

**QUARTERLY BRIEFING
To THE COMMANDANT**

ON THE STATE OF THE

**UNITED STATES
COAST GUARD AUXILIARY**



APRIL 2006

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TABLE OF CONTENTS

Executive Summary	4
Accomplishments: The Last 100 Days	5
Mission accomplishment 2002-2006	8
International Affairs: The CSAR Conference	9
The Auxiliary Association; A New Beginning	10
Auxiliary Business and Contingency Planning	11
Auxiliary Incident Command and System Training	12
The Auxiliary National Legislative Liaison Committee	12z
The Course Ahead: The Next 100 Days	14
Briefing Summary	17

EXECUTIVE SUMMARY

The United States Coast Guard Auxiliary continues to face many 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 fore the Coast Guard Auxiliary.

The Coast Guard Auxiliary 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:

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

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.

Designed to help the Coast Guard Auxiliary alter strategies, re-engineer processes and improve quality, the 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.

THE LAST 100 DAYS: SEPTEMBER TO DECEMBER 2005

During the last hundred days of 2005, the Coast Guard Auxiliary continued its efforts to move forward with tactical actions in support of strategic imperatives.

- The Coast Guard Auxiliary worked to maintain a healthy balance between its traditional boating safety missions with rapidly evolving security missions.
- The Coast Guard Auxiliary continued to provide sound risk management, purposeful planning, diligent stewardship and operational excellence.
- The Coast Guard Auxiliary worked collaboratively with the Coast Guard and its other professional stakeholders toward a common goal of improving safety, enhancing efficiency and increasing security.
- Strategic and Contingency Planning continues to be a focus.

Recreational Boating Safety Directorate

- **Develop a firm approach to strategies and course materials for youth courses.**
RESULTS: ONGOING. G-PCB-2 provided funding for 210,000 copies of Boating Fun that will last well into CY 2007. Grants to secure additional supplies have been requested from an insurance company and a publisher.
- **Define and implement strategies as they pertain to our partnership with the US Army Corps of Engineers. Implement Skiers' Choice MOU in time for the spring boating season. Complete implementation West Marine Agreement. Complete discussions and develop proposal for PE materials with Brunswick.**
RESULTS: ONGOING. The focus of the United States Corps of Engineers agreement is cooperation among field units of USACE and Coast Guard Auxiliary; and, national planning will define typical projects and types of relationships at the Auxiliary District and below.

West Marine will continue to support the Vessel Safety Check program by providing discounts on several kinds of safety equipment and will expand the VSC T-shirt promotion across the nation. Longer term, West Marine may offer to provide VSC decals in 2008 and beyond.

The Skier's Choice has launched a program to provide an Auxiliary-taught boating safety course to each new Skier's Choice boat owner. The courses will be taught in or near dealer locations and the company will pay student course fees.

- **Continue to seek outside assistance for RBS Funding of Auxiliary Programs.** RESULTS: ONGOING. The Auxiliary continues to seek financial support for RBS programs. While there are no substantial new contributors to report, there are a couple of additions to the small grants programs:

The National Safe Boating Council has a new initiative named the *Take'em Boating* grant program. Cash grants up to \$5,000 are available for the development of youth-oriented, hands-on boating programs.

The National Water Safety Congress has small grants up to \$1,500 available for local water safety projects. The program will be initiated in CY 2007 promotions will begin in early 2006 for grant applications in September 2006.

- **Outline new or update plans for States involvement in the Vessel Safety Check Program by 1 December 2005.** RESULTS: COMPLETED/ONGOING. Attempts to involve States as VSC providers have not been productive. Each state has its own unique way of handling checks for safety equipment and in general they do not want a standardized program. The emphasis now will focus on gaining visible support and endorsement for the existing programs as conducted by the Coast Guard Auxiliary and United States Power Squadrons.

