

Quarterly Briefing to the Commandant
on the state of the
United States Coast Guard Auxiliary
August 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.**

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EXECUTIVE SUMMARY

OVERVIEW

The United States Coast Guard Auxiliary is investigating and responding to changes and the challenges in its operating environment as never before. Whether its multi-mission patrols, recreational boating safety education programs and outreach, developing e-learning and training programs or augmenting the active duty Coast Guard in a myriad of positions, the Auxiliary continues to be an effective workforce multiplier and valuable member of Coast Guard Forces. The Auxiliary's viable and responsive strategic business plan allows for flexibility in planning to meet and address existing and evolving concerns.

The Recreational Boating Safety program is showing signs of wear but the Auxiliary continues to upgrade its programs and to seek new funding sources and partnerships for the benefit of boating safety.

Operations and Marine Safety programs have seen an upgrade in their internal infrastructure and training this quarter and a continued and on-going alignment with sectorization. The establishment of STAN teams to identify gaps in Auxiliary air and surface policy and training guidance and to provide best practices for incorporation into the program has proven remarkably successful. America's Waterway Watch has flourished beyond expectation as a joint operation of the active duty, reserve and Auxiliary.

Member Services programs are active in advancing member recognition and workplace satisfaction. Initiatives from on-line reporting, to simplifying paperwork, to establishing a national recruiting plan to address the 21 percent membership loss will be in place before the end of the year. Positive public awareness of the Auxiliary and Coast Guard operations, programs and personnel has been outstanding with a new external communications division which has *set a precedent of at least one story on the Auxiliary in the public media – somewhere – every day.* Furthermore, member training, transitioning from a strictly traditional classroom mode to a blended learning concept involving distance learning through eLearning, C-School and multi-media courses are on track. Auxiliary support in the transition from the existing Career Counselor program to the new Academy Admissions Partners program is positive and reflects the Auxiliary's continued commitment and support to the Coast Guard Academy.

Additionally, on the world stage, the Auxiliary continues its stewardship with the Caribbean Initiatives, to strengthen the existing volunteer organizations, foster the establishment of new volunteer organizations, and enhance volunteer support for the government organizations in the Caribbean Region.

Moreover, the processes put in place in the last quarter, will assist the Auxiliary in adapting to a changing environment. Its leadership and management team is coming together with a single vision of the course ahead. Today, more than ever before, we are meeting, managing and most importantly, anticipating challenges, in order to become an even more effective member of Coast Guard Forces.

STRATEGIC BUSINESS PLAN

The Coast Guard Auxiliary Strategic Business Plan provided a list of the key tasks (and associated schedule) necessary for the successful implementation of the plan.

As with any useful plan, the Auxiliary's business plan cannot become "shelf-ware." It has to be dynamic and continually changing, so as to meet the current and ever evolving challenges facing the Coast Guard Auxiliary's transformation.

Many of the tasks and milestones listed in the business plan – have evolved from the time they were first listed in the plan. They are persistently being adjusted so as not to become stagnate but rather to adapt to the change around us.

Therefore, many of the tasks and milestones have been completed, deleted, changed, expanded, or are on-going in an attempt to remain dynamic and to address the evolving challenges facing the Coast Guard Auxiliary. The tasks and milestones are set in 100-day increments and are steadily navigating our intended course.

The business plan with its tasks and milestones is an initial attempt to become more effective and to address barriers. It is designed as a tool to help the Coast Guard Auxiliary alter strategies, reengineer processes and improve quality. There is still some work ahead, but as it stands it will create better performance through customer and productivity-oriented behavior, better and higher quality leadership, and more effective management. Likewise, it is an approach which will articulate the connection between new behaviors and organizational success, as well as to ensure leadership development and succession.

RECREATIONAL BOATING SAFETY

Boating Department: The Boating Department renewed and strengthened partnership agreements with two key partners. As part of updating the agreement with Boater's World, their President personally took charge of distributing 12,000 sets of America's Waterway Watch to the company's 120 stores. Working with Boat U.S., and observing due regard for member privacy, we developed ways to verify Association membership so that our members can take advantage of discounts on towing and insurance.

