



UNITED STATES COAST GUARD AUXILIARY
America's Volunteer Lifesavers®

Navigator

VOL. 31, NO. 2 – SUMMER 2004

Cooking on the River

for the crew
of the *Kankakee*

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INSIDE: 2004 Caribbean Search and Rescue Conference, page 16



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ON THE COVER

Lanny Oakes serves the crew of the *Kankakee*. PAGE 22

CORRECTION: In the article A day at the US Coast Guard Academy printed in the Winter 2003 edition of the *Navigator*, Raymond C. Birnbaum, DSO-CC 15R, was incorrectly identified as Russell White by the author. The *Navigator* regrets the error.

National Calendar

2004

NATIONAL CONFERENCE,
September 2-4
Costa Mesa, CA

2004
EDITION DEADLINES

FALL EDITION
August 15

WINTER EDITION
November 15

Send submissions to *Navigator*

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USCG Auxiliary - a key to longevity

Sol Spiegel honored on his 100th birthday

What a bash!

District 7 celebrated both the 100th birthday and 65th anniversary of its oldest active Auxiliarist at their spring conference. Sol Spiegel, born May 6, 1904, and his wife led the Pledge of Allegiance to open the district business meeting.

Spiegel started his boating career when he was 14 with his first boat, a canoe. By 34 he had his first full cabin vessel built, the 30-ft *Frimada I* (a combination of his mother's name Frimet and his wife's name Ada).

In the fall of 1939 a Coast Guard representative spoke at the Riverside Yacht Club, Passaic, N.J., concerning the needs of the Coast Guard which led Spiegel and 12 other members to join the CG Reserve (Temporary) unit and formed Flotilla 34 in the 3rd CG District.

Frimada was assigned number 607 and was used as a submarine hunting CG asset until 1941 at CGSTA Fort Newark.

During his tenure as a Temporary Reserve, Spiegel attained the rank of Chief Petty Officer. He also performed the duties of OD for Station Fort Newark. In addition, Spiegel was the small arms instructor for the Coast Guard, Reserve and WAFS, women pilots who ferried military aircraft.

During WW II, Spiegel skippered a



Sol Spiegel turned 100 years old on May 6. Photo by Karen Miller

36-foot patrol boat for the Coast Guard off New Jersey. The boat was armed with a 30-caliber machine gun. Unfortunately, Spiegel was not provided ammunition for the gun or a radio for the vessel. In lieu of a radio, Spiegel and his crew were equipped with carrier pigeons for communications. He was also provided a handgun with six bullets. The bullets were counted at the end of each patrol. His

primary duties included submarine hunting and picking up debris that could indicate cargo and help to identify vessels that may have been torpedoed.

Spiegel was actively involved in on-the-water operations with the Auxiliary from 1939 to Aug. 29, 2000. He moved to Florida in 1967 and joined Flotilla 32 in Ft. Lauderdale. At age 80, Spiegel was one of the first Auxiliarists to complete the coxswain qualifications program that started in 1984. He held a six-pack license to operate a fishing vessel for hire from 1941 to 1990.

Spiegel actively performed patrols until age 98, sold *Frimada IV* and reverted to crew status because he could not get around his boat like he used to in rough seas.

Spiegel is noted for his wit and anecdotes. Two of the most memorable Spiegelisms include:

- On why he joined the USCGR(T) - In 1945 the height requirement to join the service was 5' 4". I was 5' 3". A CG recruiter came to the yacht club to recruit volunteers for the USCGR(T). "They were looking for small boat operators ... I figured, I'm small, I'm a boat operator,

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Coast Guard Auxiliarists support homeland security in Seattle

BY LT M. A. BILLEAUDEAUX

13th Coast Guard District Public Affairs

Regional residents attending the town-hall style meeting at Seattle University seemed to surprise the Excellence in Government Panel by displaying little interest when asked if citizens would volunteer to assist with homeland security.

In contrast, since Sept. 11, 2001, membership in the U.S. Coast Guard Auxiliary nationally has grown by 10 percent or almost three new members a day since the tragic attacks. The Northwest Auxiliary ranks have seen their numbers swell by a similar percentage, and these new members are seeing a closer relationship with the active duty Coast Guard than at any time in its history.

About a third of the 250 Auxiliarists in the metropolitan Seattle area are boat crew and coxswains, trained and qualified to Coast Guard-approved standards. They are frequently requested to deploy their own boats under official Coast Guard orders, flying a special Coast Guard Ensign, for safety patrols and to assist with search and rescue.

In the months following the attacks on New York and Washington, they logged hundreds of hours on "Noble

Eagle Patrols" on Puget Sound on a near daily basis. They provided additional Coast Guard presence in local waters and served as extra eyes and ears, watching for anything suspicious or out of place around the ports and waterways.

Early in 2003, Auxiliarists began training alongside the Coast Guard in support of port security specialties. Since, they have been serving side-by-side with their active duty counterparts assisting in critical maritime security roles. They can be seen conducting vehicle patrols of shoreside facilities and, occasionally, they assist with cruise terminal security checks. Each day the dedicated volunteers might participate in screening of foreign vessels prior to their U.S. port admission, fingerprinting merchant mariners as part of the licensing process or assisting with other port security functions.

When security levels were elevated during Operation Iraqi Freedom and the 2003 holiday season, Auxiliarists provided "surge capacity," patrolling every day and filling in for active duty and reserve personnel who were deployed.

The Coast Guard Auxiliary is the all-volunteer civilian arm of the Coast Guard, supporting all the Coast Guard's missions except law enforcement and military. Traditionally, their role primarily focused on recreational boating safety.

Since 9/11, however, the Auxiliary's homeland security tasks have ramped up right along with those of the Coast Guard.

For the Northern Area of Coast Guard District 13, the Auxiliary's Direct Support Coordinator is Mary Ann Chapman, who as a civilian, is a Seattle marketing strategy consultant. Last year she logged in excess of 1500 hours of volunteer time, mostly in the homeland security mission.