Member Services Directorate

- **Recruiting and retention plan implementation** RESULTS: ON GOING. A recruiting drive was conducted with results that were cancelled out by year-end disenrollments. A retention division is being stood up to focus on methods to support member retention.
- **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.** RESULTS: COMPLETED/ON-GOING. The transition eliminating Coast Guard Auxiliary Career Counselor support is in effect as of Jan. 2006. Academy support has become an individual direct augmentation program.
- **Launch EZ Forms project, to eliminate paperwork and simplify reporting using online technology.** RESULTS: ONGOING. The program code is being written that will allow direct on line recording of statistical information by members. Beta testing is complete.

- **Stand up an Internet-based communications program that can be used for on line training, mentoring and conference facilities.**
RESULTS: COMPLETED/ACTIVATED. The program *SmileTiger* has been selected, software purchased and is in use.
- **Implement Auxiliary participation in the CG Ombudsman Program.**
RESULTS: COMPLETED/ON-GOING. Individual Coast Guard Auxiliary members will serve Coast Guard units as direct augmentation ombudsmen at the request of unit commanders.
- **Research the possibility of establishing an Auxiliarist of the Year Award to join existing active duty, reserve and civilian awards.** RESULTS: COMPLETED / ACTIVATED. In accordance with Personnel Command, Coast Guard Auxiliary criteria have been established and an ALCOAST released seeking candidates.

Operations And Marine Safety Directorate

- **Continue District Mapping of Auxiliary assets.**
RESULTS: ON HOLD. District Mapping is on hold due to lack of access to GIS. The location (LAT/LONG) of surface and aviation facilities is noted on the “Offer for Use” form.
- **Further the strategic alignment of Operations and Marine Safety departments.**
RESULTS: ONGOING. MTSA MARSEC 2 & 3 guidelines are scheduled for completion during the first 100 days of 2006, incorporating the MOM (Maritime Observation Mission) ALCOAST requirements and changes.
- **Review and rewrite MARSEC 2 and 3 support guidelines, publish sector guidelines, and implement Waterway Management Security pilot program.**
 - a. RESULTS: ONGOING. Sector guidelines are targeted to be completed during the second 100 days of 2006, as soon as the survey is completed and analyzed.
 - b. RESULTS: ONGOING. Waterways Management Security pilot program was completed in October 2005 and an implementation proposal was submitted to NEXCOM and approved. Te first 100 days of 2006 will include finalization of the AWMSC implementation plan.
- **Survey and analyze all present Land Patrol Activities and integrate Marine Domain Awareness activities into a proposed Land Patrol Guide Lines.**
RESULTS: ONGOING. Land patrol survey and proposed implementation have been presented. Completion of implementation guidelines is targeted for the second hundred days of 2006.

MISSION ACCOMPLISHMENTS: MARCH 2002 TO MARCH 2006

During the past four years, the Auxiliary has devoted its service to supporting Coast Guard missions, educating the public through prevention safety and security programs and maintaining the business of the Auxiliary membership. The Auxiliary has worked through the post 9-11 era and through the hurricanes of 2005, continuing to improve service to the Coast Guard.

More recently the Auxiliary has completed surge operations and have begun to focus on the fact that mission balance is critical to its success. Utilizing the Auxiliary's capacity to fulfill the National Recreational Boating Safety Mission, the operational needs of the Coast Guard and the needs of its members is also critical to providing a return on investment for all of its customers.

The numbers listed below reflect but a few of the major mission accomplishment of the past four years. The Auxiliary offers these traditional missions as a small measure of the service that it has provided in support of maritime safety and security during your term as Commandant of the Coast Guard.

