

**Coast Guard Flag Officer Briefing**  
on the state of the  
**United States Coast Guard Auxiliary**  
**May, 2005**



**THE AUXILIARY, LIKE THE MYTHICAL BIRD  
THE PHOENIX, FLIES FAR AHEAD TO THE FRONT,  
ALWAYS SCANNING  
THE LANDSCAPE AND DISTANT SPACE.**

**IT REPRESENTS A CAPACITY FOR VISION,  
FOR COLLECTING SENSORY INFORMATION  
ABOUT THE ENVIRONMENT  
AND THE EVENTS UNFOLDING WITHIN IT.**

**INTRODUCTION:**

Thanks you for the opportunity to brief you this morning on the state of the Coast Guard Auxiliary and on some of our accomplishments and new initiatives that are currently underway.

We have spent the past few months developing our plans and now we are engaged in the implementation of those plans.

As you can see, the Auxiliary has adopted the symbol of the mystical bird the Phoenix, rising from its ashes. This characterizes our new transformation and our capacity to look forward as to what is happening around us and where we see ourselves needing to go.

In November, we shared with you the Auxiliary's new direction and provided you with our expectations for our first 100 days.

It was through our national Vision, Mission, and Strategic Imperatives, that a new course for the Coast Guard Auxiliary has been set. And on this course, the Auxiliary continues to move into new and uncharted areas of responsibilities.

Let me assure you, this New Direction for the Auxiliary makes a firm commitment that the Auxiliary will provide its membership, the Coast Guard and the country, not just a continuation of the superior level of service that the Auxiliary has provided these past 65 years, but a bold enhancement of that service to include an entirely new set of actions and directions in support of America's Maritime Homeland Security. The Auxiliary is already at work on a transformation from an organization which was solely concerned with maritime safety to one which gives equal attention to maritime security.

Furthermore, it affirms our efforts to achieve an optimal balance between traditional boating safety missions and emerging homeland security requirements.

I feel it is fair to say that it is this fusion of safety and security missions that the Auxiliary must achieve to be successful as it shoulders a larger roll in Maritime Domain Awareness.

### **The First 100 Days**

In setting the Auxiliary's new course, we have taken action to establish our organizational focus, to enhance our programs and missions, and to increase our organizational support. Some of the projects we've accomplished since I last reported to this group include the following:

- **The Development and execution of the Auxiliary strategic business plan**

We have developed and executed our Strategic Business Plan and continue to make ongoing changes to bring it into line with the evolving changes to our various missions. I extend my personal thanks to each of the District Commanders for their efforts to engage the District Commodores in the development of their district strategic plans. I am happy to report each district has developed their business plan to some degree. While the quality and comprehensiveness of each district plan varies, it is the first time the districts have put forth a unified effort as a mainstay of the Auxiliary's new direction.

- **Implementation of tactical programs in support of strategic imperatives**

At our National Training conference in January, the national staff laid out tactical programs in support of our strategic direction. Predicated on these high level programs, the districts are now in the process of developing their local programs, adding individual specificity to meet both Auxiliary and Coast Guard requirements to their strategic plans. These plans are now progressing down to the unit level.

- **Developed and executed a business plan for the Coast Guard Auxiliary Association, Inc.**

As the fiduciary arm of the Auxiliary, the Coast Guard Auxiliary Association's business plan has been executed, which visualizes developing diverse income-producing sources and enhanced fundraising initiatives to make the Association a self-sustaining organization in support of our fiscal commitment to the Coast Guard and Coast Guard Auxiliary through innovative financial resources.

- **Auxiliary Operations Policy Manual**

In the first hundred days, we completed a 22-month review and rewrite of the Auxiliary Operations Policy Manual outlining new policies and procedures necessary for the effective operation of the Coast Guard Auxiliary. My personal thanks to Admirals Kunkel and Sirois for expediting the routing and approval of this much needed manual within CGHQ. I am happy to report that this manual is currently being distributed to our members.

