

SPRING 2005  
VOL. 32, NO. 1

# Navigator

## *Excellence Honored*

*CALIFORNIA FLOTILLA RECEIVES COVETED  
OPERATIONAL EXCELLENCE AWARD / SEE PAGE 20*



**UNITED STATES COAST GUARD AUXILIARY**  
*America's Volunteer Lifesavers®*



# Navigator

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**WINTER**  
NOVEMBER 1

SEND SUBMISSIONS TO

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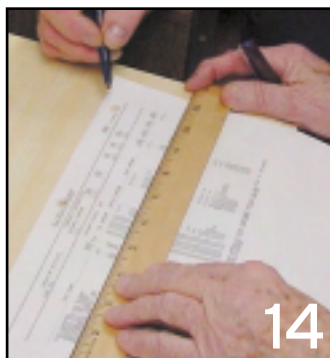
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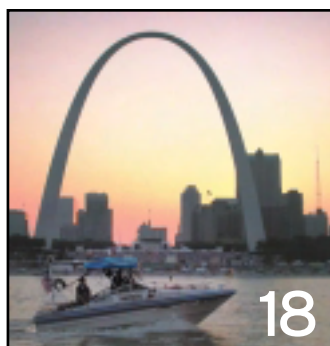
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#### CORRECTION

In the winter issue of the Navigator the photo credits for the story "Welcoming Razorback Home" should have been attributed to Bob Donaldson, 8WR D15 SO-PA.

Telephone numbers and addresses of members are protected by the Privacy Act of 1974. As a matter of policy, rosters of names, addresses and telephone numbers shall not be made available to the general public or any outside organization. Privacy of all rosters shall be safeguarded and the page clearly labeled. The publication of these rosters, addresses and telephone numbers on any computer on-line service including the Internet is prohibited by the Privacy Act of 1974.

#### ON THE COVER

It's a USCG Defender, but the crew is all Auxiliary. Flotilla 8-11's efforts have earned it the coveted Operational Excellence Award. See Page 20 *Photo by Al Pearson, crew trainee*



**An Auxiliary patrol team joins with a Coast Guard Defender-class boat to escort a power cruiser just before Super Bowl Sunday in Jacksonville, Fla. The Auxiliary provided 12 facilities to help with SAR response and to contact the boating public about security zones.** *Photo by Rob Westcott*

Auxiliarists and Their Facilities Help  
With Security Zones and SAR Response for Super Bowl Safety

# Keeping Super Bowl XXXIX Safe

**BY ROB WESTCOTT**  
BC-APA (Atlantic East)  
National Press Corps

Super Bowl Sunday on Feb. 6 was one for the books — the New England Patriots outlasted the Philadelphia Eagles 24-21 and proved there was a new football dynasty in town.

While thousands of fans watched the battle raging in Alltel Stadium in Jacksonville, Fla., and millions more

viewed the spectacle on television, records were set and history was made.

But one thing wasn't seen by fans and players alike: the enormous effort made by security personnel — including Auxiliarists — to make sure Super Bowl XXXIX was played free of any terrorist threat.

Auxiliarists arrived in Jacksonville on Jan. 31 for Operation Strong Arm and were only discharged on Feb. 8

after cruise ships providing accommodations for thousands of NFL fans left the port.

## **PART 1 - THE PLANNING**

Planning for Auxiliary participation began in October 2004. As he had for the G8 summit in June 2004, Ed Callahan RCO-N (D7), headed up

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## SUPER BOWL

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Auxiliary efforts. This meant everything from determining funding and manpower allocations from the active duty, to selecting assets and personnel for the operation and making sure their needs were met.

What started as an initial request for 42 facilities was reduced to a plan involving 12 operational facilities.

Because of the more than 40-mile water area of operations (with three of four sectors utilizing Auxiliary assets), Auxiliarists and their facilities had to be placed in three staging areas — the Jacksonville Naval Air Station, a Trout Creek base station, and the Mayport Coast Guard Station. Arrangements for housing, dockage and fuel had to be made for each location.

A convoy of the majority of assets and personnel gathered on Jan. 30 in Holly Hill, Fla. for the trip up to Naval Air Station (NAS) Jacksonville, which housed the primary operations command site. As Auxiliarist Callahan explained, “By going in a convoy, Auxiliarists had significant safety and support advantages.”

### A TEAM WITHIN A TEAM

After processing at the NAS the Auxiliary, Operation Strong Arm team met with Rear Commodore Callahan and received their area of responsibility (AOR). They received their shift as assignments and then launched their facilities.

An orientation run followed. With facilities placed in their AOR, the team was now ready to integrate with other units.

On Feb. 2, all hands involved in the operation met for an operations briefing. They also received handheld transceivers for the operation. Mission and safety zone details were presented and clarified.

The Auxiliary contingent was now a team within a much larger team and operations were about to begin. Throughout the mission Auxiliarists would work hand-in-hand with Coast Guard and other agency assets and personnel.

Charged with protecting the public (and in the case of the Auxiliary, being

## SUMMARY OF AUXILIARY ACTIVITY AT SUPER BOWL XXXIX

**Personnel:** 24 Auxiliary vessel operators and crew.

**Facilities:** 12 Auxiliary vessels.

**Number of patrols:** 69, which totaled 552 patrol hours over six days.

**Stand-by:** Auxiliarists stood 752 hours of one-hour recall over the six-day period.

**Total hours away from home for Auxiliarists:** 5,544 hours over 10 days (includes travel).

**Land Support:** One Auxiliary driver that drove for a total of 1626 miles.

eyes and ears and safety ambassadors) it should have been no surprise that Auxiliary vehicles were checked by security staff on entrance to NAS Jacksonville.

