

COAST GUARD FLAG OFFICER BRIEFING

UNITED STATES COAST GUARD AUXILIARY

MAY 2006



MISSION STATEMENT

The overarching mission of the U.S. Coast Guard Auxiliary is to contribute to the safety and security of our citizens, ports, waterways and coastal regions. We will balance our missions of Recreational Boating Safety and Coast Guard Support with Maritime Homeland Security and other challenges that emerge as a result of our growing understanding of changes required in the post-9/11 era.

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1. Executive Summary

The Coast Guard Auxiliary's May 2006 report to the Flag Corps emphasizes that the Auxiliary's value to the Coast Guard and to the American public lies in our capability and competence for performing a range of missions and our ability to maintain a balance within that range. Along with enhanced Recreational Boating Safety activities, the Coast Guard Auxiliary will continue to collaborate with the Coast Guard on Contingency Planning efforts, stressing diligent stewardship and operational excellence. Enhanced recruiting and retention efforts will support all of our activities.

For 2006, the Auxiliary continues to transform challenges into opportunities while balancing effort with new initiatives as it moves ahead:

- As the Coast Guard finalizes its **Leadership Framework**, the Auxiliary has been working on a parallel track with its Leadership Continuum of courses to assist our members in developing their leadership competencies for the benefit of the organization.
- The new management team is now in place in the **Auxiliary Association, Inc.**
- Self-contained Auxiliary Response Teams (**SMART**) would be deployed with a heavy duty truck and trailer, capable of accessing remote areas with damaged highways, and would be stocked with multiple VHF-FM, SSB, UHF and HF radios, portable tower for antennas, satellite phones and other relevant equipment.
- In continuing to maintain a healthy balance between traditional boating safety missions and the rapidly evolving security missions, an added emphasis has been placed on the importance of **Recreational Boating Safety** within the communities.
- The **International Directorate** assists in a variety of activities from the development of boating safety programs and the establishment of new Auxiliaries in the Caribbean to document translations and interpretations aboard Coast Guard cutters.
- The Coast Guard Auxiliary Strategic Business Plan provides a list of key tasks and associated schedule measured in **100-day increments** necessary for successful implementation of the plan.

As the Auxiliary more closely align activities to provide optimal support to the Coast Guard missions, it offers this status report of challenges and initiatives for review.

2. Challenges and major initiatives

The United States Coast Guard Auxiliary continues to face as many if not more challenges in 2006 as it did in 2005 when it began the process of transforming the Coast Guard Auxiliary from an organization solely concerned with maritime safety to one that gives added attention to maritime security.

The intended course was – and continues to be – one that molds maritime safety and security into a balanced effort that will see the Coast Guard Auxiliary in step with the Coast Guard, providing this country with safe and secure waterways.

While recognizing that total equilibrium between these two missions is more a hypothetical state because of unique local unit challenges, this balance and blend of Recreational Boating Safety and Maritime Homeland Security is the ultimate strategic objective for the Coast Guard Auxiliary.

The Coast Guard Auxiliary Rolling Business Plan for 2006-2007 has been updated to address the needs of its members, recreational boaters and the Coast Guard. To reach those objectives, the Auxiliary will focus on four major initiatives for 2006:

- **Balance and blending missions and resources**
- **Revitalize and re-emphasize the importance of Recreational Boating Safety**
- **Recruitment and retention of members**
- **Collaborative strategic planning** (includes business planning, both strategic and tactical, and contingency planning *at all levels*).

Designed to help the Coast Guard Auxiliary alter strategies, re-engineer processes and improve quality, they will create better performance through customer and productivity-oriented behavior. As they articulate the connection between new behaviors and organizational success, they will ensure leadership development and succession.