She says several Seattlites who have volunteered as part of the Auxiliary have worked more than 1000 hours annually, though most were in the range of 50-300 hours. But she is emphatic in saying that the

SEE **SEATTLE** PG. 5

SEATTLE

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commitment of even a few hours a month is highly valuable.

"Supporting the Coast Guard is a wonderful way for a citizen to help keep our region secure. Their efforts benefit their families and friends in Puget Sound and around the country," she said. "Any U.S. citizen who is 17 or older can join. There's an Auxiliary mission for everyone."

The Auxiliary's traditional role of public education and recreational boating safety has become even more important as the Coast Guard's focus

on homeland security has expanded. Essentially, the safer boaters are on the water, the fewer search and rescue cases will have to be managed by the regular Coast Guard thereby allowing more time for security missions.

Young people are particularly encouraged to consider serving, as well as retired military and police officers looking for an activity that offers excitement and intensity. Computer and office skills are always needed. Before Auxiliarists can participate in homeland security functions, they must undergo the same background checks as active duty "Coasties." 🌀

LONGEVITY

continued from page 3

so I joined up."

- During the ceremonies in Washington, D.C., honoring Spiegel and another long-term member of the Auxiliary, Admiral James Loy, then Commandant of the Coast Guard, presented the certificates of recognition to Spiegel and the other Auxiliarist. Admiral Loy and both Auxiliarists were on a stage in front of a gathering of dignitaries including the President and congressmen. Admiral Loy, who is 6' 3" tall, shook Spiegel's hand in congratulations and asked if he wished to say a few words. Spiegel, at 5' 3" looked up at Admiral Loy and said to the audience, "You know, when I joined I was that tall." Spiegel brought down the house.

Spiegel was presented with numerous letters of recognition which were arranged by CAPT James Maes, Commander, Group Miami. After being informed that Spiegel was going to turn 100 this year, CAPT Maes began the process of contacting Spiegel's Coast Guard and Coast Guard Auxiliary chains of command and arranged the following letters of recognition for him:

- President George W. Bush - Commander-in-Chief
- President Bush and First Lady

Laura Bush also sent a birthday card

- Admiral Tom Collins - Commandant, United States Coast Guard
- Vice Admiral Thad Allen - Chief of Staff, United States Coast Guard (plus a coin)
- Rear Admiral Harvey Johnson - Commander, Seventh Coast Guard District (plus a Seventh District Commander's Coin)
- Captain James Maes - Commander, Coast Guard Group Miami (plus a Group Miami Core Values Coin)
- COMO William Edgerton - National Commodore Coast Guard Auxiliary (plus a coin)
- COMO Dahlgren - Auxiliary Commodore, Seventh District (plus a coin)
- Richard Leys - Division Captain, Coast Guard Auxiliary Division 3

To top it all off, Spiegel's grandson, also an Auxiliarist, joined in the celebration.

It becomes quickly obvious once you meet Spiegel that the Auxiliary is a big part of his life. He credits his love of the water and boating as well as the love he gives and receives from his family and friends as his key to a long and happy life.

(Lois Ann Hesser, John Rungo, Karen Miller and CAPT James Maes all contributed to this article) 🌀

Navigator

is the official magazine of the
United States Coast Guard Auxiliary

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Pay Day

Have you “paid” an Auxiliarist for performance above and beyond the normal expectations of their assigned duties or qualifications?



COMMODORE
E. W. (BILL)
EDGERTON
NATIONAL
COMMODORE



As Auxiliarists, volunteers, our only “pay check” is through recognition, at the appropriate level, for his/her performance or contribution(s) to the programs and/or missions of the Auxiliary. As we approach the election time of the year and possible changes in unit leadership, elected and appointed, it is the time to consider holding a pay day.

A recent study conducted by the Long Range Planning Committee noted that there are sufficient levels of individual and team awards available to recognize performance above that level normally expected of an Auxiliarist. This performance could be as an elected or appointed officer, as a team working on a particular event or project. It also could be an Auxiliarist taking an initiative to do that little extra. The individual awards, as listed and described in the Auxiliary Manual, include the Auxiliary Meritorious Service Award (AMSA), the Auxiliary Commendation Award (ACA), the Auxiliary Achievement Award (AAA) and the Auxiliary Commandant’s Letter of Commendation (ACLOC). The Coast Guard Meritorious Team Commendation Award is available to recognize a team effort. Additionally, there are individual performance awards that are supported by production as documented in AUXDATA.

How often have you heard that the

above listed awards are only available for and presented at the National and District levels? These awards are available to be presented to any Auxiliarist at any level.

Most Districts/Regions are good about recognizing performance at the District level (members of the EXCOM and District Staff Officers). Often overlooked is the performance of a division captain, who as a member of the district board, put forth that extra effort to make a significant contribution to the district activities or improve procedures. How about that division captain that displayed exceptional leadership in guiding his/her division during their term of office?

Recognition at the division and flotilla levels is usually limited to Certificates of Appreciation being presented to the vice Captain/Flotilla vice Commander and staff members. While this level of recognition should not be overlooked or ignored, it should not be considered as all that is necessary or appropriate. It is widely recognized that the work of the Auxiliary is performed at the ‘deck plate’ level. Unit leaders, specifically at these levels, need to take the time to ensure that the contributions that lead to or result in performance above and beyond that normally expected is appropriately recognized: that the deserving Auxiliarist(s) receives an appropriate “pay check.”

This recognition could be earned/deserved by an elected or appointed officer that, through their leadership and/or innovative approach had a positive affect on one or more Auxiliary programs/mission areas. I am sure there have been many instances where a flotilla commander, as a member of the division board, has taken that extra step and made a contribution that had a significant impact on at least one division activity or a flotilla staff officer that has "turned a program around" within the flotilla.