<u>Mission Category</u>	<u>Hours</u>	<u>Number of missions</u>
OPERATIONS:		
Safety Patrols	583,044	114,424
Regatta Patrols	59,563	9,174
Chart Updating	18,379	3,509
Marine Environment Protection	45,341	6,652
Marine Safety	185,726	33,000
CG Logistic Patrols	17,225	4,573
Operational Support	635,275	85,752
Assists	--	22,484
Lives Saved	--	1,246
Persons Assisted	--	38,540
Property Value Saved	--	\$287,730
RECREATIONAL BOATING SAFETY MISSIONS:		
Vessel Safety Checks given	--	450,115
Vessel Safety Checks passed	--	329,016
Percent passed	--	73
RBS Partner Visitations	--	206,627
Commercial Fishing Vessel Exams	--	4,920
Multi-lesson Public Education courses	--	12,110
SUPPORT MISSIONS:		
CG Administrative Support	556,768	71,980
CG Recruiting Support	56,526	11,941
Auxiliary Administration	8,733,908	178,417

The Auxiliary has also verified ATONS, provided health care, translated documents, conducted HARPATS, supported Regional Exam Centers, performed Front End Analyses, taught TCT, inspected T-boats, provided Legislative Liaison services, and a host of other activities to serve the growing needs of the Coast Guard.

The Auxiliary will continue to plan and make its transformation, predicated on its environment, to be prepared to enhance its capability and to anticipate and focus on future capacity; to be an asset to the Coast Guard and the boating public.

INTERNATIONAL AFFAIRS

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 addressing the problems experienced and difficult ties in overcoming with suggestions from the attendees on ways to alleviate or overcome them.

Some 80 delegates, representing 30 countries and international organizations, are expected to participate.

The first day 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 .

Second day sessions will include an introduction to SAR planning, coordination and control; creating a boating safety program and public outreach; vessel and commercial fishing vessel safety check program; local control of SAR operations and risk management; establishing a marketing and outreach program; establishing procedures for local control of SAR operations; training SAR crews and coxswains; risk management in SAR operations; leadership and management of volunteers by volunteer and government leaders; and MRCC interface and coordination of SAR operations.

Classroom demonstrations will include what electronic resources available, highlighting the web sites for NASBLA, NSBC, the U.S. Coast Guard and the U.S. Coast Guard Auxiliary.

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 – “Taking care of your folks.”

THE AUXILIARY ASSOCIATION, INC: A NEW BEGINNING

For years the Auxiliary Association (CGAuxA) had been the organization that generated funding for the overall operation of the Auxiliary. This funding was a key ingredient to many programs tasked to the Auxiliary by the Coast Guard. Without it, the Auxiliary would be but a shell of an organization with little impact on recreational boating safety and insufficient funds to carry out unfunded Coast Guard assignments.

Until recently, the CGAuxA had been able to generate sufficient funds to support organizational and program needs. Unfortunately, with changes in demographics and the economy, CGAuxA fund raising has been negatively impacted. The Auxiliary has taken strong actions to correct the situation.

It became evident that the CGAuxA needed to be much more businesslike in both its organization and operation. It needed to be directed and managed by business- oriented people, not by willing volunteers without business backgrounds.

The management structure has undergone substantial change. A new Board of Directors was formed, consisting of four members who are from within the Auxiliary, and four members who are outside Directors, and 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

The National Commodore serves as the Chief Executive Officer and Chairman of the Board. The National Vice Commodore serves as the President and Chief Operating Officer and will direct and manage the day-to-day operations.

The National Commodore (CEO/COB), the Vice Commodore (President/COO) and Immediate Past National Commodore form an Operating Committee that supports the Chief Operating Officer.

Middle management has also changed, by separating the administrative functions from marketing (revenue producing) operations. Two new Divisions have been created:

1. The Internal Division will focus on revenue generation from the Auxiliary membership.
2. The External Division’s focus will be revenue generation from sources outside the Auxiliary.

The management team is now in place and taking actions designed to reach a goal of a 20 percent increase in gross revenue per year over the next five years.

BUSINESS AND CONTINGENCY PLANNING

All areas of strategic focus in 2006 are interconnected and need to be integrated into a system solution. Therefore, the Auxiliary continues to place importance on its ability to plan. This includes business planning both strategic and tactical, as well as contingency planning at all levels.

