

INTRODUCTION: show video (4 min): What have you done today to make you feel proud? D13 Coast Guard Auxiliary (positive focus on organizational successes)

SLIDE #1 – FOCUS ON THE FUTURE

OPENING STATEMENT:

I have always felt that it has been a tremendous honor for me to be able to support and represent the United States Coast Guard Auxiliary and its membership. [This short video is evidence of that pride.]

And I must admit, I have never been prouder to be a member of the Coast Guard family and, more specifically, a member of the Coast Guard Auxiliary than in 2005.

As a part of Team Coast Guard, who could not feel pride in how the Coast Guard reacted after Hurricanes slammed into the Gulf Coast.

Regardless of their personal losses to the storm and flooding, the Coast Guard immediately began helping others, saving thousands from rapidly raising floodwater. How could anyone not be proud?

SLIDE #2 - OVERVIEW OF 2005

And, as you know, Auxiliarists were there too.

As usual, hundreds of Auxiliarists responded in the aftermath of the hurricanes, many working side by side with the Coast Guard, serving the Coast Guard and the country in diverse roles and responsibilities.

These Auxiliarists proved their resolve, each and every one of them, whether they were part of Auxiliary Aviation, delivering supplies and personnel, or performing aerial damage assessment; whether they were information brokers, supplying or transmitting the Auxiliary and Coast Guard story to the public or whether they respond as trained medical personnel or arranging for donations of much needed RVs and inflatable, and delivering them across half the continent.

Individual Auxiliarists from Sitka to San Diego, from Bar Harbor, Maine to Key West, Florida went to their local Coast Guard units and did everything from standing radio watch to cooking meals, from cleaning the station to manning their boats for Search and Rescue missions. These Auxiliarists took up the slack so the active duty and reserves members could be deployed to the region.

Once again, over 1,200 Auxiliarists stepped forward when **FEMA** asked the Coast Guard to ask their Auxiliary to provide assistance to those in the disaster area. As of this date, 631 have been deployed, including 13 specialty technicians who were selected for their specific skills. Another 301 Auxiliarists offered to leave their homes in safe, secure areas

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of the country to come to the assistance of Coast Guard in the hurricane torn areas. All of those individuals have been deployed by the Coast Guard, along with 56 surface vessels, 15 aircraft and 4 trailered radio facilities. Local Auxiliarists even opened their homes to Coast Guard members assigned to duty in the area when no housing was available.

When, Vice Admiral Allen, visited the Jefferson Parish Base Camp Disaster Response Center (DRC) in New Orleans with President Bush and US Army General Russel Honore, to find the DRC almost totally manned at the time by Coast Guard Auxiliarists.

And for the first time, expanding the Coast Guard's recognition of what the Auxiliary can accomplish, we were asked to provide computer technical expertise to get the area's systems up and operating once again.

All that's a source of pride for all of us because that's what we do and because we do it very well.

SLIDE #3 – OPERATION LIFE RING

Immediately after Katrina hit, Auxiliarists stepped forward and created Operation Life Ring, a way monetary donations could be made to Auxiliary and Coast Guard members who lost everything to the hurricanes.

In a few hours, a fund was set up through the Coast Guard Auxiliary Association, to handle the donations. Likewise, with the help of Admiral Venuto, we established a strategic partnership with Coast Guard Mutual Assistance and the Coast Guard Foundation to coordinate donations and for distribution to the entire Coast Guard family in the affected areas. In fact, I know that 22 Auxiliarists, who lost everything, and by working with our representative and the CGMA representative in the Gulf Coast Area, received checks totaling \$105,000, which allowed them to begin the process of getting back on their feet. On Friday this past week, I directed the Coast Guard Auxiliary Association Inc. to issue a check in the amount of over \$83,000 to CGMA that we collected through Operation Life Ring. And as donations continue to come, we will turn these amounts over to CGMA as well.

This adds to the meaning of saving lives, not just physically but as a close-knit family, Coast Guard Active Duty, Reserve, Auxiliary and civilians all together.