The rooms of Operation Strong Arm participants received a thorough “sniff-down” by Military Watch Dog (MWD) “Caesar” before the mission hit prime time. No bombs or explosives were found, although Caesar took some extra time sniffing the chocolate chip and Oreo cookies in one Auxiliarists’ room.

### FAIR WEATHER SAILORS NEED NOT APPLY

For the three of the first four days of Operation Strong Arm, rain, cold, wind and fog were the regular companions of the mission. Visibility at times was minimal in the fog.

Cabins and canvas were as precious as gold; Mustang suits, float coats and thermals were the order of the day.

Safety was paramount throughout the mission. Although two other agencies each experienced a serious mishap, no Auxiliary facilities were damaged or personnel injured.

### RISING TO THE TASK

Auxiliary assets and personnel performed a variety of tasks.

In the sectors manned by Auxiliary facilities, civilian boaters and commercial craft were informed of security zones and rules and were advised how to make proper contact for permission to traverse restricted areas.

“Mostly what we did was to educate the public on security zones,” Auxiliary Coxswain Gary Ford said.

Auxiliarists served as eyes and ears for other agencies, contacting Marine Operations when there was questionable or suspicious activity.

In one sector, Auxiliary facilities ferried Coast Guard boarding teams from ships they had boarded back to their staging area, and then back to Group Mayport.

### A RICH EXPERIENCE AND GRACIOUS HOSTS

Auxiliary Coxswain Bruce Card summed up the feelings of the Auxiliary contingent when he remarked that, “It’s a good challenge. It gives you a chance to put what you’ve learned to use.”

Outside their well-known normal areas of operation, Auxiliarists relied on the navigation skills they had learned in coxswain and specialty course training.

Coast Guard active duty personnel went out of their way to thank Auxiliarists for their participation and to provide assistance as needed.

John McKinley, Auxiliary Coxswain of facility *Nepenthe*, was quick to give kudos to Coast Guard MK3 Moorer and MK2 Caban. Moorer and Caban eagerly came to the aid of McKinley when the steering cable of his 25-foot Arcadia inboard broke. As soon as the

SEE **SUPER BOWL** PG. 5

## More Than 5,900 Vessel Inspections

95-YEAR-OLD AUXILIARIST HONORED FOR PUBLIC SERVICE

Auxiliarist Leonard Lesnik, of North Palm Beach, Fla., member of U.S. Coast Guard Flotilla 52 of Jupiter, Fla. for the past 29 years, was honored Feb. 17 for his dedicated service to the boating public. Between 1989 to 1999, Lesnik had in excess of 5,900 vessel inspections under his belt and has kept at it ever since.



### SUPER BOWL

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parts were secured, they made the needed repairs, and their vessel was back on the water.

Jacksonville firefighters from Station 38 (Trout River) were praised by Auxiliarists McKinley, and Gary Ford (Coxswain, Auxiliary facility *Sand-Castle*) for their gracious hospitality towards the Auxiliarists operating out of their station.

"I was very impressed with the hospitality of the Navy Lodge and Mulberry Cove Marina staffs. They were more than accommodating and willing to help in any way," said Sue Smith Flotilla 45 Commander.

"This operation was so huge, and I was honored to have been a part of it," said Smith.

In addition, Coast Guard Station Mayport requested Division 14 (D7) of Jacksonville, Fla. to cover all SAR activity in their AOR from the period of Jan. 29 to Feb. 8.

Division 14 provided eight operational facilities on bravo-zero status with some at the Mayport Station. All members that participated were certified Marine Security (MARSEC) level 3. All had undergone five months of special training at Station Mayport. Through the program, all of the MARSEC 3 certified members achieved FIRST RESPONDER medical training status. 

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# The Next Challenge:

## COMBATING COMPLACENCY

COMPLACENCY: *Quiet satisfaction; contentment, often self-satisfaction, or smugness.*

*The path is smooth that leadeth on to danger. - SHAKESPEARE*



COMMODORE  
**GENE M.  
SEIBERT**  
NATIONAL  
COMMODORE



It has been about three and-a-half years since 9/11 and the global war on terrorism officially began shortly thereafter. Soon we will, as a nation, be fighting a conflict that has lasted longer than World War I and World War II. An important question has been asked: Are we succeeding in this global war on terrorism?

If success is measured in terms of "have there been an additional terrorist attacks on our shores?" the answer is - yes - we have been successful. We are standing the watch and continue to rise to the occasion each and every day.

From the container ships to the communications center, Auxiliarists all over the country are meeting and often exceeding the needs of the Coast Guard. We have become an integral part of the fabric of the shield of freedom.

I am proud of what we do and what we've done, not just in our new homeland security related tasks, but in our traditional RBS missions as well. We've stretched ourselves and have successfully risen to the occasion again and again. While we should take a measure of satisfaction in our success, we must remain diligent and be careful to not fall victim to complacency, or become too comfortable with our success.