It is not hard to imagine that many award recommendations are not submitted because it is perceived as being just too much work and nobody would pay any attention to it anyway. Actually, the procedure and paperwork are relatively simple. For all awards listed above, except for the AMS and the performance awards, all that is required is a completed Coast Guard Award Recommendation (CG Form 1650) (available on-line for downloading or in the Auxiliary Manual for reproduction) and a completed draft citation or, in the case of the ACLOC, a draft letter. The citation or letter, normally felt to be a 'back breaker,' is not that hard. There are basically three sections: Section 1 is basic and reflects the Auxiliarist's name and what he/she is being recognized for (Mr. W. T. Door is cited for meritorious service while serving as Flotilla Staff Officer - Public Education from 1 January to 1

November), Section 2 details the accomplishments/activities that support the recognition and Section 3 is the boiler plate closing for all citations (Mr. Door's dedication and devotion to duty are most heartily commended, etc.). The requirements for submission of a Team Award are the same except that only one citation needs to be submitted and all team members need to be identified in the 1650. Most Districts/Regions have prepared and distributed guides for the preparation and submission of award recommendation that contain sample citations. Flotilla Commanders and above should have access to this document or a CD that contains it. The AMS requires the submission of a "Summary of Action," a detailed description of activities supporting the recommendation.

Changes of Watch present excellent opportunities to hold "pay days." Recognition is good at any time but recognition in front of peers is better and may well provide an incentive for others to put forth that extra effort knowing that their efforts will be appropriately recognized.

I cannot close this article without saying that recognitions and awards should always be given in a timely manner and when appropriate. Don't wait for a COW in November to recognize an action taken in February.

Take the time to hold a "pay day" and recognize those extra efforts and you may well be surprised at the results. ☺

Leaders needed

Your decisions chart the future course of the Coast Guard Auxiliary



COMMODORE
GENE M.
SEIBERT

NATIONAL VICE
COMMODORE
CHIEF OF STAFF



Have you realized that in 18 years, a decision you made this year could determine who the National Commodore will be?

That's the kind of power you have. Yes, You.

Elections are coming up soon and as a member of the U.S. Coast Guard Auxiliary, you have a vote. Depending on what position you have, you may have more than one opportunity to elect tomorrow's leaders. If that future National Commodore follows the elected path, in all likelihood, they will serve two years each as vice and flotilla commander, two years each as vice and division captain, two years as rear commodore, two years each as vice and district commodore, two years as national area commodore and two more as the national vice commodore-chief of staff.

Electing leaders may not be as exciting as participating in those program areas that are of interest to you, but our elections are nonetheless one of the most critical things we do as Auxiliarists.

Why do our elections matter so much?

We need to choose our elected leaders carefully for their one- or two- year watch can impact the direction and productivity of a unit - now and in future years.

Most of us have a limited hands-on concept of how the Auxiliary - as a whole - works. We know and understand our own units and their leaders. When election time comes around, we vote for people, we think will do the best job.

Or do we? Sometimes we simply vote for the person who is next in line as if we're rewarding them for having served so far, or possibly because we simply like a person better than another.

And of course there are times that we vote for a person because no one else is willing to run for a position.

I think we've all been there.

But now I'm asking you to stop and consider just how important it is that we choose wisely, pick those who have the competencies of leadership and management, who are risk managers but also risk takers.

With the changing environment in post-September 11, we are experiencing cultural shifts not only in the Coast Guard but the Auxiliary as well. Now more than ever, we need the right leaders to help chart our future course.

Fact: We're not the same Coast Guard Auxiliary we were five years ago, so selecting a visionary leader is even more important now than ever.

Perhaps Albert Einstein hit the nail on the head when he said, "The significant problems we face today cannot be solved at the same level of thinking we were in when we created them."

It comes as no surprise to any of us that we have experienced, are experiencing, a cultural shift, which occurs when a series of dramatic events are so impacting that an organization cannot continue to operate the same way and expect to achieve its mission.

There is simply no room for candidates who want to pursue business as usual. Moreover, we should not elect someone to a leadership position simply because it's their turn to serve. The leaders we elect must be ready, willing and able to serve and not appear as simply a figurehead.

September 11 brought sweeping changes to our operational environment and these changes only reinforce the importance that we must increase interaction and coordination between operational Coast Guard commands, interagency partners and our units.

We need to bring a new focus to the values of planning and sustainment of our operational readiness. We need to recognize fully that in a broad sense, all of our operational activities need to be either focused on prevention of an incident through Operation Patriot Readiness, Maritime Domain Awareness, Recreational Boating Safety and Community Outreach Programs or in response to mitigate the undesired effects of an incident through our surge capabilities and capacity under MARSEC 2 or 3 conditions, or if called upon to perform a search and rescue mission.

I feel overall, our organization must begin the transformation in view of what we know today. This can't be ignored. The results of the dramatic events, the shift in Coast Guard and the establishment of the Department of Homeland Security, and the changing make-up of the recreational boater, all need to come into play as we move our organization forward.

Today is the "New Normal". We can not become complacent; we must realize that things will never be like it was pre-September 11.

Now more than ever, we need to provide our organization with the depth and breadth of operational, personal, team and strategic leadership that is critical to our sustained success in the near and long term.

See why your selection of this year's leaders is so important?

Colin Powell, when he was Chairman of the Joint Chiefs of Staff, referred to some critical success factors as traits/characteristics of outstanding leaders. I suggest you use the following traits as a sort of checklist in evaluating the candidates running for officers in your flotilla, division, or district elections.

Visionary - A visionary leader sets goals, looks ahead and sees what the challenges are ahead of time (Powell calls this seeing around corners). A visionary leader plans now for tomorrow. They are proactive rather than reactive. Lastly, a visionary leader

doesn't accept the status quo as OK.

Motivator/achiever - Leaders who are high energy and are motivated to do more do better than what has taken place in the past. They do not rest on the laurels of previous accomplishments. More importantly, they have an ability to motivate others to buy into this same philosophy. Successful leaders give 110 percent effort and are continually striving for excellence.

Communicator - A leader must be able to communicate their ideas, values, visions, and goals. A successful leader's decisions are crisp and clear, so everyone knows where the unit is going, and how they will get there.

