces and so on.

Six months into the administration it became clear, that something was awry. It usually takes about that much time to bring a new secretary on board and sell him on the value of the Coast Guard and we started to encounter all kinds of problems. There was a mission study going on which looked like a great opportunity for us to define our goals and missions and get support from the department, now OMB rather than Bureau of the Budget. But people in the study group were having a terrible problem with the department representatives. We couldn't understand what was happening. I knew something was wrong. The vice commandant and I were trying to figure it out and we couldn't come up with the answers. We knew that, for whatever reasons, there were those who were out to get the Coast Guard. What we needed to find out were the whys and wherefors of all this and we had scouts out.

One of our bright young men happened across a memorandum in the OMB office, brought it back to headquarters and gave it to me personally. It was a handwritten memo identifying the administration's objectives in regard to the Coast Guard. One was to civilianize the Coast Guard, eliminate its military function. There was no reason at all to have an armed force outside the Department of Defense, it cluttered things up and required more money than would otherwise be the case so they could reduce costs. Secondly, to reduce the size of the Coast Guard from 44,600 civilian and military down to 8000. And thirdly, to divest the Coast Guard of those functions that could better be done by the private sector.

This was not just a battle, this was a war and survival of our organization was truly involved and we hadn't recognized it. The president had brought in a group from the Hoover Institute, a think tank group at Stanford University. They had worked closely with Reagan when he was governor of California and they were great friends and served with him. To give a few names of people who had that origin. One was Ed Meece. Also, the fellow who was the domestic counselor to the president- his wife was the political boss of the Coast Guard and OMB, she had responsibility for the Coast Guard's budget. Darrell Trent, the Deputy Secretary of Transportation and a number of staff people who also had been in the Hoover Institute They were dedicated to these

particular objectives in the memorandum, so we had to develop a counter strategy to deal with this, which we proceeded to do.

There were really two courses of action for me as commandant: one was to accept it and simply see what happened as the administration fought with the Congress over what it was trying to do to the Coast Guard the other was for us to take an active roll in our future and do as much as we could to combat it. We were convinced that this wasn't necessarily the judgment of the president, in detail, and weren't sure he was that well informed on the Coast Guard anyway. To this day I don't know.

Very quickly I'll simply identify some of the things we did and indicate the importance of the commandant getting out of Washington and traveling and attending conferences. I had gone to a merchant marine conference down in St Thomas early on and among the people I met there was a redhead who will go nameless, but who at that time was simply a private citizen. He liked to scuba dive and so did I, so we went down to St. Croix to look at the NOA operation and do some scuba diving. While we were there, he got a telephone call from the White House and the call was from Ronald Reagan asking him if he would like to be the Assistant Secretary of Defense for International Security. He accepted and went to that job. He ended up being the DOD rep on the oversight group of the Rose Commission Study that was going on. So I cooked up the idea of developing a memorandum from the then National Security Advisor to the Secretary of Transportation which in effect recognized that this Commission study was going on and applauding its purpose to better identify for the administration what the Coast Guard was doing and how it could do those things more effectively. And, incidentally, one thing the president is concerned about is that we don't want to see any diminution of the Coast Guard's readiness capability as the result of this study because we recognize how capable organization it is and what a tremendous contribution it makes to national security. The memorandum was signed and delivered to secretary Drew Lewis and had a substantial impact on the conclusions of that study.

If I'd gotten caught doing some of things I did, I would have been fired, Dealing with the media- I but brought them in and gave them the

story and I'm sure the secretary was aware that some things were going on, but it couldn't be proved. Anyway, we got away with it and the Coast Guard, although it lost some battles, won the war. But it was a very traumatic time for the service and for those of us responsible. These were still our civilian bosses and we couldn't mutiny and had no intention of doing so, but on the other hand we couldn't just stand by and see what happened. As things turned out- the proof of the pudding is in the eating. My successors didn't have much more success dealing with OMB than I did, or the Congress. The Coast Guard continues to get awfully short shrift.

S: I think it was the Christmas leave of 1931, I was a swab, and the superintendent of the cadet corps passed word to the cadets to contact our congressmen and urge him to support the Coast Guard as an independent unit rather than putting it into the Navy which was in the works. The Navy wanted the numbers, not the people. That was hard times for everybody.