Exactly what is complacency? In his book, *The Leadership Secrets of Colin Powell*, Oren Harari calls complacency "... an organizational virus. Left unchecked, it gradually immobilizes people." Harari argues that eventually, when left unchecked, complacency can morph into more deadly organizational diseases like delusion, arrogance, or a feeling of invincibility.

What are some of the ramifications of complacency? In short, complacency results in sub-optimum decisions. Some of the more obvious consequences include:

- waiting on PSI clearance on prospective members before engaging them in member training and other flotilla activities,
- only teaching BS&S when the boating public wants shorter courses, or a choice between multi-lesson or one-day courses.
- when an experienced Vessel Examiner neglects to check the boat's ventilation system while performing a Vessel Safety Check,
- when a coxswain or a pilot neglects to run through a pre-underway checklist, or no longer perceives the urgency and importance of the mission.

- taking the attitude of “wait and see,” or “this has been tried before without success, did not work then, and will not work now,” instead of taking a proactive posture and helping to make things happen.

While our member training programs and required annual workshops are designed to avoid these obvious examples of complacency, the dangers of complacency go far beyond those examples.

Much like a water-laden log lying just below the surface, complacency is a vulnerability lurking just out of sight, always an ever-present danger. Just as a complacent lookout can result in a steering or prop casualty, a similar disaster can befall an organization that becomes complacent - we can be sent out of control, without power or direction, or even worse - someone may perish.

The true danger of complacency is that when we become complacent, the fabric of the shield of freedom begins to tear away. When we're complacent, we fail to notice that boat anchored near a power plant, or neglect to notice that a crew member who doesn't have their PFD zipped up while handling lines on the bow. In short, complacency undermines our commitment to excellence and renders us ineffective by simply going through the motions, without a sense of mission or purpose.

How do we combat complacency? Complacency is defeated by effective leadership at every level (and all of us are leaders to one degree or another). We need leaders who can “see around corners,” are constantly challenging the status quo, looking for better ways to do things, and learning to be “agents of change.” They challenge smugness and

arrogance, and have a healthy dose of skepticism blended with an ample amount of optimism.

Moreover, we need leaders who ask the tough questions that keep everyone on their toes. These leaders are not afraid of what Colin Powell calls “the untidy truth.” According to Powell, “untidy truth is better than smooth lies that unravel in the end anyway.”

Avoiding complacency requires sustained focus over the long haul. However, we must also be good stewards of our assets and personnel, as burnout can often become an unnecessary casualty of sustained vigilance. Moreover, we must remain flexible and yet maintain a delicate balance between our traditional missions and our new homeland security related duties.

It has often been said, “Change is inevitable. Growth is optional.” We can think of complacency as change without growth, either as a person or as an organization. When change occurs without corresponding growth, we can become weak and ineffective, and possibly even perish.

It is our duty - each of us, not just the leadership - to motivate others and keep them vigilant and focused and avoid complacency. By maintaining a focused, sustained, and vigilant force, we remain an effective deterrent to terrorism and are thus a significant component in the shield of freedom.

While it is tempting to revel in our successes thus far, we must avoid the temptation for it is the sustained lifesaving vigilance, in recreational boating safety or security missions, which will hold safe the citizens of this nation for generations to come. 🌀

# A Look Back, a Guide Ahead

A PARTING SHOT FROM THE CHIEF  
DIRECTOR'S OPERATIONS DIVISION CHIEF



LCDR  
**MIKE STAIER**  
CHIEF DIRECTOR'S  
OPERATIONS  
DIVISION CHIEF



*(Editor's note: As his tour of duty in the Chief Director's office winds down, LCDR Mike Staiyer reflects on what's been accomplished in air and surface operations during his tour).*

In the summer 2002 issue of the *Navigator*, I wrote an article after being the Auxiliary Air Branch Chief for three months. I outlined some goals and a timeline for reaching those goals.

While it quickly became apparent that the timeline was a bit aggressive, we were able to accomplish many projects that I think have set the Auxiliary OPs program up for continued success. Personal Protective Equipment (PPE) and outdated policy guidance required much attention followed closely by Standard Auxiliary Maintenance Allowance (SAMA) and operational standardization.

My goal in this article is two-fold: first, I'd like to recap some of our major successes over the past three years and set the framework for the future of the OPs programs, and I'd like to express my sincere gratitude for the personal and professional growth you've afforded me during this tour.

I walked in the door of G-OCX knowing only a very small piece of Auxiliary operations in the form of DI's Auxiliary air program. As my responsibilities ramped up and our staff size decreased, I learned more and more what the Auxiliary operations program was all about, primarily under the tutelage of Commodore's George Jeandheur and Bob Colby; the OPs Deputy at the time, Linda Nelson and the Aviation Branch Chief, Jim Jacobsen.

While some of these folks have moved on, they've been replaced by very talented folks such as Commodore Helmut Hertle, Dave Elliot, Bob Shafer, Mark Simoni, and Ned Kreoker, and of course Linda has moved up into the OPs Department Chief position. The tireless work of Chuck Stakus and Bob Platt has truly been invaluable.

## AIR PROGRAM

Early effort focused primarily on the Auxiliary Air program because I had not yet assumed the duties of the entire OPs program. We were on the backside of a fatal Auxiliary air mishap and I and others were very motivated not to let the sacrifice of these Auxiliary aviators and their families be in vain. Through the Commandant's Aviation Safety Board (CASB) process, we took the opportunity to thoroughly review not only the details surrounding this accident, but the entire Auxiliary air program.