Solutions oriented - You may have heard the saying, if you are not part of the solution, you are part of the problem? Successful leaders don't simply see problems as unsolvable; they work to find solutions. They use the KISS principle (keep it super simple), and have a can-do attitude. They always exhibit a situational awareness capability that enables them to think fast on their feet.

Perpetually optimistic - Leaders who are perpetually optimistic have a ripple effect on their organization. They see what can be done, as opposed to simply seeing the roadblocks to progress.

Know how to have fun - Successful leaders surround themselves with people who take their work seriously, but not themselves. They know how to work hard and play hard and value the fourth cornerstone.

Leaders are willing to make the tough decisions - You've heard the saying, the buck stops here? Successful leaders stand fast to this philosophy, even when it seems unpopular.

Therefore in this year's election cycle, no matter if you are electing a flotilla commander, division captain or any of the elected leadership, please choose carefully; please choose wisely.

Like the ripple effect of the wake from a boat, the leadership choices that we make today will ultimately impact the direction of the Auxiliary of tomorrow. 🌀

Operation BoatSmart:

assessment and the way ahead



COMMODORE
**MARY
LARSEN**

NATIONAL VICE
COMMODORE
ATLANTIC EAST



As we enter the fourth year of the Operation BoatSmart campaign, CDR Kim Pickens who is responsible for the program for the Atlantic area, has done a complete assessment for all of the partners. This summary is adapted from her document.

Operation BoatSmart has as its intent the reduction of boating accidents and fatalities. Five major goals, or performance measures, were established by the partners to accomplish this when the program began in 2001 and remain in effect today. The goals are: an increase in observed PFD wear rates, an increase in certain PFD sales, an increase in the number of boaters taking public education classes, an increase in the number of vessel safety checks, and a decrease in the number of fatalities involving alcohol.

PROGRESS REPORT:

Numbers one and two: it was the determination of the partners that the single most important measure for success would be independent observation of increased PFD wear. Unfortunately, wear rate studies have not shown a significant increase in PFD wear. This conclusion was based on wear rate studies from 2000 to

2002. The results were somewhat surprising since the number of PFDs sold showed a significant increase. Both production and sales of Type III and inflatables of all types has increased markedly over the past two years. This is especially significant since boat and equipment sales have been flat over the same time frame.

Number three: we have seen an increase in the number of boaters taking public education courses. It is encouraging that some of this increase has been among the boaters considered most at risk for fatalities.

Number four: the total number of vessel safety checks performed by all partners (primarily Auxiliary, United States Power Squadrons and states) has increased nearly 50% since the baseline year of 2000.

Number five: while we have recorded a decrease in the number of accidents and fatalities where alcohol was the primary cause, at the same time the percentage of fatalities where alcohol was involved in any way has increased. The OBS partners suggested that this is an area that needs more study.

SEE **LARSEN** PG. 12

Meet the leadership challenge

What could they be thinking? It's absolutely crazy! It will decimate Auxiliary membership. People will vote with their feet!

I wasn't a member then, but that's how I've heard it described by some who saw the Boat Crew Qualification Program instituted in 1985. There were predictions of tremendous membership loss, and protests that the new program was completely unnecessary. Yes, some members left because they were unwilling to participate in the new qualification process, but our operations are much safer and more professional as a result.

Those predictions echo today as we implement member suitability checks, and it's our responsibility to make sure we don't lose any shipmates unnecessarily. When the program was first announced, we heard dire claims that the sky was falling, that members would never stand for the suitability checks, and that we would lose membership in huge numbers. During the months since, the program has been developed to minimize the impact on member privacy and make the process as painless as possible.

A funny thing happened on the way to the predicted member revolt. There wasn't one. In meeting after meeting I attended, the overwhelming majority—all but a handful—said they agree with the need for suitability checks on our members. Filling out forms and getting fingerprinted is a burden, to be sure,

especially for the direct-operations participants who will be filling out the long form. Auxiliarists who work with active-duty commands in planning our response to elevated maritime security (MARSEC) levels know that many of the details of those plans are classified, and the particulars of our participation are sensitive enough to warrant careful screening for all members involved.

There wasn't a revolt, but there was and still is a good-sized paperwork gap. There are many members who haven't responded to the initial questionnaire, and we all need to work to get those replies back to the Director of Auxiliary as soon as possible. Some are snowbirds and haven't answered their winter mail yet. Some probably tossed it out with the credit card offers and sale catalogs. Some laid it aside to do later, and some had questions they haven't gotten around to asking. A few have serious misgivings about participating, and nobody's called to find out why.

Whatever the reason, we all need to pitch in to keep our shipmates aboard. Scanning the response data in one district to try to understand what's happening, I made a listing by flotilla of



COMMODORE
STEVEN B.
REAMS

NATIONAL VICE
COMMODORE
ATLANTIC (WEST)



SEE **REAMS** PG. 12

LARSEN

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THE WAY AHEAD / FUTURE ACTIONS:

Number one: we need to redouble our efforts to educate partners and the public on the importance of wearing life jackets, at the same time making certain that the message is clear, concise and consistent. Our message should be "Wear your life jacket," not "Make sure they are readily accessible."

Number two: we plan to educate safety advocates and stakeholders at

the local level on the importance of boating education, at the same time advising them on the range of courses available. Encourage all partners to support the work of public education departments at the local level and get the word out about upcoming class offerings.

Number three: we plan to encourage all partners to work at the local level to support their vessel examiners and work to advertise and inform the public about VSC days and special events.

Number four: we need to get the word out at the local level to educate the public on the relationship

between alcohol use and fatalities for operators and passengers. The plain truth is - all other factors being equal, impaired passengers are at much as risk as impaired operators. So future strategies must be aimed at both audiences.

In summary the campaign has certainly shown some results in the past three years. The downward trend in VSCs and attendance at boating courses has been slowed, even reversed. With continuing emphasis on the major goals, we should be able to capitalize on the momentum and see a reduction in the number of boating accidents and fatalities. 🌀

REAMS

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the response rate. Several flotillas had 100 percent response, and several more were in the 90s. Most were in the 70 percent range, and a few were downright terrible. Checking against the activity level and overall health of the flotillas, guess what? Active units with good leaders had great response, and not-so-hot units had response rates to match.