Although a relatively new publication, the 2005 version of the State Liaison Officer Handbook was upgraded so that NASBLA now includes the book as part of the training and orientation package for new Boating Law Administrators. The Handbook will help ensure that State, Coast Guard Auxiliary and Coast Guard personnel are calibrated to performance expectations for the State Liaison Officer position.

Public Education: The Coast Guard Auxiliary Association, which provides support to the Education Department by distributing textbooks and materials, recently entered into an agreement with McGraw-Hill publishers to be the Auxiliary's principal supplier of public education textbooks. This will lessen the burden on members of creating new materials and should enhance the overall quality of the textbooks. In addition, McGraw-Hill will distribute The Auxiliary's textbooks to retail outlets as part of a Coast Guard Auxiliary "series" or "library" on boating skills, substantially increasing the market and impact of our programs.

The Department has successfully managed the transition of our one-day public education course from the well-worn Boating Safely Course to the much more advanced America's Boating Course. As today's customers demand shorter courses, ABC enables us to meet customer demand with a high quality product.

Vessel Safety Checks: To improve communications with the field the Vessel Examination Department has established a question and answer link on its interactive website that allows members to quickly get answers to technical and other issues as they arise. This system bypasses a cumbersome chain of communications but keeps staff officers at all levels in the loop.

The Department has developed a focus on reaching out to other departments to improve training and other actions. In turn, other departments such as Operations and Marine Safety have asked for support in some of their program areas. This departmental interaction will lead to improved program content in each of these departments.

RBS Marketing: In support of the Discover Boating Tour the Marketing Group worked with the National Marine Manufacturers Association to plan, coordinate and staff RBS exhibits throughout the country. Since its inception in 2004, the tour has enabled the Auxiliary to contact over 200,000 members of the boating public. The Coast Guard Auxiliary portion of the exhibits are focused on PFD wear and America's Waterway Watch.

Working with a publishing firm and G-OPB-2, the group arranged for "You're In Command" brochures to be included into Boating World Magazine along with recreational boating safety advertisements. We expect this success to attract interest from other publications and groups.

OPERATIONS, MARINE SAFETY AND ENVIRONMENTAL PROTECTION

Operations: The policy and training guidance provided for the U.S. Coast Guard operations programs were out of date and insufficient to meet the changing mission profile and increasing responsibility of the Auxiliary operational forces. Until this year, the last revision of any policy and training guidance was the deployment of the U.S. Coast Guard Auxiliary Boat Crew Training Manuals (COMDTINST M16794.5 (series)) in 2000. The last edition of the Auxiliary Operations Policy Manual was published in 1996 and the Auxiliary Aviation Training Manual was last revised in 2001. A new Auxiliary Operations Policy Manual was developed and

distributed in April 2005 and the new Auxiliary Aviation Training Manual should be complete by the end of August 2005, providing the foundation for safe, effective and professional Auxiliary operations in the post 9-11 era.

As the Coast Guard and Auxiliary operations programs more closely align, a major deficiency was identified. Although many aspects of the training and mission profile were shared, the safety infrastructure of the Coast Guard found no parallel in the Auxiliary program. Two years ago, the Auxiliary developed and deployed an Aviation Standardization Team. This team's initial tasking was to identify the gaps in Auxiliary policy and training guidance, and to provide best practices for incorporation into the program. This highly successful concept was replicated for the surface operations community with the Coast Guard Auxiliary Surface Standardization Team. These two teams will anchor the safety and program standardization initiatives in aviation and surface operations. These teams are pursuing different agendas based on the maturity of the program: the aviation team has been actively developing policy and program guidance, while the surface team is exploring mechanisms to evaluate coxswain and crew competence and improve mishap reporting.