A. Leadership Framework

The Auxiliary has been working on a parallel track with the Coast Guard's Leadership Framework in order to assist our members in developing their leadership competencies for the benefit of the organization. The Auxiliary has based its Leadership Continuum on:

1. The framework of the leadership competencies,

2. The expertise of each competency required at each level of responsibility and
3. Methods for gaining and demonstrating competency.
4. As a member's level of responsibility increases, their expertise in each of the Leadership Competencies deepens. The behavioral objectives of each of the competencies are used to develop the learning objectives within the Auxiliary leadership training programs, and will extend into the future development of objective measures of competence.
5. The challenge for the Auxiliary is to utilize the Leadership Framework to provide its members with more professional, capable leaders who have the skills, knowledge and competencies needed for mission performance, and encourage individual growth, life-long learning and retention of our members.

B. The Auxiliary Association, Inc: A new beginning

As the Auxiliary planned to create better performance through customer and productivity-oriented behavior, it became evident that the CGAuxA also needed to be much more professional and businesslike in both its organization and operation. It needed to be directed and managed by business-oriented people.

The management structure has undergone substantial change. A new Board of Directors was formed, consisting of seven members who are from within the Auxiliary (National Commodore will be the CEO and Chairman of the Board), and four members who are outside Directors, bring to the organization experience and wisdom gained from operating commercial businesses and organizations. This Board is now responsible for the direction and operations of the CGAuxA

C. Contingency planning

The combination the Auxiliary collaborative strategic planning initiative and mission statement has brought focus to lessons learned in the post 9/11 and post Katrina era. The Auxiliary began the initiative to prepare contingency resources and personnel by introducing a contingency planning template to its membership at the National Training Conference in January 2006, which includes outreach, planning and training/exercises. While each District is developing Contingency Plans, the Auxiliary continues to plan nationally, investigating deployable Response Teams. The efforts to measure and monitor planning and readiness also began in January with the formation of the Auxiliary Resource Alignment Team.

- **Self-contained Mobile Auxiliary Response Teams (SMART)**

In order to prepare for the communications crisis that usually accompanies a disaster (natural and man-made), the Auxiliary is looking at creating two initial SMART units with associated teams. These teams would be stationed strategically around the country so they could be deployed to a disaster area within 48 hours, upon receiving orders to do so from the Coast Guard.

Such teams would consist of four highly qualified people and a communications vehicle. The truck would have all the necessary communication and other equipment to stand up a command and control center following a disaster. The truck will tow a 29-foot trailer, which serves two purposes (1) it can serve as housing/shelter for the team who is not on duty, and (2) it can serve as a mobile command center as needed.

The truck and trailer (SMART unit), would be Coast Guard owned, Auxiliary operated. As of this date, a white paper is being developed which will include details of the communications and other equipment needs, projected costs, a Personnel Qualifications System (PQS), and a draft COMDTINST.

- **The Year of Recreational Boating Safety**

In order to revitalize and re-emphasize the importance of Recreational Boating Safety, 2006 has become “the Year of Recreational Boating Safety.” The Auxiliary Public Education, Vessel Examination and RBS Partner Visitation Programs are the focus of community outreach. To support these essential programs the Auxiliary works closely with the CG RBS Specialists to promote boating safety legislation.

- **National Legislative Liaison Committee and RBS Specialists**

The National Legislative Liaison Committee (NLLC) has established itself as an effective resource for senior elected Auxiliary officers in developing testimony in cooperation with Coast Guard District RBS Specialists. The Committee has developed and launched an Auxiliary Internet web site at www.legislative.auxnaco.org that is now providing real-time legislative updates for each of the country’s states and territories. The individual legislative liaison officers for each state or territory provide the information on the site.

The Committee and the Auxiliary continue to be a resource for boating safety organizations and state boating law administrators in their efforts to present knowledgeable local experts for testimony in uniform for state legislative hearings. Auxiliary support (both in and out of uniform) has been critical in the success of recreational boating safety related legislation

being passed in the states of Washington, New York, Kansas, Idaho, Wisconsin and New Mexico to name a few.