In short, units with good leaders are tending to have good response rates, which means that we can use our leadership skills to keep the people we haven't heard from. Here's how:

- Find out who hasn't responded and make a flotilla plan to reach every person on the list. Like everything else, the flotilla commander bears ultimate responsibility, but the flotilla

vice commander and the personnel services officer have roles to play, too.

- Have a supply of the response forms at every flotilla and division meeting, and make sure every member in attendance has filled one out.
- In many cases, this isn't too different from the annual bug-a-thon to get the dues collected. Make contact, and ask for the form. It's available on-line, so it's easy to make more for the people who've lost them. Follow up, and follow through.
- Use a buddy system to pair non-responsive members with a friend who can talk to them about the security checks and help them understand why they're necessary.
- There will be some members who don't understand the program, or feel they aren't willing to participate. Let them know how important they are, and answer their questions

patiently and respectfully. Feel free to use your own experience as an example.

- There are plenty of resources to draw upon if you get a question you can't answer. There's a question-and-answer resource on the Chief Director's web site, and your elected officers up the chain can get the answer to other questions.

Like the Boat Crew Qualification Program nearly 20 years ago, the suitability check program poses a risk of membership loss. We must respond effectively, right now, to prevent members from departing through our own neglect. Directors of Auxiliary will disenroll (or retire, if eligible) members who haven't agreed to participate in the suitability check program by the end of 2004. Keeping those members in the Auxiliary is a leadership challenge for every one of us. 🌀

State of the Coast Guard Auxiliary

Ready, Reliable and Relevant

Upon reporting for duty as your Chief Director some three years ago. I was excited about taking on the program management of a highly valued volunteer force that was focused primarily on the most important duties of and responsibilities of executing the Recreational Boating Safety mission.

Little did I, or anyone else for that matter, know that our maritime security environment was about to drastically and dramatically change. Along with that change was the program challenge to even better leverage the Auxiliary capability and capacity in support of Coast Guard missions, and to provide to the operational commanders at all levels a ready, reliable and relevant volunteer force ready to fill in and support as needed during maritime security surge operations. Working hand in hand with the Auxiliary leadership at all levels, I think we have made great progress towards attaining many new goals and objectives.

I believe the Auxiliary is, in fact, more ready to support the Coast Guard and Nation. I believe the Auxiliary is more relied upon by Coast Guard operational commanders. And I believe the Auxiliary's support is far more relevant to today's mission set than ever before. From the program view, I can best summarize the state of the Auxiliary, in

four key areas:

1. Auxiliary Support to Strategic Objectives and Goals of Maritime Homeland Security

- Operation Patriot Readiness (OPR)
 - Goal: Position the Coast Guard to Execute Maritime Security. The OPORDER has been highly successful in accomplishing two primary goals: it has provided more opportunity for backfill support alignment with active duty units, and it has prepared the Auxiliary for future potential Maritime Security surge operations. OPR Phase III was implemented this past spring, with the aim to further assist operational commanders in best utilization of identified Auxiliary resources in support of Ports, Waterways and Coastal Security missions. The focus of OPR III has been to further embed the Auxiliary capability into operational planning for Maritime Security operations and also to commence development of an emerging role for the Auxiliary in a National Maritime Domain Awareness capability.



CAPTAIN
DAVID
HILL

CHIEF DIRECTOR
U.S. COAST GUARD
AUXILIARY



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- Contributions of OPR to National Security. Since the implementation of OPR, the Auxiliary has provided over 7.5 million hours in support of CG missions. That support includes well over 1 million surface patrol and approximately 50K air patrol hours, in support of Ports, Waterways and Coastal Security operations. Specific support to Operational Liberty Shield Maritime Security surge operations was a total 359K hours with 46K hours on the water and 2.7K hours in the air. Specific support to Operation Noble Eagle was well over .5M hours and included support activities ranging from backfilling comms watchstanders to conducting load out security zone patrols. The Auxiliary continues to provide low risk, traditional and non-traditional support to Operation Neptune Shield. The Auxiliary stands ready as a relied upon force to support Maritime Security operations through all levels.
- Auxiliary's Role in a National Maritime Domain Awareness Capability - Goal: Know Maritime Conditions, Anomalies, and Threats. In Winter 03, a plan was laid down to develop initiatives to combine recreational boating safety programs with Maritime Domain Awareness public outreach activities as a single, national strategy. Further plans were developed to define a course of action for the operational reporting of observations in conjunction with other Auxiliary operational activities. Most significant was the accomplishment of a plan to roll out the Waterways Watch program in conjunction with the 04 boating season. This Auxiliary program, which is the recreational boating safety part of the larger America's Waterways Watch program, will enlist the assistance of tens of thousands of boaters to report suspicious activities on our nation's rivers, lakes, bays and coasts.

2. Moving the Readiness and

Capability of the Auxiliary to Higher Levels; Positioning the Auxiliary for the First Half of the 21st Century

The Auxiliary is charting a course that will lead the organization well into the first half of the 21st Century. That course should also position the Auxiliary as the leading volunteer organization in the Department of Homeland Security. Here again, the overall strategy has been to provide to the operational commanders the best volunteer force possible, focused on on-the-water and in-the-air support to Ports, Waterways and Coastal Security, Marine Safety, Search and Rescue, Recreational Boating Safety, and Maritime Domain Awareness missions. Supporting sub-strategies in resourcing, training, operations, administration, and legal areas have been developed and are tracking. Some examples of sub-strategy programs and initiatives are listed below:

- Resourcing the Auxiliary. The Auxiliary District recurring budget model attained full funding status at \$2.9M. In view of a post-9/11 security environment, and significantly increased Auxiliary support levels, work has already commenced to build a new budget model.
- Personnel Protective Equipment (PPE). The Auxiliary PPE distribution plan is based on the number of qualified competencies per district/region, resourcing levels, and cold water/warm water policy requirements. The requirement for Personnel EPIRB (PEPIRB) distribution is one per facility. To date, over 20% of operational Auxiliarists have been outfitted with PPE and, by 1 Jun 04, 100% of surface facilities have been assigned PEPIRBs.
- Legal. A total of 4 Legislative Change Proposals have either become law or are tracking for inclusion in CG Authorization Bills; all of which serve to help raise the readiness and capability of the Auxiliary. A LCP, which provides death gratuity benefits to Auxiliarists who die while executing operational orders, was incorporated into law. A LCP regarding Auxiliary unit owned property cou-

pled with Federal Government liability protection, which would provide coverage to Auxiliary owned surface facilities in a Bravo or Charlie status, continues to track. A LCP regarding elimination of taxation of Auxiliary materials and unit owned property continues to make progress. A new LCP regarding liability coverage of Auxiliary privately owned vehicles when towing CG-owned trailers under orders is being developed.

- Auxiliary E-learning. Advances in Aux e-learning have gained high levels of success. A dedicated District 7 Aux on-line testing center has been moved to a national Auxiliary-wide capability, providing web based testing for nearly every Auxiliary member course. Not only is the testing completely secure, but also "signed" course completion certificates are automatically generated. This highly successful system is currently being investigated by G-WT for possible CG implementation. Further, pilots for on-line courses have been conducted with noted success in terms of training completion and dollars saved.
- Personnel Security. The impact of this major program will be significant in terms of enhancing operational support to CG missions and, in the larger sense, volunteer support to national security. A real benefit of the program will be Auxiliarist eligibility for security clearances, to facilitate volunteer support in secure areas and spaces.
- Auxiliary Manual (AUXMAN). A completely overhauled Auxiliary Manual is ready for distribution. Over five years in the making, this essentially new, world-class manual will likely provide administrative, training, and legal policy to the Auxiliary for decades. It lays down the policy which best facilitates Auxiliary support to the Coast Guard.
- E-Auxiliary. As a large, decentralized volunteer organization, the Auxiliary has promoted the E-Auxiliary concept at every turn. Major initiatives include the devel-

opment and implementation of the Auxiliary Data System (AUXDATA), the Patrol Order Management System (POMS). AUXDATA is already a heavily relied upon and extremely valuable personnel management data system, which will serve the Auxiliary for years to come. Tied directly into AUXDATA qualifications tracking is the POMS system, which ensures qualifications are met prior to the issuance of orders, files the orders claim following orders completion, and then automatically pays the Auxiliarist filing the claim. A pilot for this program has been exceptionally successful in several districts, and national implementation has been announced by ALCOAST.

3. Traditional Mission Support Areas, New Mission Support Areas: Expanding the Breadth of Auxiliary Support

While the Auxiliary's more recent focus has been on the water and in-the-air support to CG Ports, Waterways and Coastal missions, support to other traditional and new missions are rapidly growing. Some examples are listed below:

- **Operations.** The Auxiliary Cutterman's Program has been instituted. This program provides Auxiliarists with opportunities to qualify in both inport and underway watch positions, and also fill cutter Watch, Quarter and Station Bill assignments. It additionally provides the opportunity to earn an Auxiliary Cutterman's Pin. The Auxiliary Operational Excellence Program has also been instituted and serves to promote teamwork and overall proficiency of Auxiliary boatcrews. An improved, safer Auxiliary Aviation program is growing by leaps and bounds. New valuable, innovative and relevant aviation capabilities are being investigated.
- **Marine Safety.** Overall program support growth by 16% in one year. Explosive growth continues. Ten Auxiliary Marine Safety qualification PQS programs and the TRIDENT program have been instituted.
- **Recreational Boating Safety.** The

Auxiliary continues to promote the concept that a strong RBS program is absolutely essential in preventing SAR, and keep scarce CG resources available for other mission assignments. The Vessel Safety Check program continues to be the mainstay of the RBS mission, along with a revised Recreational Boating Safety Visitation Program. The Auxiliary welcomed, promoted and pushed for an initiative to establish Auxiliary positions under COTPs to provide leadership to Recreational Boating Safety Subcommittees as part of Harbor Safety Committees. Pilot programs in three ports are underway.

- **Recruiting.** The AIM program continues to enjoy great and long standing success. Auxiliary support to the recruiting mission is essential to program goal accomplishment.
- **Interpreter Corps.** The Auxiliary Interpreter Corps continues to be successful, with close to 250 linguists available on a 7X24 basis, covering nearly 50 languages. Significant accomplishments include ongoing, deployable Russian language interpreter capability on WHECs.
- **Health Care Support to CG Clinics.** The Director of Health and Safety has implemented a program to provide Auxiliarist health care provider volunteer support at CG clinics. The initiative now has over 50 dentists, physicians, EMTs and nurses ready to or actively providing volunteer support at several CG clinics. This volunteer support has proved to be exceptionally beneficial in conjunction with clinic backfill and direct support for Reservist recall to active duty physicals.

Auxiliary Global Reach: Supporting Regional Stability, Increasing SAR Capability

An Auxiliary international engagement plan has been implemented, with a focus on developing partnerships and SAR capability in the Caribbean and along the shared U.S. and Canadian borders.

An initiative to stand up an existing

Caribbean volunteer SAR organization partnership, with the idea of assisting other Caribbean basin countries in their initiatives of establishing like capabilities, is well underway. The strategic objective of this initiative is to strengthen security and stability within Caribbean nations through the development and operation of volunteer maritime organizations that conduct SAR, disaster recovery operations and information sharing in coordination with Caribbean government maritime organizations. The focus is on helping nations establish and stand up volunteer SAR organizations through sharing of best practices and, accordingly, increasing the overall SAR capability in the Caribbean. The first U.S. sponsored, U.S. SOUTH-COM supported CSAR Conference, was held in Miami during December 02. Over 80 representatives representing a total of 26 nations including 19 Caribbean nations attended. Nine of those countries have since stood up new organizations, adding to those already established. A second conference was held in Miami this past May.