- **Standardization Teams for Aviation, Surface Operations and Marine Safety**

We have implemented Standardization Teams for Aviation, Surface Operations and are in the process of standing up Marine Safety. The Aviation STAN Team was established to develop needed policy and procedural guidance to support the infrastructure of the AUXAIR program.

Likewise, the Surface STAN Team will provide a mechanism for periodic review of surface operations policy, procedures, mishap reports and issues facing the surface force; and, with the Marine Safety Team, we initially envision this team to provide the mechanism for standardizing policy and procedures that apply to Auxiliary programs from location to location as they pertain to commercial fishing vessel examinations, harbor patrol and other marine safety programs.

- **Automated Identification System (AIS) proof of concept**

In conjunction with the Maritime Domain Awareness Program Manager, Jeff High, the AIS proof of concept was a successful test which determined that Auxiliary aircraft could be used as receiving platforms in blacked out areas. The Auxiliary stands prepared and

ready to provide Auxiliary Air assets to assist in executing this Coast Guard/MDA mission.

- **Maritime Domain Awareness – White Paper**

We developed and published a MDA White Paper which described the Coast Guard’s strategic MDA Program; what it is; and how it specifically relates to the Auxiliary and each member. Furthermore, it captures the current status of the seven Operation Patriot Readiness Phase III missions. This White Paper has been disseminated to our membership.

- **Recreational Boating Safety Visitor Program**

In RBS, the Auxiliary signed a Memorandum of Understanding with the Coast Guard establishing the Auxiliary as the Executive Agent for this newly re-engineered program. Also, this MOU authorizes the involvement of other boating safety groups in an effort to provide recreational boaters with important safety and homeland security information. The Auxiliary also signed a Memorandum of Understanding with the U.S. Power Squadrons for the RBS Visitor Program.

- **National Commodore’s communication initiative**

Lastly, to facilitate better internal communication, the Auxiliary launched a National Commodore’s website and developed the National Commodore’s monthly briefing paper, ***On Course***, to communicate issues, direction and guidance directly to the Auxiliary membership.

These are but a few of the more than 35 major strategic initiatives achieved in our first 100 days.

### **Stewardship**

Since the Commandant’s theme for this conference is Stewardship, we looked at the goals associated with his direction as it applies to the Auxiliary.

The Commandant’s Direction on Stewardship asks that:  
We strive to be the best lead and best managed volunteer organization .....

In an effort to bring Auxiliary stewardship goals more in line with Coast Guard stewardship goals, the Auxiliary has instituted and continues the following programs:

- **Auxiliary Leadership and Management cadre augmentation**

The Auxiliary LAMs cadre continues to support the Leadership Development Center staff and augment the active duty LAMs instructors through the Academy Partnership Program, providing leadership instruction for more than 5,000 enlisted and officer personnel and 500 Auxiliarists as no-cost instructor billets. In addition to the regular

LAMs courses, these instructors have also supported various Cadet LAMs, Senior Leadership and Principles courses, Reserve Officer Candidate Instruction, Direct Commission Officer and International Military Officer courses.

- **Updated Auxiliary's leadership continuum and framework**

The Auxiliary Leadership Continuum is a sequence of leadership and management courses that are targeted at the leadership transition points within our organization. The Auxiliary's Leadership Framework correlates the competencies that need to be introduced at each level of responsibility, as well as those that we need to continually reinforce. The framework provides structure to the continuum, so that changes and updates to the curriculum content will not lose the focus of the competencies.

- **Auxiliary Senior Officer Course curriculum upgraded**

The changes made to the 2005 Auxiliary Senior Officer Course were instituted as a result of the needs of the Auxiliary at this time. The largest difference is found in the course organization, which is now based on the Leadership Competencies; the addition of a definitive District Commodore job description, a leadership assessment tool; and the replacement of the Negotiation module with Conflict Management and Resolution module.