J: Just because I was intellectually interested in our past, I did some research on past commandants and it was interesting how many over the course of the years had had to deal with efforts either in Congress or cabinet department in the executive branch trying to "do something" about the Coast Guard, either absorb it, do away with it, whatever. I wasn't the only one who had that kind of a problem to deal with.

S: It's hard to put it into a niche and say this is what the Coast Guard does because we do so many things.

J: Sam, our own people don't understand the Coast Guard. If that's true, how can we expect to explain it to the person who is not a part of it? That's been one of our major problems all along in trying to justify our programs to OMB and Congress and may always be the case. On the other hand it seems to be what's responsible for this tremendous flexibility.

One of the best things that ever happened to us was that Karins legislation that required that our promotion system for commissioned



officers change from a qualified to a best a qualified system. No doubt in my mind but that that is responsible for what I think was the tremendously increased competency in our service over the years, particularly beyond the sixties. It's not a perfect system but an excellent one.

S: A few years ago, there was a young high school girl who had been very helpful around the house and I wanted to interest her in the Coast Guard Academy. I called the district and asked if they had any recent graduate from the academy who could come over to Port Townsend and talk to this youngster. In due course of time, a young lady did come and spoke of how we integrated the women into the service. She was in the first class, went in 1976 graduated in 1980. About ten women in that group. They soon found they had a retreat- they could go to the head, and they had pizza parties all during that swab year, in fact throughout the four years in the head, because there was no officer or cadet senior present. It was a sanctuary.

Her first assignment was sea duty and she had a problem: the exec was one who liked to pat fannies and she didn't like that naturally. She spoke to the commanding officer about it and that problem was taken care of. Her next assignment was as commanding officer of the Ioran station just north of Nome. One year and she was out, just as promised, but she said that was the time of her life. And what made it particularly acceptable, she was one woman with 29 men, and had an older warrant officer as her exec. Her father was a warrant officer, so she had grown up in this ambiance and she felt right at home. I was so impressed with that young woman- it was a joyful occasion to talk to her. Unfortunately the girl chose another school, but now know another young woman just entering high school, and I'm going to see that she gets all the information.

J: There were a lot of people who said that, physically, the young women wouldn't be able to hack certain jobs and my feeling was you're putting yourself out on a limb and are about to saw it off with an observation like that. And sure enough, early on during my time as commandant I had the good fortune on one of my trips to present the

Coast Guard medal to a second class petty officer, female, who had been cock swain of a 44 foot motor surf boat on the Pacific Coast and had effected a rescue in horrendous weather conditions and deserved that medal just the same as any male in same circumstances. I have never had a moment's qualm about that decision- what to do about our women. I still have personal reservations, philosophically, about whether our society is headed into the right direction, but I'd need a lot of time to talk about that.

S: Other nations have solved the problem and many women are integrated into the labor force and armed services, even into the shooting part of it.

J: My concern is principally associated with the families and already today that's causing difficulties, where both husband and wife are on active duty. It tends, to a small degree, to break down a bit that strong policy of non-fraternizing between officer and enlisted personnel. There are aspects of it that still generate some serious difficulties.

S: This young lady was engaged to a petty officer.

J: At the academy it caused a problem because a first classman may fall in love with a third classman.

S: I think the answer was given by the same young lady- no female cadet may date a higher class cadet.

J: You can make that rule but the facts may not support that.

S: You've touched on so many facets of life in the Coast Guard, but one thing, I think that when I have completed this series of interviews with the officers, I want to get a short tape of the wives' points of view. They have contributed, so much to the Coast Guard, although its not officially recognized.

J: They've contributed tremendously to their individual husbands careers over the years.

S: The other thing that I want to cover is the stability of the marriages under these trying conditions. In my class there have been two divorces and the national average is fifty per cent.

J: Our class had a similar experience. I would guess if you look at more recent classes, you would find that percentage increasing.

S: Yes. Probably couples living together without marriage too, but enough philosophizing...

I want to thank you very much for giving so much of your time. You've done a remarkably good job describing the events in your life and the life of a Coast Guard officer. Thank you again.