Marine Safety: The M Department Business Plan for America's Waterway Watch ("AWW") is now in final review with the Coast Guard and will be completed by mid August. The management funding for the Auxiliary M Department to actively manage and promote this program has been secured for the remainder of FY 2005. A budget request for FY2006 AWW program support has been submitted to the M Directorate for consideration. This funding and the FY 2006 budget request cover all Auxiliary M Department travel and management costs directly related to taking on this new program.

An annual budgeting process has been established between the Coast Guard M Directorate and the Auxiliary M Department to identify, quantify, and request funding for the activities of the Auxiliary M Department that support the programs that provide direct and measurable Auxiliary support to the Coast Guard M Directorate. This process includes detailed forecasting of needs and the development of "spend plans" to identify in detail the needs and uses of funds for review and approval. It also offers a way to measure the Return on Investment of Auxiliary initiatives for the M Directorate in relation to direct Auxiliary support hours to M activities, support to the Commercial Fishing Vessel Safety program and to America's Waterway Watch program.

One of the most challenging undertakings of the department this year has been the reorganization and restructuring of the M Department. This includes the examination of all activities, all personnel and their contributions to the department, and our missions and programs. This is an on-going process and, while major milestones have been achieved, the task may never be complete, and must be continuously re-examined.

The M Department is now actively working with the Commercial Fishing Vessel Safety ("CFVS") Program Manager to re-examine the entire CFVS program. This planning process will lead to changes in the Coast Guard CFVS program that will impact our department. As

participants in this planning process, we will be prepared to shape our activities to best meet the needs of the Coast Guard, to influence the plan, to acknowledge and to take full advantage of the unique opportunities for force multiplication and support, and to expand the areas of opportunity for this support.

MEMBER SERVICES

The Member Services Directorate, comprised of the support services departments to the U.S. Coast Guard Auxiliary, includes the departments of Information and Communication Services, Personnel, Public Affairs and Training.

Since the last report, the major emphasis of directorate personnel has included:

Information and Communication Services: Building out hardware to support Internet and computer-based technology by the I/CS Department along with beta testing the 7029EZ (EZ Forms) project, which will facilitate paperwork reduction, streamline and encourage more accurate, timely and complete) data reporting.

Personnel Services: A Quality Action Team has filed its report as a first step in building the Coast Guard Auxiliary's National Recruitment and Retention plan. Furthermore, the Personnel Department engaged with the U.S. Coast Guard Academy to support their transition from the CGATE and AIM programs to their new Academy Partners Volunteer Program.

Career Counselor/AIM program: The transition from the member-popular Career Counselor and AIM programs, which provide recruiting and logistical support to the Coast Guard Academy, is underway. The Academy, in need of more up-to-date recruiting practices to bring in a larger base of quality recruits has determined the existing model of Auxiliary participation needs to be stood down. In doing so, they have eliminated the Career Counselor program, which involved members at flotilla, division, district and national levels and replaced it with a direct Academy augmentation program that will enjoy far less Auxiliary participation.

Public Affairs: The Public Affairs Department has seen the development of an on-line training program to support and augment its C-School. A new External Communications Division has been outstandingly successful in bringing unprecedented exposure to the Auxiliary, its people, missions and programs in the national media. A new Public Affairs Officer Advancement and Recognition program includes increasing emphasis on Coast Guard support. In a recent briefing, G-IPA indicated it considers internal communications within the Coast Guard as a major challenge and asked that Auxiliary PA consult with the sector commanders to determine if they can assist by helping prepare newsletters or support other internal communications tools. G-IPA also asked that Auxiliary PA inquire to determine what audiences, messages, and regularity of communications would be needed among the new sectors.

Coast Guard Auxiliary Public Affairs also briefed G-IPA on a new proposed multimedia C-School. G-IPA liked the idea, acknowledges that it is different from anything offered to active duty and reserves at this time, and is interested in including their personnel in the Auxiliary course.

Member Training: Redesigning the Training Department continues on course despite several unanticipated technological problems attached to the Coast Guard e-Learning programs. The Department completed a new and successful Auxiliary Senior Officer Course for District Commodores and Vice Commodores at the USCG Academy. It developed a redesigned web site for a more intuitive usability and to replace the existing, primarily District Seven-oriented site.