So– my source of pride isn't about just what was done in the Gulf Coast area but across the nation. Auxiliarists opened their **hearts and wallets**.

[And that's not all! On October 4th, I was present at an awards ceremony on Capitol Hill with VADM Cross and many of the other Flag Officers in this room, where the Association for Rescue at Sea awarded silver life saving medals to 3 Auxiliarists from the Ninth District Western Region for their heroic efforts in saving lives. Auxiliarists Jay and Linda Croy, and Dick Runde, in their 20 foot Grady White, faced 4 to 6 foot seas and 20 knot winds, with gust in excess of 35 knots, to rescue and treat 4 hypothermic sailors.

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Not only did they save the crew, but through their boating skills, were able to tow the 25-foot sailboat some 4 miles in these adverse conditions to safety at the nearest marina. An outstanding example of our sustained support of the Coast Guard and the Recreational Boating public.]

Am I proud of this organization and its members? You bet I am!

SLIDE 4 – OVERVIEW OF 2005 -WINDS OF CHANGE

As many of you know, the theme at this year's National Conference in Orlando was the "Winds of Change". I felt that this was an appropriate theme for the Auxiliary at the present time; for the events of the past few years have caused, and will continue to cause, changes in our world view, in our operating environment, in our requirements and qualifications for membership, and many of our day-to-day activities.

*The Winds of Change have been taken into account as we constantly update the Auxiliary's Business Plan. As a living document, this plan is a forward look that provides the foundation for our district and department plans. As we look at Training, Marine Safety, Public Education, Vessel Examinations, Operations, Public Affairs and all of our internal programs, our Department Chiefs have crafted Operational Plans based on our shared vision to keep this organization moving forward. The District Commodores have written District Plans to interface with our National Business Plan and you're District Operational Plans. By now, each of the District Commodores should have had an opportunity to share these plans with the District Commanders. Our District Commodores can plan, but it will only really work when the Coast Guard is involved with us to make sure that these plans are synergized with Coast Guard plans, that expectations are identified and both plans are implemented in consort with each other. So as before, I once again ask for your continued support and involvement with the District Commodores and their plans.

***Sectorization** is the major change that is presently affecting us all. From the deck plate to Headquarters, from the flotilla to National, changes are being made, organizations are being reshaped. The Auxiliary has moved to accommodate this re-alignment by appointing Senior Auxiliarists to function as liaison to the Sector, to better align the Auxiliary's efforts to the changing CG organization. In some districts, the Auxiliary has totally reorganized to mirror the Sector organization by appointing Prevention, Response, Logistics, and Planning officers to directly liaise with their active duty counterparts.

Six of our 16 districts have completed their realignment (1NR, 1SR, 5SR, 13, 14, 7), four are positioned to support sectorization within the next few months (9CR, 9ER, 9WR, 11NR), and six continue to work with their individual sectors as they prepare to implement their realignment (5NR, 8CR, 8ER, 8WR, 11SR, 17). Those few Auxiliary Districts not yet aligned to the changing CG construct are notably those Districts where the CG is still undergoing the transition to Sectors.

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The Auxiliary Marine Safety Department is monitoring these changes within the Auxiliary in an effort to ease the transitions and to share the “Best Practices” learned throughout this process.

*With our focus on alignment and public service, we have continued to reach out to other countries in the promotion of Recreational Boating Safety. With the support of the Southern Command and Sector San Juan, our **International** Directorate organized a Subject Matter Expert Exchange this past June, to strengthen existing volunteer organizations, foster the establishment of new auxiliaries and enhance volunteer support for the government organizations in the Caribbean region. Thus far, the Caribbean Initiative has succeeded in fostering the establishment of a volunteer SAR organization in Jamaica, a CG auxiliary in Grenada, resurrecting a volunteer SAR organization in Turks & Caicos, establishing a boating safety public education program in the Bahamas and Aruba, and most recently the decision in St. Lucia to establish a volunteer SAR organization.