- **Leadership Development and Assessment Survey**

Likewise, we have begun implementing the Coast Guard's 360-degree survey, adjusted to meet Auxiliary standards, for those leaders who are preparing for accession to the District Commodore level.

- **Succession Management**

The Auxiliary has established a study team to develop a proposal for implementing Succession Management in order to enhance and increase the pool of potential leaders. While our current system of electing leaders through a succession process builds organizational experience, many Auxiliarists join our organization with high levels of transferable leadership skills. We want to take advantage of these competencies, so as to ensure the best possible leadership for our organization.

- **Auxiliary pilot program for Unit Leadership Development Program**

Lastly, we are planning to implement an Auxiliary district-wide Unit Leadership Development Program pilot in three selected districts, during 2005-2006. This would provide enough data to assess the program's benefit to the volunteer element of the Coast Guard, without overloading this new resource with scattered Auxiliary unit participation.

## **Stewardship**

Again, in line with the Stewardship goal to inspire a culture of innovation and process change, and ensure the creative infusion of technology in all mission, the Auxiliary is incorporating innovations into our culture, such as the:

- **Build-out of Auxiliary's hardware infrastructure**

In an effort to support the Auxiliary's current and future technology needs, we are building out the Auxiliary's hardware and software infrastructure, including major upgrades to servers to keep pace with the speed and capacity needed as the Auxiliary continues to become e-Based.

- **CENTRA**

CENTRA is an on-line training, education and communications management software program being utilized by the Auxiliary. We are hopeful that this software and similar types of software will bring the Auxiliary to a Fortune 500 level.

- **Automated reporting development**

Critical to Auxiliary operation is the reporting and recording of information from the member, which is viewed as an ever-growing burden by the membership. To address this issue, the Auxiliary has developed a new "smart" form called the DD-1351 Self-Auditing Form. Our success with the use of this new smart form has been such that PSC Topeka has engaged the Auxiliary to adapt this form for Coast Guard use.

- **EZ-Forms development**

Also under development is a completely different data "submission approach", employing the new process which we call 7029-EZ. This new process allows the member to report data, on-line monthly, in less than one minute. If this reporting approach proves successful, this new method will greatly reduce the "under reporting" by members due to the excessive complexity of the current system and set a new standard in the ease of reporting.

- **Internet web page redesign**

The redesign of the Auxiliary's public and member web site, will give the Auxiliary the opportunity for a completely new online image as a progressive, creative, and vibrant organization. For thousands of people, this is often their first Auxiliary contact and, for members, it is an ongoing 24/7 source of information.

## **Stewardship**

Also as a part of Stewardship, the Auxiliary continues to take advantage of the opportunities presented by our ... strategic relationships ... to further MDA, RBS, Search and Rescue, and other outreach programs to the advantage of the American public and the Coast Guard.

A few of the more notable current strategic partnerships are with:

- **West Marine / Boat US strategic partnership**

Are with West Marine and Boat US, where the Auxiliary has signed MOUs to further RBS missions and programs.

- **State Farm Insurance strategic partnership**

The State Farm partnership provides the Auxiliary with a supply of Vessel Safety Check decals for the next three years.

- **Nationwide Insurance strategic partnership**

Nationwide Insurance provides the Auxiliary with America's Waterway Watch handouts and brochures and is interested in developing other RBS initiatives.

- **Caribbean initiative**

The goal of our international initiative is to enhance the security, stability, and safety of life at sea in the Caribbean region. The initiative seeks to establish and strengthen local Coast Guard volunteer components and non-government volunteer Search And Rescue organizations that can provide SAR and other non-law enforcement support, thereby freeing their government forces to better focus on law enforcement and security missions.

Additionally, we have or will shortly implement National Roll-out Programs with regards to:

- **Ombudsman**

Through our Ombudsman Family Program, we envision that this program will allow us to promptly address and respond to various requests for Auxiliary involvement with Coast Guard units.