Besides these department-based programs, the directorate, on an Auxiliary-wide scale, is concerned with internal communications. Directorate personnel, while assigned to departments for administrative purposes, provide web-based site design, management and editing for the National Commodore's web site and newsletter, *On Course*, which was launched during this reporting period.

SUMMARY

In brief, 2005 continues to present unique challenges for the Auxiliary. It has made considerable gains understanding the evolving Auxiliary environment and establishing processes to manage change. During the past quarter it has concentrated on bringing a geographically separated and diverse management team together with a single vision for the course forward, reflecting the profound changes that have affected the environment of the Coast Guard and Coast Guard Auxiliary and the concurrent transformations that we have made to our respective organizations, programs, and ways of doing business.

1. THE MEMBERSHIP

Though the Auxiliary sustained a loss of 5,642 members at the end of 2004, dropping from 35,500 to 28,458 members because of the PSI process and normal attrition, membership numbers are recovering and now stand at 31,335.

The loss of revenue those members provided continues to seriously impact Auxiliary budgeting and while many Auxiliary functions have been cut, analysis indicates this did not affect the Auxiliary in any operational mission area.

Whenever the Auxiliary is tasked, it has responded in a positive manner and has not hesitated to “step up to the plate”. In addition to programs relating to safety, the Auxiliary has responded to the call for resources for new programs, including Maritime Domain Awareness (“MDA”) and other security programs. On a very positive note, *the Auxiliary has done more with less* and no doubt the membership will continue to do so *while it can*.

2. AUXILIARY BUSINESS PLAN, THE LAST 100 DAYS UPDATE AND STATUS

2.1 Operations and Marine Safety

- Assist in execution of tactical programs at District and Unit level.

RESULT: ON-GOING - The support and monitoring of tactical program at the District and Unit levels is an on-going initiative and continues to be actively supported.

- Establish MTSA support guidelines

RESULT: COMPLETED/PENDING - The support guidelines study has been completed through the interim report stage. The discovery of an interpretation of a Coast Guard classified document that, under a narrow construct, has the potential to adversely affect the Auxiliary participation in MTSA support is being actively investigated by G-MO and G-MP. (Meeting with G-MO 16 August 2005 for resolution)

- Employ within our districts and regions, both Operation Patriot Readiness Phase III and MARSEC 2 & 3 support and preparedness planning exercises.

RESULT: COMPLETED - Marine Safety Department, with the support of the Operations Department completed the study and resulting training exercises.

- We will continue our District Mapping of Auxiliary Assets by type and location.

RESULT: ON-GOING - Technical difficulties with standardized geographic mapping software prohibited the full-scale actualization of this initiative. However, the addition of latitude/longitude coordinates the “acceptance of use form” for Auxiliary facilities allows unit leaders to identify the location of assets when and if needed to provide targeted support to the Coast Guard.

- Further our strategic alignment of our Operations and Marine Safety departments.

RESULT: ON-GOING - The Marine Safety and Operations Departments are monitoring the development of the Sector Program and the Coast Guard Headquarters alignment process. Both departments are collaborating on joint projects, leveraging the strengths of each discipline. This close partnership will give the departments a “shared mental model” of their responsibilities that will facilitate transition to the next level of alignment. (Ongoing process, next level of alignment to commence January 2006)
- Review and rewrite MARSEC 2 & 3 support guidelines, publish sector guidelines, and implement our Waterway Management Security pilot program.

RESULT: COMPLETED/ON-GOING - The MARSEC 2&3 were combined with the OPR Phase III and MARSEC 2&3 support guidelines and are complete. The Sector Program Guidelines and Best Practices are a joint Marine Safety (Leader) and Operations Department project in progress. (Completion 30 September 2005). The Waterway Management Security Pilot Program is going through the final evaluation process which should be completed 15 August 2005.
- Survey and analyze all present Land Patrol Activities and integrate MDA activities into a proposed Land Patrol Guide Lines.