- **International Affairs**

Kingston, Jamaica - Operation Tradewinds

Two Auxiliarists were selected to participate in the *Tradewinds* exercises 24 March through 8 April 2006 in Kingston, Jamaica. The *Tradewinds* project is a series of planning and training exercises to train and develop maritime defense skills in 19 Caribbean countries requested by SOUTHCOM.

The primary objective was to develop an interest in the formation of a Jamaican Coast Guard Auxiliary. At a meeting on 5 April 2006 the beginning of a Jamaican Coast Guard Auxiliary Charter was drafted, as well as an outline of how to start a public education boating course. The second successful objective was to engage these potential Jamaican Auxiliarists, with their small power and sail boats, to act as an intrusion threat to the various Caribbean Defense Forces during some of the Tradewinds training exercises.

Caribbean Search and Rescue Conference

The 2006 Caribbean Volunteer Maritime Search and Rescue Conference will be held in Miami, June 8 through 10. The U.S. Coast Guard, U.S. Coast Guard Auxiliary International Affairs Directorate and SOUTHCOM-sponsored conference will present a wide variety of subjects, opening with a panel discussion for new and developing organizations. Some 80 delegates, representing 30 countries and international organizations, are expected to participate.

The breakout sessions will include assessing the needs for SAR capabilities and prevention, the first steps in establishing a volunteer SAR organization; leadership and management of volunteers by volunteer and government leaders; creating a boating safety program and public outreach; creating a Caribbean-specific boating safety and public outreach; vessel and commercial fishing vessel safety check programs; introduction to SAR planning, coordination and control; and enhancing maritime security through use of volunteers .

An on-the-water demonstration will familiarize conference attendees with PWC and small boat operations and the conduct of recreational vessel safety and commercial fishing vessel safety checks. The final day will involve attendees in a tabletop SAR exercise followed by an evaluation of the exercise and a session on contingency planning.

- **Interpreter Corps**

The Auxiliary Interpreter Corps members offer their linguistic skills to the US Coast Guard and other agencies of the Department of Homeland Security. The interpreters have a wide range of competencies and each fluently reads, writes, speaks and understands a language in addition to English. Members of the Auxiliary Interpreter Corps measure up to the highest quality standards and in nine years have provided over 30,000 mission hours, mainly in Coast Guard operational support.
- Over 300 Auxiliary Interpreters, covering 43 foreign languages, with various Coast Guard qualifications, stand ready to serve on authorized Coast Guard missions,
- All Interpreters are profiled on secure electronic database that is updated daily and accessible on the CG Intranet. This enables any CG unit to search, find and select the right Interpreter in a geographic area within minutes.
- Auxiliary Interpreters have had successful cutter deployments from the warm Caribbean to the cool Bering Sea on the *Acushnet*, *Alert*, *Alex Haley*, *Chase*, *Aquidneck*, *Boutwell*, *Dependable*, *Hamilton*, *Madrona*, *Mellon*, *Munro*, *Polar Star*, *Spencer* and *Storis*.
- Linguistic assets assisted in supporting Coast Guard missions involving foreign VIP tours, SAR training events, MSO training events, border guard training events, conferences, incident investigations, plus many document translations.
- Currently, a select group of Interpreters are preparing and staffing translations of the Federal Requirements for Fishing Industry Vessels (CFVS) into Spanish, Portuguese and Vietnamese.
- Auxiliary Interpreter Corps Shipboard Deployment Guidelines were written and released in February 2006.

3. The next 100 days

A. Operations and Marine Safety Directorate

- MTSA Regional Examination Center surge operations

In April, Admiral Collins identified a critical need for Auxiliary Support as it pertains to the Maritime Transportation Security Act (MTSA) and the new requirement that calls for all merchant mariners to present themselves to the Coast Guard for ID verification and fingerprinting. This new requirement has over burdened the staffs of the Coast Guard's Regional Examination Centers (REC) and the Commandant requested Auxiliary assistance in this surge operation, which will be of a 12- to 18- month duration, to assure that our maritime America remains safe and secure. The Auxiliary has identified an Auxiliary Regional Exam Center Coordinator for each REC that falls within their AOR.