- **Medical Corps**

As many of you already know, the Medical Corps program provides an avenue for medically qualified and credentialed Coast Guard Auxiliarists to augment Coast Guard clinics is well underway thanks to Admiral Paul Higgins and Dr. Richard Lavy. In providing medical readiness support, 50 credentialed Auxiliarists have provided more than 6,000 hours of support in clinics, operational units and training.

- **Auxiliary Chef program**

A national Auxiliary Chefs Program, in which civilian chefs are recruited as Auxiliary members to cook and further train Coast Guard forces, is being established. Patterned after Auxiliary District 1 SR's program that began summer of 2003, the program now has 60 professional chefs.

- **Commercial Fishing Vessel Examinations**

During the November Flag Conference, the Auxiliary was asked to explore the feasibility of becoming the program manager for this critical program. An Auxiliary white paper concluded that the Auxiliary is not in position to do so at this time because the Auxiliary faces several challenges that include: the lack of consistent policies and procedures that are applied to the Auxiliary program from location to location; continued difficulties in obtaining reimbursement for out of pocket expenses incurred by Auxiliary examiners in the performance of their duties; and the aging out of the examiner pool. However, we are addressing these unique challenges and continue to carefully grow and expand the Auxiliary's presence and responsibility for the program. Our recommended course of action is to shoulder more of this programs responsibility while growing our pool of qualified examiners.

- **Sector alignment**

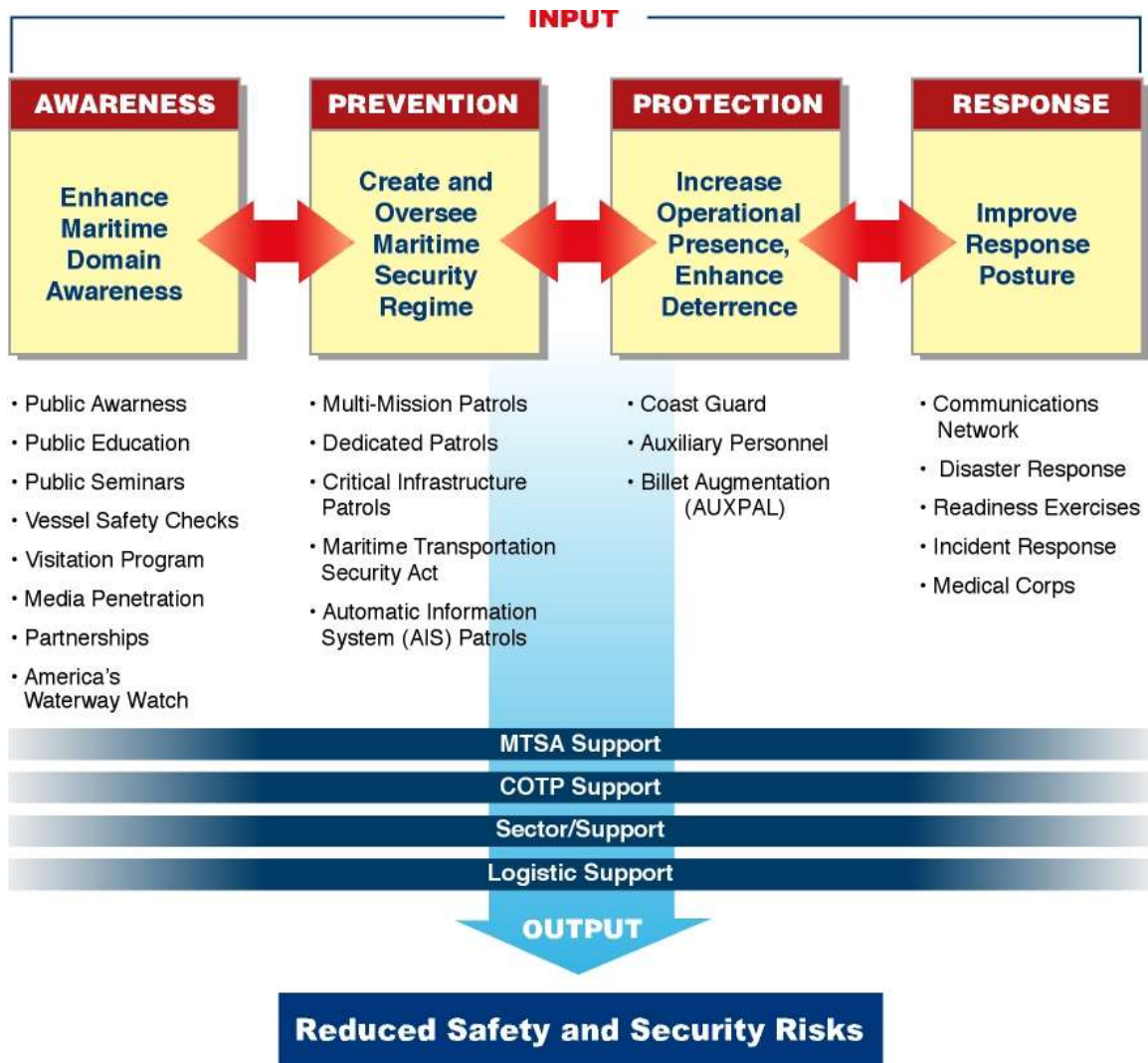
The Auxiliary has completed an organizational study to improve alignment with Coast Guard Sectors. Organizational changes are being implemented and should increase efficiency and support. Specific criteria, along with geographical alignment plans and various sector alignment models have been developed by the Auxiliary for utilization by its districts/regions so as to meet their specific needs. In several areas, the alignment is complete and integrated with the Coast Guard. The Auxiliary will continue to step out and take the initiative in planning where they feel there is the need.