What we found, in short, was a need to focus on standardization and the need to understand that there's a real difference between flying the typical FAA-type profile and flying Coast Guard-assigned missions and set the governing policies accordingly.

This realization has led to several things including: the two-pilot rule and the later modification of this rule, the creation of the Auxiliary Air Standardization Team which led to, among other things, standardized syllabi, improved language in the Auxiliary OPs Policy Manual and a much improved Auxiliary Air Training Manual, now under contract and due out in July 2005.

## **SURFACE PROGRAM**

There are many similarities between the surface and air sides of the house. One main difference, however, is that safety and standardization policy shortcomings are often more costly and dramatic on the air side than the surface side. Nonetheless, safe and standardized surface operations are critical to many missions and of course to the operators themselves.

With this in mind, the Surface Standardization Team has recently been created. Like the air side standardization team, this team is responsible for reviewing current policy and recommending future policy to enable us to have a safer, more standardized surface OPs program. I have had the great fortune of working with three superb Master Chiefs during my tour. These include MCPO Dale Potvin, MCPO Glenn Wilson and MCPO Gary Jensen. Chief John Dingley, a highly motivated individual, will be joining our OCX team this summer.

I think our greatest achievements from the G-OCX perspective have been the attainment of PPE funding through efforts led by our Deputy, CDR Chris Olin; input to the Auxiliary Manual and toward the Personnel Security Program and the progress we've made in climbing the hill toward a fully funded SAMA program. Also, the creation of the Auxiliary Cutterman's program, Operational Excellence program, the Personal Water Craft program, updating the Auxiliary Boatcrew Training manual and OPs policy manual, the brief but successful use of Utility Boat, Light - Temporary (UTL-Ts) and the kick-off of a Paddlecraft pilot program have headlined surface OPs successes.

## **THE FUTURE**

Where do we go from here? We

have laid solid groundwork for conducting safe operations in the Auxiliary. The way ahead includes getting the most out of our standardization teams, branching out into new areas of operations and leveraging existing and creating new technologies to better enable us to support current and future missions.

The question of how to manage growth so we can meet the needs of the public and the Coast Guard is a work in progress. We have to balance the requirements of each program (CG need, currency maintenance, etc.) with available and future funding. This is no small challenge. What do we do when we have a motivated potential new member, but lack resources to train or keep them current? What is the right size of our operational fleet?

## **THANKS TO YOU**

Let me close by sincerely thanking you, the members, and the previous and current National Staff. I have learned so much about what it takes to be a volunteer; the drive, the motivation, the resources and the love of Country and service. I am in complete awe of you and the effort you put into the Auxiliary organization and the support of Coast Guard missions. I correspond with you during all hours of the day, night and weekends and feel the satisfaction of doing my job well. But wait, I'm getting paid for this!

You are initiating and replying to correspondence, teaching classes, visiting dealers, supporting units, patrolling the skies, waterways and radio waves on your own time and in most cases on your own nickel. Incredible! Farewell; bask in the glory of your successes, learn and grow from the rough patches, and know that the Coast Guard absolutely could not do it without you! ☺

N-TRAIN 2005:

# Charting the Course for the Auxiliary's Future

BY ED SWEENEY  
DC-Ad

It is common knowledge that a savvy navigator plans in advance and lays out a course for the upcoming cruise.

In a similar fashion, the National Executive Committee, district commodores, and select members of the national staff, along with selected district staff officers (DSOs), gathered recently in St. Louis, Mo. for the National Training Conference (N-TRAIN).

At the conference, plans were made regarding the direction of the Auxiliary for the year ahead. DSOs armed themselves with knowledge and information to train their colleagues back in their respective districts.

"The theme of this year's N-TRAIN was Maritime Domain Awareness (MDA)," said National Commodore Gene Seibert. He noted that this would be a continued area of emphasis for the foreseeable future.

Seibert continued, "I want to discuss something I feel is very important, something that binds us together in a common cause and makes us who and what we are.

"For 65 years, the Auxiliary has done the tasks assigned to it by the Coast Guard. We've done them well. We know that and so does the Coast Guard," he said. Seibert then summarized all of the various types missions Auxiliarists perform throughout the year.

"We've been there, done that and done it again and again — and we'll keep doing it, training, patrols, class-



**National Commodore Gene M. Seibert urged N-TRAIN attendees to remain vigilant in their duties.** Photo by Mel Borofsky, DVC-AP

room or administrative tasks, humdrum or crashing reality, because that's what we do. It's what the Coast Guard expects us to do and more importantly, it's what we expect us to do," he said.

Even more will be expected of Auxiliarists, Seibert said.

"One of those tasks, Marine Domain Awareness, is a lot like the mythical bird, the Phoenix, which never dies but rises up again and again from its ashes, renewed," he continued. "The Phoenix flies far ahead to the front, always scanning the landscape and dis-

tant space.

"It represents our capacity for vision, for collecting sensory information about our environment and the events unfolding within it," he said.

Seibert stated, "We are the first line. We are out there, doing what we always do but with an added responsibility to help safeguard lives, property and our nation from further terrorist threat."