The District Commodores and Vice Commodores worked during 2005 to developed their district's strategic business plans. Additionally, as the Auxiliary looked at all of its internal programs, our Department Chiefs crafted Operational Plans based on shared vision to keep the Auxiliary moving forward.

In November, the National Board reviewed each district's business. For most districts, there plans interfaced with the National Business Plan and their Coast Guard District's Operational Plans.

By the sharing of information between the auxiliary Districts and their Coast Guard District Commanders, the development of each others plans will be in concert, a major step forward.

Additionally, many of the districts took their planning process and drove it down to their flotillas. The rest of the Auxiliary Districts will follow this process in 2006.

The Auxiliary learned a lot of lessons in the aftermath of hurricanes Katrina, Rita and Wilma that provide the emphasis for added consideration to developing Auxiliary Contingency Plans.

The Auxiliary recognizes that in a time of national emergency or surge operations, its ability to execute the mission and integrate into the boarder picture of a unified command is critical. Furthermore, planning for a contingency is the foundation of readiness and allows the Auxiliary to assess its needs and capabilities, form the necessary civilian and military partnerships and plan not only for the mission, but plan to be both self-supported and self-sustaining.

To better blend interaction, the Auxiliary Districts will continue to update their contingency and business plans to better prepare to work with and coordinate efforts between the Auxiliary and Sectors on many tabletop exercises.

AUXILIARY INCIDENT COMMAND SYSTEM TRAINING

The plan to have Auxiliarists certified in the National Incident Management System and National Response Plans, ICS 100-NIMS700 and ICS 200 - NIMS 800 by the required dates is on track.

In an effort to resolve this conflict, CG Auxiliary members have been directed to comply with directives published by CG Area and District commands until CG Headquarters guidance is available.

The coursework determined to be necessary for all CG personnel (including Auxiliary) consists of ICS 100, 200 and 210 as well as NIMS 700 and NIMS 800. Other courses may be needed for CG or CG Auxiliary members involved in command and control, but that subject will be handled on a case by case basis at the local level. The National Commodore, in partnership with G-PCX, has determined the consequences for Auxiliary members who fail to complete coursework as assigned.

The following table provides the approved dates for the implementation of an action affecting the Auxiliary member's status or participation.

Date	Courses	Action
30 JUN 2006	ICS 100 NIMS 700	<ul style="list-style-type: none">• Members not allowed to participate in any Coast Guard exercise, drill or response event.• Members seeking to be qualified in an Auxiliary Operational Program must complete this coursework prior to certification by the DIRAUX.
30 SEP 2006	ICS 200 NIMS 800	<ul style="list-style-type: none">• Members designated as leaders or SURLs are strongly encouraged to complete required coursework.
Unknown	ICS 210	<ul style="list-style-type: none">• Consequence determined as course becomes widely available to Auxiliary members.

No additional actions affecting a member's status or participation are authorized. Local units will make every effort to encourage participation, provide training or other resources and facilitate compliance with the aforementioned directives.

NATIONAL LEGISLATIVE LIAISON COMMITTEE

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 continues to direct Legislative Liaison Officers to refer media inquiries regarding legislation to their local district's Coast Guard Public Affairs Officer.

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.

Also accessible at the site is the 2006 edition of the Legislative Liaison Officer manual. This manual is updated as necessary, and in addition to general information for the Legislative Liaison Officers on how to perform their duties is the Department of Homeland Security and Coast Guard policy guidance for Auxiliarists seeking authority to testify in uniform.

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

THE COURSE AHEAD

During the next hundred days, (100 – 200), the Coast Guard Auxiliary will continue its efforts to move forward with tactical actions in support of strategic imperatives.

The year 2006 will be known as “the Year of Recreational Boating Safety.” In order to continue to maintain a healthy balance between its traditional boating safety missions with rapidly evolving security missions, an added emphasis must be placed on the important of boating safety within the communities. Along with enhanced RBS 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.