Furthermore, the Auxiliary has developed an Auxiliary Coordinator to the Sector Commanders. The Auxiliary Coordinator will become a member of the Sector Commander's staff when a sector is formally stood up. This position offers the opportunity to resolve and address one of the concerns often voiced by the active duty contingent, that of the need to "Manage and Coordinate" the Auxiliary support initiative on a broader and more uniform basis.

### **Stewardship**

As an integral element within the CG and DHS, the Auxiliary has studied your Strategic Goals and is working to support those goals and objectives through its own strategic planning and program activities in order to align our actions and...to deliver measurable results that support ... the desired outcomes of the Department of Homeland Security and the Coast Guard Strategic Plan.

## ALIGNMENT – ACTION - OUTCOMES



In order to support the Department of Homeland Security goals, to identify and understand threats, and develop a common operating picture for domestic situational awareness, the Auxiliary has followed the Coast Guard's lead in the development of its Maritime Domain Awareness program.

Let me emphasize that Maritime Domain Awareness directly positions the Auxiliary to become a major support force in both safety and security roles.

As you can see within this matrix, most of our Auxiliary missions fall within the Awareness and Preventions themes and to some degree, Response. Efforts to protect America's waterways and critical infrastructure fall largely outside of the Auxiliary's authorized missions; however, the Auxiliary does have a role in augmenting Coast Guard

billets so that more of the Active Duty personnel can join the front line in protecting areas and sites.

We recognize that Post-9/11 security is a major and very important part of Maritime Domain Awareness but we also recognize that it includes all maritime safety issues, including, but not limited to, Public Education, Vessel Safety Checks, and the Visitation Program. Likewise, it includes the Auxiliary's operational support of the Coast Guard's safety mission through safety patrols and search and rescue missions.

These RBS and Operation programs position the Auxiliary to provide not only safety measures but to share critical information on awareness to the boating community. By blending America's Waterway Watch into these traditional safety missions, it allows these outreach activities to broaden their scope and make a significant contribution to MHLS.

Our key task in the years ahead is to maintain the appropriate BALANCE between our new opportunities and these traditional missions, between maritime safety and maritime security missions.