However, in winding up his remarks, Seibert urged the membership to remain vigilant, and cautioned them to avoid the natural tendency to be com-



**This year's N-TRAIN conference included a display of equipment available to Auxiliary members.**

*Photo by Mel Borofsky, DVC-AP*

placent and comfortable, and to make our missions routine.

“We have come a long way. We have set our direction, we have charted our course. Now the race is on,” Seibert said, “and with your and our membership’s commitment and continued support, we will, as we have for the past 65 years, contribute to the safety and security of our nation.”

Capt. Barry Smith, CHDIRAUX, promised that he or members of the Chief Director’s staff will be attending the district conferences to help work on such issues as the Standard Auxiliary Maintenance Allowance (SAMA), UTL-T issues, District budget models, fuel issues, PSI, and uniform issues. “We on the Gold Side are dedicated to supporting the Auxiliary,” he said.

Rear Adm. David Kunkel, Director of Operations Capabilities (G-OC), addressed the assembly saying “On behalf of Adm. Collins, I’d like to thank the Auxiliary for a job well done last

year.” He further complimented the Auxiliary for their continued emphasis on training, which of course is the focal point of N-TRAIN.

Kunkel said his previous association with the Auxiliary had been positive. He cited his experience with the Auxiliary while serving at Group Astoria. He recalled a special event where the active duty had assembled all their forces around buoy 10 for an annual fishing tournament, and noted that their forces were not sufficient. “We needed help, and the Auxiliary was there,” he said.

Kunkel said that “from Adm. Collins on down, we realize and appreciate what the Auxiliary does for the Gold Side in support of Maritime Security.

“In the aviation community we train and train for the unexpected. This is similar to what you are doing here at N-TRAIN,” said Kunkel.

He praised the newly created AUX-15 Auxiliary liaison officers course as an excellent example of this dedication.

“Although there is still work to be done, the successful partnering of Auxiliary and active duty aviation resources into one community has been accomplished,” he said.

Kunkel praised these and other Auxiliary training programs that will provide great training opportunities, including such topics as America’s Waterway Watch program coming up in Orlando, Fla. to RBS Program visitor training and testing available online.

“The combination of these and other training topics with other recruiting and retention efforts, leads to overall Auxiliary capability to support a full spectrum of authorized Coast Guard missions,” he said.

“Retaining and recruiting the right people and giving them the right tools to do their job effectively is a force multiplier for the Coast Guard,” said Kunkel.

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## N-TRAIN

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He said that in an age of competing projects, such as Deepwater, MDA, etc. "It is a comforting thought that I work with a 32,000 member volunteer organization capable of providing such a wide range of services. You make my job of providing the Coast Guard with relevant capabilities that much easier."

Rear Adm. James C. Van Sice, director of reserve and training, addressed the assembly, which featured a discussion and PowerPoint presentation highlighting "the way ahead."

Van Sice recounted the differences between the Coast Guard and the other services. With pride he stated that in the Coast Guard, personnel are usually asked to do more at every level. "We often ask the impossible. It doesn't stop. We ask a lot of you, whether you wear silver or gold, and we ask a lot of you whether you're starting out, or whether you've been doing it for awhile."

"One of the things I'm particularly proud of when I talk to my Department of Defense brethren is our Coast Guard Auxiliary," continued Van Sice. "When I tell them that we have approximately 32,000 members who volunteer their time without pay and assist us in performing our missions, frankly their jaws drop. They would like to know how we (the Coast Guard) do that. I am proud of that affiliation, and to tell the Auxiliary story inside the Pentagon. And it gets the attention of senior leaders there."

Van Sice went on to say that "In certain regions, if you were to be rescued by 'the Coast Guard,' for instance on the Ohio River, there is almost no chance of the rescuer's shoulder boards being gold. Contributions made by Auxiliarists throughout the heartland are phenomenal."

Furthermore Van Sice said, "In any case, I'd like to express my personal thanks for all that the Auxiliary does each day in support of active duty training effort. We are in a rapidly changing training environment. It is transformational."

He commended the Auxiliary for their unselfish contributions to the Academy Introduction Mission (AIM)



**Capt. Barry Smith, CHDIRAUX, promised that he or members of the chief director's staff will be attending district conferences to help work out issues.** Photo by Mel Borofsky, DVC-AP

program. "People who go to AIM — 60 percent turn into completed applications. "It is, by far, our best recruiting tool for the Coast Guard Academy and our best tool for finding the Coast Guard officers we need for the future. It is a proven program," he said.

Van Sice stated that one of our biggest challenges ahead will be to develop e-learning and e-testing capabilities that support all members of Team Coast Guard.

"This is a Commandant mandate, and is an important initiative in line with the Commandant's watch words of readiness, people, and stewardship," he said. He commended the Training Department's emphasis on e-learning technologies, and for their extensive support of active duty training programs.