RESULT: COMPLETED - An Operations and Marine Safety “Tiger Team” has completed the investigative process and submitted a final report with recommendations. A final review and joint implementation proposal meeting at CGHQ is scheduled for 17 August 2005. (Completion of guidelines 30 September 2005)
- Complete the new Operational Policy Manual and field training material to review major items and changes.

RESULT: ON-GOING - The Auxiliary Operations Policy Manual provides updated policy guidance for the Operations and Marine Safety Programs. All qualified members have been provided with the manual as a CD by this date. Analyses of the major “take home points” for the member are being developed for distribution for use in member training efforts. (This is a third hundred days project)
- Prepare an Evaluation Syllabus for all levels of Pilot Check ride.

RESULT: COMPLETED - The Aviation Division of the Department of Operations submitted a syllabus for the conduct of the check ride and evaluation of Auxiliary Pilots. This syllabus provides guidance for both evaluator and the candidate defines the parameters for the check ride and sets a threshold for successful completion of the qualification process. The Aviation Standardization Team and the NEXCOM

have approved this syllabus. It has been deployed for the use in the field.
(Completed)

- Complete the Air Crew Training Manual to enhance the competency of Air Crews and safety of Air Operations.

RESULT: COMPLETED - The Auxiliary Air Crew Manual has completed concurrent clearance and is in the final stages of Coast Guard Headquarters review. This manual, nearly entirely rewritten, integrates the latest thinking in Crew Resource Management, ditching and survival, search and rescue, communications and mission profiles in the aviation program. This effort represents a major advance in our ability to train capable, effective and safe aviators on the CG Auxiliary Program. It is anticipated that this manual can be signed by NACON.

2.2 Recreational Boating Safety (“RBS”)

- Continue to monitor and assist execution of RBS tactical programs.

RESULT: ON-GOING - The support and monitoring of tactical program at the District and Unit levels is an on-going initiative and continues to be actively supported.

- Update our strategies and course materials for youth courses.

RESULT: IN-PROCESS – Development of strategies to determine the type of youth course and course materials is still in process with a completion date targeted for 30 September 2005. This will be reported out in the Next 100 Days (Third Report sometime in December 2005).

- Develop RBS performance goals for 2006 and beyond.

RESULT: COMPLETED – Performance measures have been developed but will be internal to the Education and Vessel Examination Departments. The departments are operating against a set of objectives/goals.

- 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.

RESULT: ON-GOING – An RBS Budget Model was discussed with the Coast Guard but due to limited funding, there is no interest in working RBS into Coast Guard Headquarter Budgets. The Auxiliary continues to work on various partnerships (AuxA) agreements to include US Army Corps of Engineers, Skier’s Choice, Boater’s World, etc. Likewise it has several partnerships in process to include: Brunswick, Boating World Magazine, and West Marine. The Auxiliary will continue to find sources of revenue with which to fund its RBS missions.

- Develop and communicate new strategies on State and US Power Squadron (“USPS”) involvement in the Vessel Safety Check (“VSC”) program; execute an

Army Corp of Engineers memorandum of understanding (“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.

RESULT: IN PROCESS – The Auxiliary needs to reassess the States’ involvement in the VSC Program. It will adopt a less proactive approach at bring States on board as providers. (No change to the USPS). If the Coast Guard signs the US Army Corps of Engineers Memorandum of Understanding, the Auxiliary will have a large task in defining implementation steps. The Recreational Boating Safety Specialist designation is still undergoing analysis and consideration at the Auxiliary’s Senior Leadership level(anticipate a final determination by 30 September 2005).

2.3 Member Services

- Member Services will continue to monitor and assist in the execution of tactical programs at the district and unit level.

RESULT: ON-GOING – As with all directorates and departments, the support and monitoring of tactical program at the district and unit levels is an on-going initiative and continues to be actively supported.

- Further research and develop e-Learning capabilities

RESULT: ON-GOING – The Auxiliary has several e-Learning courses in use in the Information Services and Public Affairs departments. These systems should provide better and more efficient ways of providing the Auxiliary membership with training in many other areas.