## **WHERE DO WE GO FROM HERE? THE NEXT 100 DAYS**

### **Now, where are we going from here???**

During the next hundred days, we will move forward with our tactical actions in support of our strategic imperatives. We will continue to provide sound risk management, purposeful planning, diligent stewardship and operational excellence. We will collaboratively continue to work with you and our other professional stakeholders toward a common goal of improving safety, enhancing efficiency and increasing security.

As for the Auxiliary, our Directorates of Member Services, Operations and Marine Safety, and Recreational Boating Safety will continue to manage their programs with a systems approach, focusing on multi-missions and partnerships. Following are just a few of the tasks and milestone during these second 100 days.

### **Member Services**

Member Services will continue to monitor and assist in the execution of tactical programs at the district and unit level. We will further research and develop our e-Learning capabilities and we are in the process of establishing a communication strategy that addresses both our internal and external customers.

As previously stated, during the next hundred days a national roll out will occur for the following new programs:

The Ombudsman Family Programs; a National Auxiliary Chefs Program; and a Videography Corps, modeled after the successful Photographic Corps, will be stood up as a resource for local Auxiliary and Coast Guard units, helping capture important events and archived file footage for use by local media.

Likewise, our Personnel Department will develop a “RED Team” (Recruit, Educate, Develop) concept for districts to assist meeting recruiting and membership goals as a part of a recruiting drive. Along with this, we will formalize and execute a targeted recruitment strategy.

And as always, we will continue to support of the Academy Introduction Mission and AIM weeks

### **Operations and Marine Safety**

In the area of Operations and Marine Safety we will, as in all program areas, continue to monitor and assist execution of tactical programs at the district and unit level. We will establish MTSA support guidelines, and we will employ within our districts and regions, both Operation Patriot Readiness Phase III and MARSEC preparedness planning and exercises. Likewise, we will continue our District Mapping of Auxiliary Assets by type and location, and further our strategic alignment of our Operations and Marine Safety departments.

Lastly, we intend to review and rewrite MARSEC 2 and 3 support guidelines, publish sector guidelines, and implement our Waterway Management Security pilot program.

### **Recreational Boating Safety**

It is no surprise that Recreational Boating Safety programs are essential to our core mission. Therefore, in the next 100 days, the members of the RBS Directorate will...

Continue to monitor and assist execution of RBS tactical programs; they will update our strategies and course materials for youth courses and develop RBS performance goals for 2006 and beyond.

They will continue to explore and initiate new RBS partnership agreements; seek new grants for the initiation and maintenance of RBS programs; and develop RBS budget model and funding for continued support for the RBS programs.

They will develop and communicate new strategy on State and Power Squadron involvement in the VSC program; execute an Army Corp of Engineers MOU to provide public education, multi-mission patrols and America’s Waterway Watch services in their areas of responsibility and finally determine the feasibility of creating a Recreational Boating Specialist designations

### **CONCLUSION:**

In conclusion, we need to keep doing what we have been doing, enhancing our programs, while becoming more effective.

In order to increase our effectiveness and show a return on investment for the dollars and efforts expended, we need your support. With it, we can gain the resources essential to the maintenance of our programs, while we align with and augment your goals, as well as meet the needs of the recreational boating public.

We have planned and are focused on moving forward. Your help and support is essential to the removal of any barriers to our progress. We need your support as we manage the programs that promote RBS; the programs that augment operations and marine safety activities; the programs that promote membership, good leadership and stewardship; and we need your support to maintain the Auxiliary as a viable volunteer organization.

Likewise, I ask the Area and District Commanders to hold the Area and District Commodores accountable for our actions and our results in meeting your needs and your expectations.

Furthermore, I ask that you work closely with us and to keep us flexible and responsive to your needs, as well as to keep us focused and engaged in areas where we can contribute to Maritime Homeland Security.

Together, I believe that we have accomplished much, but there is still much to do. I believe that the Auxiliary is making way with its new direction and I firmly believe that with your support, we will stand Ready, Responsive and Resolute! SEMPER PARATUS.