There appear to be at least two, if not more, potential areas of Auxiliary direct support to the RECs. One area is on-site at each REC, where trained and qualified Auxiliarist would take over the fingerprinting and document verification tasks, under the direct supervision of their designated REC supervisor. The second area is providing the same service at a Coast Guard installation (Station, or Sector) remote from the REC. This opportunity would be especially helpful in those areas where there are licensed mariners in locations distant from an REC.

- SONS 2007 – Auxiliary Involvement

A Tiger Team has been established to explore and promote Auxiliary involvement in the Spills of National Significance planning and execution exercise for 2007. A background outline, rationale for Auxiliary participation and proposed objectives for that participation have been presented. The Tiger Team consists of the Deputy Chief of Marine Safety as Team Leader, and four representatives from the Marine Safety and Operations departments, including the SONS 2007 Planning Meeting Auxiliary representative.

- Business Plan for Commercial Fishing Vessel Safety

The Marine Safety and Environmental Protection Department is participating in development of the Coast Guard's business plan for Commercial Fishing Vessel Safety and plans approval of the proposed Coast Guard Auxiliary Commercial Fishing Vessel Policies and Procedures Guidelines. Also under development is a training program for

crew survivability. This pilot dockside in-water course would train fishing boat crews in utilizing lifesaving equipment.

- **Coast Guard Auxiliary Dive Program**

The Operations Department will work with the Coast Guard Dive Program manager to develop the Coast Guard Auxiliary Dive program. Drawing on the experience of the Coast Guard Auxiliary Dive team in San Juan, PR (a pilot program), the CG HQ Dive Program Manager and the Auxiliary Operations Department began the process of developing the infrastructure for a national Auxiliary program. Over the past eight months, an Auxiliary Dive Program COMDTINST, an Auxiliary Safe Diving Practices Manual and an Auxiliary Dive Program Personal Qualification Standard have been developed and are in the final editing stage.

- **Contingency Planning Website**

The Operations and Marine Safety Departments are collaborating on the development of a Directorate website which will feature information and tools for Auxiliary contingency planning. This website will provide a central resource for Coast Guard guidance on planning.

B. Recreational Boating Safety Directorate

- **State Liaison Officer (SLO) Course**

The State Liaison Officer course was implemented in March 2006 and has been introduced to the district/region elected officers, applicable staff officers and DIRAUX. The new certification process ensures that SLO appointees are acquainted with the basic expectations of their staff assignment.

- **Partnerships**

Soundings Magazine

The Boating Department developed a partnership agreement with *Soundings* magazine that was signed in January 2006. The magazine has agreed to publish articles promoting Auxiliary programs and boating safety. An article announcing the partnership appears in the April issue and will be followed by an article on America's Waterway Watch in the June issue.

Skier's Choice

Skier's Choice, a manufacturer of recreational boats, will provide a coupon to each new boat owner that entitles them to receive an *America's Boating Course* from the Coast Guard Auxiliary. The program was rolled

out during a national dealers meeting in January and letters from the Education Department announcing the program were sent to each flotilla.

McGraw-Hill

Working with McGraw-Hill, a 13th Edition of *Boating Skills & Seamanship* is under development. The publisher's vast resources and expertise will bring a fresh look and improved contents to one of the Auxiliary's mainstream boating safety courses. The new edition is targeted for introduction in the fall of 2006.

- **Marina Safe Boater Program**

In January 2006, the Vessel Examination Department introduced the Marina Safe Boater program. Auxiliary flotillas will work with local marinas to integrate RBS programs into focused boating safety initiatives at each location. Based on their level of performance, participating marinas will receive recognition in the form of a certificate and plaque that can be displayed on the premises. The program will be piloted and evaluated in 2006; and, if successful, fully implemented in 2007.