- Establish a communication strategy that addresses both our internal and external customers.

RESULT: ONGOING – The Auxiliary continues to implement both an internal and external communication strategy. This effort is ongoing and this task will move into the next 100 days as a continuing project.

- The Auxiliary will nationally roll out the following new programs: The Ombudsman Family Programs; a National Auxiliary Chefs Program and a Videography Corps, modeled after the successful Photographic Corps, which 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.

RESULT: COMPLETED/PENDING - The CG completed their initial draft of their Ombudsman program for our review. The Auxiliary is written into it. Since this is an augmentation program, the Auxiliary is following the Coast Guard’s lead. The National Auxiliary Chefs Program has put on hold until

implementation of the Recruiting and Retention plan, which takes precedence over the Chef's Program at this time. The Videography Corps, modeled after the successful Photographic Corps has been stood up and is functioning with several projects underway.

- The 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. As part of this program, it will formalize and execute a targeted recruitment strategy.

RESULT: COMPLETED - Currently the basic infrastructure of the recruiting and retention plan is completed and undergoing final approval by the National Executive Committee. Once approved, the final plan will be released (anticipate by 1 October 2005).

- Continue to support the Academy Introduction Mission and AIM weeks.

RESULT: COMPLETED/PENDING APPROVAL – The planning and presentation package are completed. The actual announcement of the new program is set to be launched and briefed to the District Commodores at NACON, with concurrent release to the membership. The Personnel Department is currently working on developing a shadow division based on the new Academy Partners Program, the existing RAP program for Recruit Command and an AIM Weeks support group.

3. SOME MAJOR ACCOMPLISHMENTS WITHIN THE LAST 100 DAYS

- Designed, populated and launched the National Commodore's web site.
- Designed and launched *On Course*, the National Commodore's newsletter
- Updated the *New Member Course* from the existing 2003 version
- Reestablished the infrastructure to support a recruiting program, stood up a Quality Action Team to look at current recruiting and retention practices and began writing a strategic recruiting plan.
- Continued the momentum of Operation Patriot Readiness ("OPR") III and related activities. OPR shows positive gains in adding Marine Domain Awareness to public education classes, vessel safety checks and marine dealer visits. America's Waterway Watch is a strikingly successful campaign and the Auxiliary's participation in assisting the Coast Guard's Marine Transportation Security Act activities continues to expand. The Auxiliary Personnel Allocation List ("AUXPAL") is being implemented throughout the Coast Guard providing Auxiliary members to work for the Coast Guard, freeing up active duty personnel for operational missions

- Stood up a video unit and secured funding for video equipment
- Stood up a Community Outreach Branch to engage in such projects as the Boy Scout Jamboree and the Veteran's Oral History Project.
- Launched an on line Public Affairs training course to augment the existing C-School for members who wish training but can't attend the C-School.
- Beta testing of the EZ Forms has begun.
- The AUX-WEA (Auxiliary Weather) course has been updated and distributed.
- A new special projects branch has been stood up in the Information and Communication Services Department. Modeled on the Public Affairs photo and video corps, this branch will identify quality computer programmers and designers who, while they don't wish to be on staff full time, will take on special projects from anywhere in the Auxiliary. The first project, now underway, is designing and building the Auxiliary Association web site.
- The Auxiliary Senior Officer Course was substantially revised and presented to District Commodores and Vice Commodores at the Coast Guard Academy.
- The Unit Leadership Development Plan (ULDP) successfully stood up.
- Completed the 2005 version of the State Liaison Officer Handbook. The Handbook will help ensure that State, Coast Guard Auxiliary and Coast Guard personnel are calibrated as to performance expectations for the State Liaison Officer position.
- Established agreement with McGraw-Hill Publishers to be our supplier of public education textbooks. This will lessen the burden on members for creating new materials and enhance the quality of our books. In addition, McGraw-Hill will distribute our books to retail outlets as part of a Coast Guard Auxiliary series or library on boating skills.
- America's Boating Course (ABC) The Education Department has successfully managed the transition of our one-day public education course from the well-worn Boating Safely Course to the much more advanced America's Boating Course. As today's customers demand shorter courses, ABC enables us to meet customer demand with a high quality product.
- Vessel Safety Checks Interactive Website was developed to improve communications with the field. It is a question and answer link that allows members to quickly get answers to technical and other issues as they come into play.
- In support of the Discover Boating Tour the Marketing Group worked with the National Marine Manufacturers Association to plan, coordinate and staff RBS exhibits throughout the country.