Canadian Coast Guard Auxiliary/International SAR Competition. The partnership between the U.S. and Canadian Coast Guard Auxiliaries continues to enjoy a profound level of success. A U.S./Canadian International SAR competitions program, with four held so far, continues to strengthen that relationship and, as such, the shared border SAR capability. The next competition is scheduled to be held in early November, in Portsmouth,

Ready, Reliable and Relevant - that's today's Auxiliary.

This is my last *Navigator* article, as I am about to head over to the National Defense University as the Coast Guard Chair. This has been a great job. I've enjoyed working with the Auxiliary leadership, the District Directors, and the all the Districts staffs. Most enjoyable has been meeting and talking to many of you. CAPT Barry Smith is going to have a great tour of duty as your new Chief Director. Keep up the great work out there - the Coast Guard and the Nation need you more than ever before. 🌟

So that others might live

CSAR conference brings Caribbean nations together

BY JEREMY SMITH
BC-APR, National Press Corps
Photos by Mel Borofsky

They came from all over the world - some from as far away as Australia and the United Kingdom - and others from as close to the United States as Canada, Costa Rica and the island nations of the Caribbean.

Clearly, the Caribbean Volunteer Maritime Search and Rescue Conference (CSAR) had become an international bellwether for these seafaring nations committed to improving safety of life at sea.

Building upon the success of two previous CSAR conferences (Dominican Republic in 2000 and Miami in 2002), this year's conference in Miami May 14-15, increased participation of 80 delegates from 26 different countries. The conference was hosted by the Coast Guard Auxiliary International Affairs Directorate in conjunction with the U.S. Southern Command and the U.S. Coast Guard. It was attended by representatives from the USCG, USCG Auxiliary, Caribbean



Lt. Douglas Archer, Trinidad and Tobago Coast Guard, makes a point at a workshop discussion.

Nations, as well as representatives from other countries and international organizations.

According to Commodore Everette Tucker, past National Commodore and Director of the International Affairs Directorate, the purpose of the conference was to "enhance the security, stability, and safety of life at sea in the Caribbean Region through the establishment and development of volunteer maritime search and rescue (SAR)

organizations and the strengthening of existing volunteer SAR organizations that could assume SAR operations, thus releasing the government forces to focus on security, counter-drug, migrant interdiction, and other law enforcement missions."

A number of international volunteer and government SAR organizations participated by making presentations and conducting workshops at the conference including the Citizens Rescue



Osmond Griffith, Assistant Superintendent, Grenada Coast Guard, tries on inflatable PFD while Jean Claude Van Rymenant, St. Martin, French Antillies and USCG Auxiliarist Mark Roth look on.

Organization in Curacao (CITRO), the Turks and Caicos Rescue Association (TACRA), the Grenada Coast Guard, the Search and Rescue Organization in Grenada (SARA), the International Lifeboat Federation (ILF), the Virgin Islands Search and Rescue (VISAR), the Association for Rescue at Sea (AFRAS), the Bahamas Air-Sea Rescue Association (BASRA), the Royal National Lifeboat Institution (RNLI), the French Maritime Rescue Coordination Center (MRCC), and the Société Nationale de Sauvetage en Mer (National Society for Safety at Sea - SNSM). Additionally, representatives from several non-Caribbean countries also presented and actively participated at the conference.

The agenda covered a broad range of topics including preventive SAR, the training of SAR crews and coxswains, mass casualty rescue operations,

enhancing fundraising results and many other initiatives that will aid in the establishment and development of volunteer SAR organizations.

Delegates were officially welcomed to the conference by CAPT Wayne Justice, Chief of Staff, 7th Coast Guard District. In describing the importance of the participants' contributions to safety at sea, the Captain cited a familiar axiom by the distinguished anthropologist, Margaret Meade: 'Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it's the only thing that ever has.'

"For these next two days, as a small group of thoughtful and committed citizens, you and those you represent, can change the world - or at least the Caribbean region - in terms of safety of life at sea. As we open this conference, I hope that we will find creative ways

to strengthen the SAR capabilities in the Caribbean through the establishment and employment of volunteer SAR assets and organizations," Justice said.

He also recognized the enormous contributions of the U.S. Coast Guard Auxiliary on every level. "The Coast Guard is extraordinarily proud and appreciative of our relationships with our volunteer organization: the Coast Guard Auxiliary. In my district alone, more than 5,832 Auxiliarists with more than 758 surface facilities and 59 aviation facilities contribute more than 100,000 annual hours of service. These hours of service run across the full spectrum of Coast Guard mission areas."

Klaus Baumann, Deputy Director of

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the International Affairs Directorate, reminded attendees of the reason that they were involved in SAR. "Why are we doing this? So that others might live!"

Adriaan van der Hoeven, President of CITRO, presented a case study on the Citizens Rescue Organization, based in Curacao. Among the many challenges faced by his organization since its founding 25 years ago is that it is comprised entirely of volunteers and receives no government subsidy. Instead, CITRO relies upon annual donations of about \$30,000. Occasionally, CITRO also receives older boats donated by the Royal Dutch Lifeboat Organization (KNRM). The boats are manned by CITRO's civilian volunteers, but rescue operations are coordinated by the Netherland Antilles Coast Guard.

Dudley Been, presented a case study of the Turks and Caicos Rescue Association (TACRA). Been began by describing some of the adverse conditions in this remote island nation of 26,000 that precipitated the formation of TACRA. Notably, until TACRA was formed in 1991, there was an absence of any government SAR organization and very little attention paid to boater safety regulations.

To address this deficit, several boat owners, fishermen, and ham radio operators united to become affiliated with other volunteer SAR organizations. In particular, the volunteers credited the Fisheries Department and the Commissioner of Police with assisting their efforts to become a viable volunteer SAR organization.