"The way ahead for transforming traditional training to state of the art to new e-learning and e-testing will take time. But we are on our way as an organization, with the Auxiliary as a key component of our development

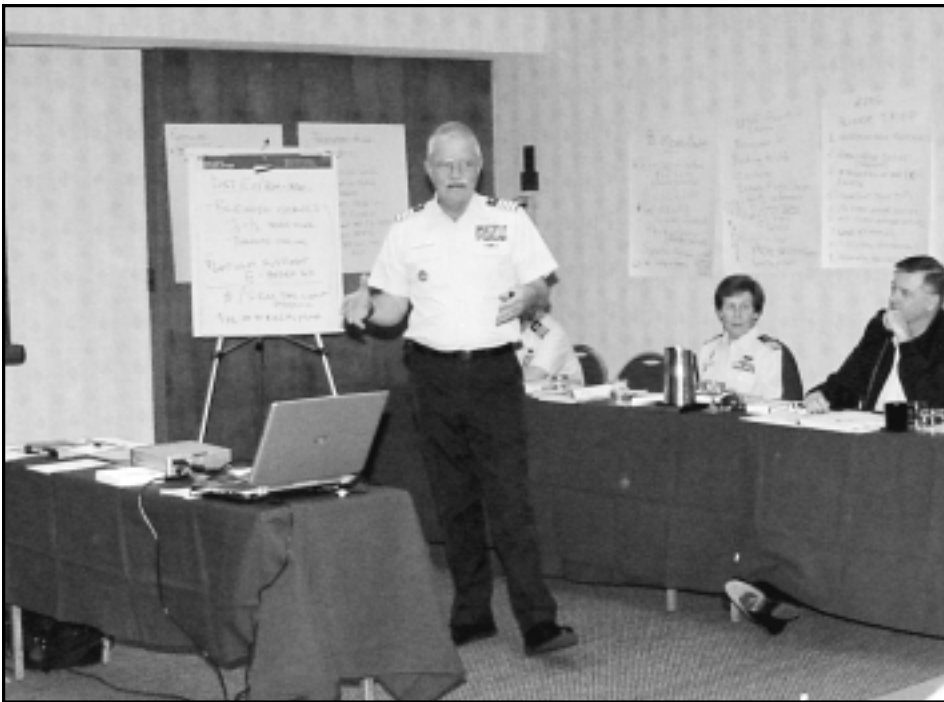
and implement strategy," he said.

Van Sice suggested the Auxiliary explore an e-learning group that would meet every six months to share success: "Let's capitalize on our collective brain power and advance this partnership quickly and effectively."

"Your broad based talent and expertise have enabled us to ratchet up its readiness posture, continued Van Sice. "Let's keep finding ways to work together to combine our expertise, passion and spirit. The potential impact is significant."

"Commodore Seibert's watchwords of ready, responsive, and resolute are most fitting for 'the way ahead.' I look forward to continuing my involvement with the Auxiliary as I assume my new role as Superintendent at the Coast Guard Academy. I want to personally thank you for the dedication, pride and patriotism you display with your selfless devotion," he said.

In summation, Van Sice said, "The Coast Guard and the United States of America need the assets and capabili-



**Dick Clinchy, DC-E, offered seminar attendees some of the latest thinking about public education.** Photo by Mel Borofsky, DVC-AP



**Karel Kester receives a Trident award from Commander Suzanne Engelbert from MSO St. Louis.** Photo by Ed Sweeney, DC-Ad

ties of the world's finest and most dedicated volunteer organization. Together we have and will accomplish much."

Another upcoming challenge, for the active duty side and Auxiliary alike, is the concept of sectorization. Capt. Dean Lee, Chief – Boat Forces, led a discussion on what he called "Sector 101."

Lee described "sectorization" as the

end of marine safety (M) and operations (O) as we know it. "It's about bringing together human resources, logistics, and assets/resources. Basically the sector concept makes sense."

Lee stated that the "sectorization" plan calls for combining the existing 43 Groups with the existing 52 Marine Safety Offices (MSOs) into approxi-

mately 40 sectors. Sectors will resemble somewhat the concept of "Activities" that were in place in New York, Baltimore, and San Diego.

"The sectorization process will take place over the next two years," said Lee. "Even though this greatly reduces the number of command billets in the Coast Guard, it still makes good business sense."

Lee described the sector as having three departments of sort: (1) prevention; (2) response; and (3) logistics.

"Many, but not all of the MSO missions have been prevention, and many but not all of the groups' missions have been response," said Lee. "What sectors basically will do is categorize personnel and assets into prevention, response, or logistics activities/missions. The sector is process based, not program based."

The sector concept represents a major cultural change, said Lee.

"Each side (M and O) initially thinks they're losing something," he added. "In order for this to succeed, we're going to need great leadership. The bottom line is, sectors are all about command and control, and no Coast Guard-owned facilities will be lost."

Lee also noted the Auxiliary will play a key role in the sector concept.

"There will be a senior-level Auxiliarist working with the sector commander. We are currently refining their duties and responsibilities. But you can rest assured; the Auxiliary will be a key component in the overall success of sectors," he said.

"Bear with us," Lee asked, "There will be kinks that need to be ironed out. I am asking you as Auxiliarists to try to understanding the changing roles that sectors will bring."

In sum, Lee asked the Auxiliary to "think outside the box and be a disciple of sectors." Moreover, he concluded by asking the Auxiliary's senior leadership to begin now to realign themselves to better integrate themselves into the sector structure.

For more information from the departments, visit <http://www.auxpa.org/ntrain05>. For additional N-TRAIN coverage, including photos and more articles, visit <http://teamcoastguard.org/2005/NTrain05/NTrain05.htm>. ☪

# Valued Service

## Flotilla Members Free Up More than 300 Active Duty Man Hours at CGAS Cape Cod, Mass.

CAPE COD-Members of Auxiliary Flotilla 11-08 D1NR just surpassed the one year milestone in their volunteer service to Coast Guard Air Station Cape Cod.