- The new Coast Guard Auxiliary Operations Policy Manual was completed in April 2005 and the anticipate publication of the new Auxiliary Aviation Training Manual will be forthcoming in August of 2005. These two volumes provide the foundation for safe, effective and professional Auxiliary operations in the post 9-11 era.
- The successful standing up of the Coast Guard & Coast Guard Auxiliary Standardization Teams for Surface Operations and Aviation. The team's tasking is to identify the gaps in Auxiliary policy or training guidance and provide suggested guidance for incorporation into the program. These two teams anchor the safety and program standardization initiatives in aviation and surface operations.

4. THE NEXT 100 DAY'S TASKS AND MILESTONES

During the next hundred days (200 – 300), the Auxiliary will continue its efforts to move forward with its tactical actions in support of its strategic imperatives. It will continue to provide sound risk management, purposeful planning, diligent stewardship and operational excellence. It will continue to collaborate with the Commandant and other professional stakeholders toward a common goal of improving safety, enhancing efficiency and increasing security.

4.1 NEXCOM tasks and milestones

The Area Commodores will continue to work with the District Commodores to develop an understanding of each district's business plan and work to determine those issues which are critical challenges to the strategic imperatives for each district, the actions undertaken to address those concerns and determine what the National staff can do to support the process.

4.2 Recreational Boating Safety ("RBS") Tasks and Milestones

1. Continue to monitor and assist execution of RBS tactical programs at the district and unit level.
2. Develop a firm approach to our strategies and course materials for youth courses
3. Publish RBS performance goals for 2006 and beyond.
4. Define and implement strategies as they pertain to our partnership with the US Army Corps of Engineers by N-Train 2006. Implement the Skiers' Choice Memorandum of Understanding in time for the spring boating season. Complete implementation of the West Marine Agreement by 31 December 2005. Complete discussions and develop proposal for public education materials with Brunswick.
5. Continue to seek outside assistance for RBS Funding of Auxiliary Programs.
6. Outline new or update plans for States' involvement in the VSC Program by 1 December 2005.
7. Continue to develop the RBS Specialist Award with completion of the criteria by N-train 2006.

4.3 Member Services Tasks and Milestones

1. Continue to monitor and assist execution of tactical programs at the district and unit level.
2. Recruiting and retention plan development and implementation
3. Support the transition from the Career Counselor program to the Academy Admissions Partner Program; continue support for AIM weeks and the Recruit Augmentation Program for CG Recruit Command.
4. Implement Auxiliary participation in the CG Ombudsman Program.
5. Implement the Auxiliary Chef Program
6. Continue drafting an Internal Communications policy.
7. Complete beta testing the EZ Forms project, evaluate and make recommendations based on findings to eliminate paperwork and simplify reporting using online technology.
8. Review all department personnel and positions for effectiveness. Initiate organizational changes in job descriptions, positions and personnel to effect better program management if needed.
9. Recommend an Internet based communications program that can be used for on line training, mentoring and conference facilities.
10. Research the possibility of establishing an Auxiliarist of the Year Award to join existing active duty, reserve and civilian awards as requested by the Coast Guard.