In the spirit of international SAR training and camaraderie, the Auxiliary participated in the International Search and Rescue competition this September in Halifax, Nova Scotia. Each organization, the USCG Auxiliary and the Canadian CG Auxiliary, sent six teams with 4 members each. The 6 teams sent by the US were selected through local district eliminations. Competitive exercises were staged for SAR Planning, Communications during the SAREX, an on-water SAR Exercise, SAR Pump Operations, Lifeline Throwing, Marlinspike, Damage Control and a written Communications exercise. ISAR provides an International forum for honing our skills, sharing techniques and strengthening relationships with our northern neighbors. Unfortunately, while we lost another one to the Canadians, there is always next year when the USCG Auxiliary will host the ISAR competition in Portsmouth, VA.

*In order to keep pace with our constantly changing environment, we have put added emphasis on strengthening our **leadership**. The Auxiliary Senior Officer course was completely re-written, updated and presented as a blended approach over an 8-month period in 2005 in order to prepare our next cycle of District Commodores for the environment that lies ahead.

In September, at our National Conference, the National Board voted to institute the new National Chief of Staff position to give added support and leadership to our program managers. NACOS will be tasked with building synergy amongst the staff, pulling them together towards team learning and establishing a systems approach that will ultimately affect the organization at all levels.

And in November, in less than two weeks, we will hold our first Auxiliary Flag Conference to address our immediate and long-term strategies for Auxiliary program development, recruitment and retention, and support of Coast Guard missions.

SLIDE 5 – FOCUS ON THE WAY AHEAD

With all the things that have and will continue to change, many things have not and will not change; most importantly our continuing commitment to the core values of the Coast Guard and Coast Guard Auxiliary and our commitment to Recreational Boating Safety, a key component of prevention strategies.

Furthermore, what will not change over the next few years is our conscious efforts to **balance** our missions of Recreational Boating Safety and Coast Guard Support with Maritime Homeland Security.

*It will be this balancing of missions and resources that is critical to our continued success. As we began the year, our mission was to transform the Coast Guard Auxiliary from an organization solely concerned with maritime safety, to one that gives added attention to maritime security. Our intended course was and continues to be one that molds maritime safety and security into **one balanced effort** that will see the Coast Guard Auxiliary in step with the Coast Guard, in providing this country with safe and secure waterways.

However, I caution you, that we all recognize that a total equilibrium between these two missions is more of a hypothetical state, since each of our units face unique local challenges.

This balanced blend of RBS and MHLS is the ultimate strategic objective for the Coast Guard Auxiliary.

SLIDE 6: MISSION CREEP

Since the enacting of the 1996 Auxiliary Act, which gave the Commandant the authority to expand our missions well beyond that of public education, vessel safety checks and safety patrols, we have been experiencing, and were willing victims of, **mission creep**.

- Our doctors, dentists and medical professionals have been brought into service
- Over 200 interpreters have offered their services to fulfill Coast Guard needs,
- Auxiliarists now perform Commercial Fishing Vessel examinations,
- FEMA has asked for and received our help,
- Rotary Wing Air Intercepts is another new endeavor,
- Auxiliarists are now being enlisted into the Ombudsman program to assist and support Coast Guard families across the country,
- Operation Patriot Readiness has opened even more opportunities for service,
- As do the Strategic MOUs with the Army Corps of Engineers, Brunswick, Boaters World and others,
- And we are now involved more then before in and becoming more proficient in Emergency Response Planning
- and the list goes on.

In fact, the Auxiliary has experienced a rapid cultural transformation that has only been accelerated by the events of September 11th and the recent hurricanes. These intense events created a tremendous operational focus by the Coast Guard and by the Coast Guard Auxiliary. These events necessitated additional mission creep, with the end result being an even further imbalance within Auxiliary Recreational Boating Safety missions.

SLIDE 7: CAPABILITY and CAPACITY

* I am not saying that this is necessarily bad. In fact, we are proud of our ability to respond and to meet the challenges placed in front of us. **However, this success comes at a price** – an over utilization of our resources, our **capability and our capacity**. In other words, we risk the potential for burnout and the neglect of many of our other important missions, specifically Recreational Boating Safety.