Recreational Boating Safety Directorate

- The Boating Department developed a certification process for State Liaison Officers that was implemented on 5 March 2006. Based on a newly developed SLO Qualification Guide, candidates for office take a written test to verify their knowledge of state liaison duties prior to assuming office.
- The Boating Department developed a partnership agreement with *Soundings* magazine was signed at NTRAIN meetings 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.
- The Education Department has developed an Instructor Development Course that is closely modeled on the Coast Guard course. The completed program was submitted to G-PCX and is under review.
- 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.
- 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 our mainstream boating safety courses. The new edition is targeted for introduction in the fall of 2006.
- In January, 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 implementation in 2007.

Member Services Directorate

- The Information Technology Department will support the first version a web-based member entry system. Using two of the most commonly used forms for recording mission hours, the IT department has developed an on line reporting process into AUXDATA rather than paper/keyboarding entry.
- The Personnel Department will conduct an April 2006 recruiting drive. At this time, the rapidly declining membership is holding steady at about 30,500 active members with about 680 in the applicant pool. Roughly same number of members lost negated the result of the last membership drive.
- The Personnel Department will develop guidelines recognizing signs in members in danger of leaving and train Personnel Services Officers in methods of retention. Too many members just fade out of touch and then leave the Auxiliary. This program seeks to train Personnel Services officers to look for early warning signs and help the member reconnect.
- The Training Department will support Coast Guard and the Auxiliary leadership development by promoting AUXLAMS and AMLOC course delivery in the field. These two courses train line and mid-level leaders to become the future senior officers. Using both C-Schools and road shows, the Training Department is increasing their efforts to reach more personnel.
- The Public Affairs Department will produce an updated America's Waterway Watch video. The current video has some copyright questions and was the first version immediately following standing up the program. This version will update and refine the message and production.

Operations And Marine Safety Directorate

- 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 (policy guidance), an Auxiliary Safe Diving Practices Manual and an Auxiliary Dive Program Personal Qualification Standard (PQS) have been developed and are in the final editing stage. It is anticipated that the concurrent clearance process will begin in the near future. This program will expand the ability of the Auxiliary to provide value added service to support CG field

operations. The tireless assistance of LT Matt Funderburk is gratefully acknowledged.

- The Operations Department will encourage and improve field level contingency planning, including to provide additional training/exercises. In the wake of Hurricanes Katrina, Rita and Wilma, many Auxiliary units have focused on the need to do contingency planning. Given the complexities of this process, the Auxiliary Operations Department developed an easy to understand “job aid” for field units to assist in planning and presented this tool at the National Training Meeting in late January. Since then, members from all corners of the country have offered excellent suggestions and described the “lessons learned” from their own planning efforts. Under the direction of COMO Helmut Hertle, the Operations and Marine Safety Departments are collaborating to develop an “Operations and Marine Safety Directorate” website which will feature information and tools for Auxiliary contingency planning. This website will provide a central resource for CG guidance on planning, Auxiliary materials including customizable field exercises and provide a repository for member input. It is anticipated that the website will be operational by May 1, 2006.
- The Marine Safety and Environmental Protection Department are 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.
- The Marine Safety and Environmental Protection Department will revise Personal Qualification Standards to add MTSA compliance items and follow PWCS ALCOAST guidance. Review all documentation to bring into currency with regard to the ALCOST and PQS and courses and reflect the Sector realignment.

SUMMARY

The processes put in place in the last quarter allows the Coast Guard Auxiliary to adapt to a changing environment. Its leadership and management team continues to come together with a single vision of the course ahead.

Striving to balance operational and boating safety missions to match member involvement and job satisfaction to the evolving needs of the Coast Guard, the Coast Guard Auxiliary seeks to find the fiscal resources to maintain across-the-board Auxiliary operations

Today, more than ever before, the Auxiliary is meeting, managing and more importantly, anticipating challenges, to become an even more effective member of Coast Guard Forces.

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

April 2006