4.4 Operations and Marine Safety Tasks and Milestones

1. Continue to monitor and assist execution of tactical programs at the district and unit level.
2. Establish MTSA support guidelines
3. Continue District Mapping of Auxiliary Assets by type and location.
4. Further our strategic alignment of our Operations and Marine Safety departments.
5. Review and rewrite MARSEC 2 and 3 support guidelines, publish sector guidelines, and implement our Waterway Management Security pilot program.
6. Survey and analyze all present Land Patrol Activities and integrate MDA activities into a proposed Land Patrol Guide Lines.
7. Completed the new Operations Policy Manual and examining field training material to review major items and changes.

5. SECTORIZATION

The Sector Program and its implementation is a positive development for the Auxiliary. Likewise, with the vertical integration of Operations and Marine Safety, networking and standardization from coast to coast, and subsequent increased efficiency of Coast Guard Forces, members should derive better training, possibly better funding of direct operational support activities, and above all meaningful and valuable employment of Auxiliary assets and personnel.

At present the Auxiliary continues to work with the Coast Guard districts in support of the Sector Program.

Atlantic East

- District 1 (SR and NR) has completed their Auxiliary Staff realignment to correspond with the various Sectors within the first District.
- District 5 (SR) has created and implemented a comprehensive Sector Support Organization Model to meet the needs of each Sector within the Fifth District.
- Districts 5NR and 7 continue to work with their individual Sectors as they prepare to implement their realignment.

Atlantic West

- District 9 has realigned with CG Sectors but will not be stood up until April/May 2006.
- District 8 is meeting in mid-August to discuss realignment.

Pacific

- District 11N: Coast Guard sectorization imminent, Auxiliary is positioned to support.
- District 11S: Coast Guard on hold, Auxiliary will align when ready
- District 13: Auxiliary alignments completed
- District 14: Auxiliary alignments completed
- District 17: Auxiliary alignments mostly completed

Other Auxiliary districts are in the process of working with local Sectors to meet their needs and geographic alignments as they come on line.

6. CARIBBEAN INITIATIVE

The United States Coast Guard Auxiliary with the support of United States Southern Command and the United States Coast Guard (Sector San Juan) conducted a CSMEE with selected Caribbean coast guards, police forces, and volunteer organizations on 23 – 25 June in Santo

Domingo. The purpose of the CSMEE was to support the efforts of the Auxiliary's Caribbean Initiative to strengthen the existing volunteer organizations, foster the establishment of new volunteer organizations, and enhance volunteer support for the government organizations in the Caribbean Region.

Attendees were: SOUTHCOM, USCG and USCGAUX, Antigua – Barbuda Search & Rescue organization, Bahamas Air-Sea Rescue Association, Association for Rescue at Sea, British Virgin Islands Search & Rescue, Citizens Rescue Organization of Curacao, Dominican Republic Navy, Grenada CG & CGAUX, International Lifeboat Federation, Jamaica Defense Force & Jamaica Search & Rescue organization, Panama Navy/CG, St. Lucia CG, St. Lucia Marine Industries Association, St. Vincent CG, Royal Turks & Caicos Marine Police, and Turks & Caicos Rescue Association.

The discussions focused on determining and identifying the need, establishing a volunteer organization, leading and managing volunteers, organizing and equipping to conduct SAR, ensuring coordination and cooperation with the government, public boating safety education and outreach, volunteer support of other government missions, to include Maritime Domain Awareness, and other key topics.

Thus far, the Auxiliary's Caribbean Initiative has succeeded in fostering the establishment of a volunteer SAR organization in Jamaica and a CG Auxiliary in Grenada, resurrecting a volunteer SAR organization in the Turks & Caicos, establishing a public education program in the Bahamas and Aruba, and most recently the decision in St. Lucia to establish a volunteer SAR organization. Attendees from Curacao, Grenada, Jamaica, and St. Lucia also expressed interest in having a USCGAUX team visit and provide "instructor train the trainer" in order to initiate public boating safety education programs.

Whether in local flotillas, or on the national or international stage, the Auxiliary continues to advance in service and professionalism. To listen, to learn and to lead is our course ahead.

Respectfully submitted,

Gene M. Seibert

Gene M. Seibert,
National Commodore

August, 2005.