***Operation Patriot Readiness** gives us the vehicle for collaboration, but it also served as an accelerant to the current imbalance of our mission capability and capacity. Operation Patriot Readiness was and is the major thrust that moved us into an operational focus, as we instituted critical infrastructure patrols, mapping, MARSEC levels, exercises, MDA and operational planning. It is important that the members of the Coast Guard Auxiliary know that the Coast Guard also values their RBS efforts and the need to stay informed, inspired and energized. This inspiration from the Coast Guard will be an important catalyst for improving performance measures in RBS programs as well as operations.

In a concerted effort to place emphasis on RBS and bring its prestige and importance on a par with operations, the Auxiliary has created a **Recreational Boating Safety Specialist** designation. The device puts the RBS programs on a par with Coxswain, Trident and Aviation devices as a program qualifier and recognition of performance. Members who maintain their qualifications and sustain performance across multiple RBS venues, such as public education, public affairs, vessel safety checks, RBS visitation program and legislative outreach, will earn this device over a two-year period. This Auxiliary initiative is strictly aimed at improving the balance of our missions.

Now, what makes attaining balance a difficult task is that we do not expect members to be qualified and perform in all mission categories? Therefore, balance has an important effect on recruitment. We all need to recognize the needs, the gaps in filling those needs, and then recruit to fill them. Depending on the gap to be filled, it may dictate the recruiting method and the market from which we draw these potential new members. If the gap indicates a need for computer technicians, desktop publishers, doctors, radio operators or sailors, the unit may need to initiate a **target-recruiting** program. To meet specific mission needs, we need to target recruit people who have the required skills. Collaborative planning with the Coast Guard will enable us to identify the gaps in performance and the skills necessary to fill those gaps.

This balance between RBS and MHLS is also important for **retention**. At the deck plate, Auxiliarists should be encouraged to choose just the areas for which they have expertise and a desire to serve. This balance will enable us to meet the expectations of our members, allowing them to do something that is meaningful and self-fulfilling, providing them with opportunities that fulfill their needs and to grow as individuals. If we can attain the benefits of balance in our missions and activities, it will result in a greater degree of member satisfaction and retention.

Therefore, each unit needs to manage its resources against the missions requested. Each unit needs to find the BALANCE between missions and resources; recreational boating safety and maritime homeland security, and they must manage both the expectations of the Coast Guard and the Recreational Boater with those of our members. The Coast Guard can help by prioritizing mission balance through **collaborative planning** with the local Auxiliary units.

We have two main mission areas – RBS and MHLS. It is up to our leadership, with support from your leadership at Headquarters, the Sector and at the deck plate, to construct and direct the membership so that we establish and maintain a good balance between those two missions. We must plan together to balance these missions to meet the needs of the Coast Guard, the Recreational Boating Public and our membership.

SLIDE 8: COAST GUARD SUPPORT

The national RBS program mission, established by the Coast Guard, is the beginning framework for revitalizing the Coast Guard and Auxiliary internal efforts towards acknowledging the RBS mission and towards its success.

The National RBS Program Mission Statement is there for you to read.

NATIONAL RBS PROGRAM MISSION

To minimize the loss of life, personal injury, property damage, and environmental impact associated with the use of recreational boats, through preventive means, in order to maximize the safe use and enjoyment of U.S. waterways by the public.

In the past we have just basically gone with the flow. This year began with many changes, and change will continue to be our partner as we stay our course into the future. The Coast Guard Auxiliary has now successfully begun this transformation towards balance by emphasizing the Coast Guard's National RBS Program Mission.

SLIDE 9: COAST GUARD SUPPORT

*As we close out this year and move into 2006, we need to sustain our momentum. And we can only do that with your help. By understanding the Coast Guard's **expectations** for sustained versus surge backfill support, we can balance our efforts in recruiting for

specific skills and training to meet those needs. We need to know what degree of support you will require at various threat levels. By establishing those expectations at the national and local levels, our members will have the proper focus for recruiting and training needs.