A dedicated team of seven Auxiliarists has been providing an extremely valuable service in the Aviation Engineering Department of Air Station Cape Cod since November 2003.

By performing administrative tasks, which require meticulous attention to detail and frequent repetition, they freed up over 300 work hours that would have otherwise been a burden on the over tasked active duty workforce.

Aircraft maintenance technicians, who also serve as flight crewmembers, are frequently task-saturated with flying duties related to search and rescue, law enforcement, and Homeland Security missions.

When they are not flying, the active duty workforce is fully employed with HU-25 and HH-60 maintenance responsibilities. The regular presence of trained volunteers to assume critically important administrative functions has had an extremely positive effect on aircraft and crew readiness postures.

Working together in cohesive teams, Auxiliary volunteers dedicate as much as 15 hours per week to administrative tasks related to aircraft maintenance.

One of the first and most successful projects this team took on was the monthly audit of the aircraft maintenance logbooks for the eight aircraft assigned to Air Station Cape Cod.

Working teams of two, these Auxiliarists compared the computer printed configuration reports of all installed components to the detailed component history reports. Ensuring that the lists of installed components matched the component history reports was an arduous task requiring great attention to detail.

An accurately performed logbook audit required that each component be cross checked for the proper serial number and part number against two computer generated reports for all major airframe and engine installations. With over 240 such components per aircraft, this monthly review normally consumes eight to ten man hours per month.

Another vital maintenance support role that the Auxiliary recently performed was a comprehensive audit of the technical publications library.

Semi-annual audits of the technical publications library are required to ensure that vital technical publications are updated with the latest revisions. Not only did the dedicated Auxiliary team complete the audit, they also performed several page changes to aircraft technical manuals that are used by technicians on a regular basis.

The Auxiliary team drew



SEE **SERVICE** PG. 16



**Flotilla 11-08 members (from left to right) Steve Cochran, Neil Maher and Paul Nevosh, team leader, are seen doing the monthly aviation computerized maintenance (ACMS) logbook reviews for CGAS Cape Cod.** *Photo by Lt. Nelson Brandt*

“On several occasions leaving together late, Emile, Neil, and I would stop and linger around the aircraft ... no one around. We had the place all to ourselves. A common feeling we spoke about was how accepted we were by the crew. While I shared the feeling, I was amazed listening to these two men who have given so much of themselves and their lives to our country, speak about how the Air Station crews felt about us, went out of there way to talk to us, and to say how much they appreciated our efforts. We would talk about how fortunate and how honored we were to be part of such a special and dedicated effort. In those quiet moments of reflection under the strong hanger lights, we three knew we were part of Team Coast Guard, and how lucky we were to still be able to contribute.

I knew this was true in my heart, but I never thought about saying it out loud.

No paycheck could ever be greater.”

**- PAUL NEVOSH, FLOTILLA 11-08 D1NR**

“Please accept my gratitude for the outstanding support you provided this command over the past year.

By working in support of the Aviation Engineering Department, you enabled my active duty workforce to focus on projects requiring their specialized technical skill and training.

While administrative roles are still vital to the efficient operation of any organization, they are among the first to be neglected during periods of heavy workload. Your assistance to our organization assured this would not be the case here.”

**- CAPT DAVID S. BRIMBLECOM**  
Commanding Officer  
CGAS Cape Cod



**Paul Nevosh, Neil Maher and Steve Cochran stand in front of some of the aircraft at CGAS Cape Cod for which they review maintenance logbooks.**

*Photo by Lt. Nelson Brandt*

## **SERVICE**

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from their diverse work experience to develop processes that increased the efficiency of each hour dedicated to administrative actions. In the classic case of working smarter to avoid the need to work harder, they created a photographic archive of all tools requiring calibration and cataloged them in an easy to use binder. This made tracking tool locations and calibration intervals much easier.

With aircraft tools and avionics test sets distributed among five different shops and two separate hangars, the Auxiliary team had a daunting task ahead of them.

Fortunately, their previous work experience lent itself well to the arduous task and they made great progress. One of their first initiatives was to catalog each tool according to its location and function in a binder complete with digital photographs which they took themselves. This greatly eased the burden of sorting through the Precision Measurement Equipment Lab (PMEL) report which lists the items that were due for calibration.

By relieving active duty members of certain administrative functions, the Auxiliary team has significantly enhanced productivity and morale. Auxiliary members committed over 400 hours in direct support of aviation maintenance activities. Representing a significant departure from the traditional uses of Auxiliary members at air stations, the innovative management practices of this Auxiliary team made it possible for active duty members to be relieved of support roles and assigned to maintenance or flight related tasks.

This was only possible because the highly talented Auxiliary team gained the skill and ability to act autonomously within the scope of their responsibilities after receiving initial training and guidance from active duty members.

The Auxiliary members also represent a degree of continuity that, as a result of frequent job rotations within the enlisted workforce, has historically resulted in frequent learning curves. Realizing the impact of their commitment, technicians on the hangar deck accept the Auxiliary members as part of the team that makes Air Station Cape Cod one of the best units in the Coast Guard. 