C. Member Services Directorate

- **Web-based Data Entry**

The Information Technology Department will beta-test the first version of a web-based member data entry system by June 2006. Using two of the most commonly used forms for recording mission hours, the on line reporting process populates information into the Coast Guard's Auxiliary Data system electronically, rather than having members fill out paper forms before other members keyboard the entry of information into the system.

- **On-line Conferencing**

SmileTiger is new on line software that enables no cost conferencing with audio, video, application sharing and white board. Following successful tryouts with the National staff, the IT Department will roll out the program to the district level.

- **Blended Learning**

Continuing progress toward a blended-learning training culture for Auxiliary members, the Training Department will partner with G-PCX to post electronic versions of the current Auxiliary Operations texts and Instructor Guides on the Training Resource Center.

- **Leadership Training**

The first drafts of a Flotilla Commander's Academy and revised Auxiliary Mid-Level Officer's Course will be completed in the next hundred days.

- **Marketing the Auxiliary**

Public Affairs is providing articles for several public boating magazines that have requested editorial support on safe boating from the Auxiliary. In addition, the magazines have asked that pre-designed ads for safe boating and Auxiliary awareness and recruiting be made available for no cost inclusion in their magazines.

- **Membership Recruiting**

The Personnel Department has just concluded the April recruiting drive. Due to the processing lag time, it is not possible at this time to the effectiveness of its impact. The Auxiliary's membership is holding steady at about 30,500 active members with about 600 in the applicant pool. The Fall 2005 Membership Drive balanced the usual end of the year disenrollments, so that our membership was maintained from 2004 to 2005. With that success, and anticipating further disenrollments due to new requirements for membership (PSI) and activity (ICS), the department is planning another recruiting drive during third quarter FY06.

- **Membership Retention**

Member retention continues to play a continuing roll in maintaining membership. The Personnel Department is developing guidelines recognizing signs in members in danger of leaving and will train Personnel Services officers in methods of retention. This program seeks to train Personnel Services officers to look for early warning signs and help the member reconnect.

4. Transition: Staying the course

Taking a quote from Admiral Collins, “Great Organizations don’t just happen; they evolve from sound visionary leadership, willingness to change what needs to be changed and the commitment to safeguard those guiding principles most critical to organizational success.”

During the past two years, the Auxiliary has set a course to improve its future function and viability. The Auxiliary Senior Leadership Team created a sound and flexible strategic plan in guiding the Auxiliary through a difficult transformational period, a period of new opportunities and unprecedented change. The five year Rolling Strategic Plan is one that ensures that the intended course is – 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.

Likewise, the importance of Contingency Planning got deeper roots because the events of 911 and the recent hurricanes created a sense of urgency. The importance of the District’s effort to plan for deck plate implementation and to coordinate with the local sectors for effectiveness continues to be stressed. This process is still in its infancy and needs to be nurtured in order to become part of the fabric of the organization.

The Auxiliary has charted and embarked on a course for the future that provides for its members and blends the maritime security and recreational boating safety missions by re-evaluating our strengths and opportunities.

In addition, recognizing that performance is a product of the culture between members and managers, the Auxiliary is in step with the Coast Guard as it finalizes the “Leadership Framework,” which both clearly defines leadership competencies and continues to develop capable leaders who have the skills, knowledge and competencies needed to enhance mission performance and job satisfaction.

Support for the membership is paramount as the Auxiliary seeks to build on the membership’s passions and mission support in a time of declining voluntary participation in the country, leaving competition for individual time more critical than ever before in Auxiliary history.

The charted course ahead is clear and delineated. While a change in missions or requirements may call for course adjustments, staying the course that has been plotted is critical to continued success, just as the Auxiliary’s goal, service to the Nation and the Coast Guard, remains a constant beacon.

Respectfully submitted,

A handwritten signature in black ink that reads "Gene M. Seibert". The signature is written in a cursive style with a large, sweeping initial "G".

Gene M. Seibert
National Commodore