* In order to motivate and set direction for Auxiliary units, Coast Guard planning efforts should include RBS missions along with MDA, Sector alignment and other priorities. Auxiliary and Coast Guard field units should interact to balance prevention and response missions for various threat levels. With collaborative efforts at the **Sector Operational Planning** level and the **Unit Tactical Planning** level, the Auxiliary will be better equipped to recruit for needed skill sets and provide value added training to its members. With the Coast Guard's direction, our members will develop a clearer understanding of Phase 1 implementation during emergency response situations: putting backfill first, so that active duty can move out to where they are more needed and, second, understanding the deployment of Auxiliary facilities. The same understanding is necessary during normal, sustained periods. Since America's Waterway Watch is a priority mission, RBS capabilities should be planned and mapped as with other assets.

*We can no longer "go with the flow", hoping that we will be able to provide the support that you need and provide Recreational Boating Safety programs. We need to set expectations, plan together to meet those expectations and **formalize** those agreements. Just as we are stepping out with the Coast Guard and FEMA to formalize Auxiliary support for 2006, so should we be formalizing the level of support needed at the Operational and Tactical planning levels of the Coast Guard. This will only happen if we have your help and support from the top down.

In simple terms, this means that the Coast Guard must work with us so that we can identify and communicate our priorities and expectations effectively at all levels, for all threat levels, and so that we can train and empower our members to find attractive service opportunities in both MHLS and RBS. Both the Coast Guard and the Auxiliary continue to have major responsibilities in the Recreational Boating Safety area and we need to ensure that these are not neglected. Deployment plans for MARSEC threat levels should include the appropriate levels and types of RBS activities for each level, as well as the operational backfill needs of the Coast Guard.

SLIDE 10 – RETURN ON INVESTMENT

***CONCLUSION**

We realize that balance is critical to our success. Many of the new, more glamorous mission opportunities are in operations, but Recreational Boating Safety is an equally important mission that we do not want to neglect due to a lack of capacity. We are adjusting our sails to fulfill the National RBS Program Mission, as well as the operational needs, while providing a **Return on Investment** for the Coast Guard and for our members.

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- As our dentists and doctors provide health care services for the active duty and Reserve, the Coast Guard is saving thousands of dollars and the Auxiliary members are taking part in a meaningful, self-fulfilling activity.
- A Vessel Safety Check performed on one single recreational boat may save the Coast Guard hundreds of dollars in Search and Rescue expenses.
- Auxiliary Communications watchstanders provide active duty watchstanders with time to devote to further training for their own advancement and the benefit of the Coast Guard.
- Our public affairs outreach with Coastie the Boat helps children to understand the importance of wearing their PFD, so that the Coast Guard does not have to conduct a high cost recovery mission and untold emotional expenditures.
- Auxiliary LAMs instructors teach enough active duty classes each year, plus providing backfill for ill instructors and schedule changes, to equate to 2-3 full time non-paid employees.
- Auxiliary surface and aircraft facilities conduct patrols for a fraction of the cost of using Coast Guard facilities, another cost avoidance for the Coast Guard.
- A local flotilla provides baby sitting services for the young Coasties at the Station; the Division provides a Thanksgiving dinner party every year for all Coast Guard families in the area who are away from home for the holidays: PRICELESS.

So in closing, we have set our direction, charted our course and adjusted our sails to attain mission balance. We ask your help in conveying a gold and silver message to the Auxiliary membership: *our shared vision of a blended balance between RBS and operations*, so that together we can establish and maintain the Auxiliary's capacity to meet your needs and continue to provide you with a good return on your investment.

As the Auxiliary continues to plan and make its transformation predicated by the changes in our environment, we need to be prepared to enhance our capabilities and to anticipate and focus on future capacity. In this rapidly changing world, we must keep our focus on the future, because before we know it, the future is now.

Thank you.