# 'We Need Your Help'

Auxiliarists Play Key Role in Search and Rescue of Downed Aircraft



**Left: Coast Guard Auxiliarists (from left to right) Gary Ford, air crew specialist; David Lloyd, aircraft commander; Mike Renuart, aircraft commander; and Joe Friend, aircraft commander. Above: A Piper Cub can be seen lying on its back after forced landing in Georgia marsh grass.**

*Photos by Joe Friend*

**BY ROB WESTCOTT**  
BC-APA (Atlantic East)  
National Press Corps

Four Coast Guard Auxiliary airmen from Auxiliary Flotilla 44 D7 in Daytona Beach, Fla., on their way back from training at Air Station Savannah, played a key role in the search and rescue of a downed plane near Brunswick, Ga. on Sunday Feb. 14.

"We had just clicked off from Hunter Field Tower," remarked Mike Renuart BC-OAC/FE, an aircraft commander and member of the Flotilla 44 crew.

Savannah Approach Control, Renuart said, alerted the Auxiliary Aircraft that there was a report of a downed plane 20 miles from their location and told the Auxiliarists, "We need your help."

Aircrew member Gary Ford, who manned the aircraft VHF radio for this SAR, commented, "We found that guy so fast it went bing, bang, boom," and noted that the Auxiliary aircraft only made one turn before coming on the downed plane.

"We didn't even have time to start a

SAR (search and rescue) pattern," Ford said.

Involvement of the Auxiliary facility at an early stage of this search came from a subtle nuance of procedure, which had been a part of the weekend training for the Auxiliarists.

By identifying itself as an Auxiliary facility rather than by civilian identification to the Savannah Approach Control, "The facility was immediately seen by the controller as a SAR resource, and asked to participate in the search," commented crewmember and aircraft commander Joe Friend.

The speed in which the facility located the downed Piper Cub amazed Friend, who stated it was his first find in flying six years with the Civil Air Patrol as well as flying with the Auxiliary. "It was too easy," said Friend.

Given word from the pilot of the downed yellow and orange "Cub" that his plane was in a large marshy area from which a bridge and two towers could be seen, the Auxiliary facility was quickly able to locate the downed craft.

The crew was relieved to see its pilot,

David Johnson, waving his arms to the circling facility, indicating he had survived the rough and unplanned landing of his 1940s-era aircraft. Johnson, a North Carolinian, received only minor injuries.

"Crew resource management played an important part in this efficient and productive mission," remarked Renuart. While pilot and aircraft commander David Lloyd manned the controls, Friend plotted course and positions, and Renuart and Ford manned the radios and kept a lookout for the downed plane.

With the Auxiliary facility circling overhead, an H-65 rescue helicopter, piloted by Lieutenant Commander Tim Schang from Air Station Savannah, was quickly dispatched to rescue the downed pilot.

"SARs," said Renuart, "are never predictable." This one, the veteran pilot remarked, "was a textbook thing."

"It was the perfect conclusion to a superb training weekend. Putting training into practice is what it's all about," he said. 🌀



**Security patrol for Fair St. Louis, Mississippi River, St. Louis Coxswain Len Schulte, Crew: Roger Berger, Ernie Passarelli.** *Photo by Kitty Nicolai*

# Photographic Corps Helps Prove:

**BY ED SWEENEY**  
DC-Ad

The Department of Public Affairs formed the Photographic Corps in 2004, with the intent of making skilled photographers available to both the Coast Guard Auxiliary and U.S. Coast Guard.

“Our goal in forming the Photographic Corps is twofold,” according to Nick Tarlson, Department Chief – Public Affairs. “First, to increase both the quantity and quality of photos depicting the Auxiliary and telling the story of who we are and what we do, and second, make this resource available to local Auxiliary and USCG units, as well as other national departments.”

Currently there are 24 members serving on the Photographic Corps, and they are disbursed throughout the country.

“Our plan is to increase that number to around 100 photographers by NACON,” said Tarlson. “Once we grow the Photographic Corps, we hope

to have a skilled photographer available in many areas of the country, which will help us expand our external media campaign, and thus get more media exposure for the Auxiliary.”

The Photographic Corps is in the process of building a database of high resolution photos available for print publications.

To view images, go to the Auxiliary Image Library at [http://cgaux7.org/imagelibrary/search\\_images.asp](http://cgaux7.org/imagelibrary/search_images.asp) then select “photos” as image type, and enter “PG” in the key words section, then search.

If you know of a skilled photographer who would make a great addition to our team, have them contact Bob Dennis, said Tarlson. Dennis’ email address is [rjdennis5@cox.net](mailto:rjdennis5@cox.net)

To contact a member of the Photographic Corps, or to arrange for coverage of an upcoming event, visit <http://www.auxpa.org/dept/photo-corps.html> or email Bob Dennis BC-AIP at [rjdennis5@cox.net](mailto:rjdennis5@cox.net) ☺



**Winter OPs 2 – It's plenty cold!** Photo by Jason Farrow D1SR FL72

# a Picture Is Worth a Thousand Words



**Fleet Week 2003 San Francisco Bay, CGAUX Vessel *Footloose*.**  
Photo by Linda Vetter, D11N FL19.

**Flotilla 8-11 D11NR has been operating in ocean waters in and around Crescent City Harbor in Northern California since November 2001 offering boaters a range of services including a friendly tow now and then.** *Photo by Anthony Barron, SO-CM 8, 11NR*