Even basic safety equipment is not compulsory on fishing boats in the Turks and Caicos. TACRA is seeking legislation to change this situation. Despite setbacks, the organization is currently seeking to establish a base of operations and is in need of boats, radios and personnel. The conference provided delegates from TACRA with their first opportunity to meet representatives from their neighboring vol-



Commodore Everette Tucker, Director, International Affairs Directorate, U.S. Coast Guard Auxiliary presents a team commendation award for work at the 2002 Caribbean Conference to Gerry Keeling, CEO, International Lifeboat Federation and Alex Hewitt-Jones, Executive Administrator, Virgin Island Search and Rescue.

unteer SAR organization in the Bahamas (BASRA), as well as other established Caribbean government and volunteer organizations, Been said.

Roland Baldeo, a volunteer with the Search and Rescue Association in Grenada (SARA), described a similar stage of development for his organization in Grenada. Unlike the Turks and Caicos, however, safety equipment aboard fishing vessels in Grenada is strictly regulated. Minimum safety equipment includes a compass, a GPS unit, a VHF radio, flares and PFDs. Further, fishing vessels must pass a safety inspection for their owners to benefit from fuel and duty-free concessions. Perhaps the strongest advocate for volunteer SAR support in Grenada, however, is CDR Osmond Griffith, Assistant Superintendent of the Grenada Police/Coast who has an initiative underway to create a volunteer Coast Guard Auxiliary in Grenada.

Gerry Keeling, CEO, International Lifeboat Federation (ILF), described the major developments of the ILF since its founding in 1924. Two years

ago the organization created Project Genesis, an initiative whereby the ILF is able to offer a wide variety of different SAR models to foreign governments. "The idea was to try and come up with a consistent approach (to SAR) that all ILF members could adopt," Keeling said. In this manner, the ILF hopes to foster a greater global awareness of the causes and trends of loss of life at sea.

During his workshop session, Keeling had the attendees divide up into their respective Maritime Rescue Coordination Center (MRCC) regions and assess the safety of life at sea in their area. While the conclusions were unverified, it appears that the loss of life at sea in the Caribbean Region is over 1,000 each year without considering the loss of life at sea by migrants. Many of these are believed to be U.S. boaters.

Despite the diversity of languages and cultures represented at the conference, there was a surprising communality of problems that became apparent once the delegates were divided into individual discussion groups. The



Jeff Mahl, DC-Id, USCG Auxiliary instructs Alex Hewitt-Jones of Virgin Island Search and Rescue on the use of the Centra system.

opportunity for the attendees to talk to each other, in most cases for the first time, was another outcome of the conference that fosters a regional approach to information sharing in the Caribbean.

Andy Whyte of the Royal National Lifeboat Institution and LTJG Theresa Grano, USCG, served as moderators for a very interactive and useful breakout discussion on the challenges of training SAR coxswains and crews. Among the problems common to all of the organizations were a lack of funding, a need for standardized training and the commitment of volunteers to undergo advanced training.

Solutions to funding problems ranged from lobbying influential government officials, exerting public and media pressure on local governments and seeking foreign aid from government organizations such as IMO, SOUTHCOM and USAID. Further, the integration of regional training centers was suggested as a means by which volunteers could gain access to advanced training without having to leave the Caribbean. The SAR models of the ILF and the USCG/USCG Auxiliary were also credited for their contribution to standardized training. Finally, the adoption of uniforms was thought by some to help foster a sense of achievement and self-worth among the volunteers.

CAPT Steve Sawyer, Chief, Search and Rescue, USCG, and Ms. Alex Hewitt-Jones of the Virgin Islands Search and Rescue conducted a workshop on the subject of mass casualty rescue operations. The delegates were asked to identify how their respective SAR organizations might respond to an overloaded ferry sinking in bad weather near nightfall within two miles of a hostile shore. Given the number of refugees regularly transiting the Caribbean, the scenario underscored the need for increased SAR capabilities and training in the region as well as a continuing regional exchange of ideas and experiences.

Dick Clinchy, Department Chief, Public Education, USCG Auxiliary, introduced the delegates to the need for preventative SAR and the availability of electronic boating courses, such as the Auxiliary's popular America's Boating Course (ABC). A key component is its adaptability to foreign languages and regional boating conditions. Commodore Dennis Lightbourn, Bahamas Air-Sea Rescue Association, Nassau, said ABC had already been modified for instruction specific to his country.

CAPT Barry Smith, International Programs, USCG, described the interaction between the delegates at the

Governments represented

- ANTIGUA & BARBUDA
- GRENADA
- SAINT VINCENT & THE GRENADINES
- AUSTRALIA
- JAMAICA
- BAHAMAS
- NETHERLANDS ANTILLES
- SOUTH AFRICA
- BARBADOS
- ARUBA
- TRINIDAD & TOBAGO
- BRITISH VIRGIN ISLANDS
- BONAIRE
- TURKS & CAICOS
- CANADA
- SABA
- UNITED KINGDOM
- COSTA RICA
- SAINT EUSTATIUS
- UNITED STATES
- DOMINICA
- SAINT MARTIN
- PUERTO RICO
- DOMINICAN REPUBLIC
- SAINT KITTS & NEVIS
- U.S. VIRGIN ISLANDS
- FRENCH WEST INDIES
- SAINT LUCIA
- MARTINIQUE
- SAINT MARTIN

conference in terms of a "multi-lateral international engagement." CAPT Smith will relieve CAPT David Hill, USCG as Chief Director of the USCG Auxiliary this summer. "You are doing wonderful things. You are doing international engagement at the best level possible. That's the word I'll take back when I go to Coast Guard Headquarters," he said.

As the conference drew to a close, CAPT Mark Kern, USCG from U. S. Southern Command, expressed his deep appreciation and support for the impressive efforts of COMO Tucker and the distinguished CSAR participants.

"Just recently, COMO Tucker and I had an opportunity to talk to some of the senior leadership at the U. S. Southern Command and to share with them what this conference is all about. They were totally blown away by everything you people do - and do so well!" 🌟

2004 Caribbean Search



Conference attendees