

Department of Homeland Security

United States Coast Guard Auxiliary



STRATEGIC PLAN 2011 - 2012

14 FEBRUARY 2011

Introduction

This Strategic Plan provides a blueprint for the United States Coast Guard Auxiliary for the years 2011-2012. It describes to the leadership the key strategic imperatives – aligned with the published vision and mission statements along with the National Commodore’s watchwords and directions.

The plan will be periodically reviewed and updated based upon feedback from cognizant Coast Guard authority, the National Executive Committee, the District Commodores, progress made while accomplishing the elements of the plan, and future changes in the environment.

This plan provides the National Commodore’s strategic intent, the direction, focus, and accountability for 2011 and 2012.

A handwritten signature in black ink, appearing to read 'J. Vass, Jr.', with a stylized flourish at the end.

James E. Vass, Jr.
National Commodore

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Executive Extract

As the U.S. Coast Guard Auxiliary enters the second decade of the 21st Century, it will re-examine the roles it plays in support of the U.S. Coast Guard. In the years following 2001 and the September 11 attacks on the country, the Auxiliary emphasized maritime security issues while trying to balance personnel, assets and time available with its traditional recreational safe boating missions. This plan reflects a change to emphasis on recreational boating safety while continuing to contribute to the security of the United States.

To effectively accomplish its assigned mission by the Coast Guard, the Auxiliary will concentrate in four strategic areas: mission effectiveness, providing a ready volunteer force, effective relationships with its partners, and knowledge management.

This plan outlines strategies as a course ahead to enhance products and delivery of recreational boating safety programs in public education, vessel safety checks, and dealer visitations. It addresses concerns for a decrease in operational mission availability and assets yet seeks a way to address declining marine environmental protection missions.

In order to have the most effective ready volunteer force during both normal and surge operations, this plan offers strategies to address concerns of a maturing membership, leadership succession, member training, diversity, member recognition, recruitment, and retention.

Following the Commandant's vision of strengthened partnerships, the Auxiliary will nurture relationships with the Coast Guard, the states, our international customers, and the maritime industry, insuring the organization operates at peak efficiency.

Recognizing the explosive growth in traditional and non-traditional media, the plan offers a way ahead in both external and internal information sharing and organizational branding through use of a message via a social media presence and use of innovative technologies.

The Mission of the U.S. Coast Guard Auxiliary

The primary mission of the U.S. Coast Guard Auxiliary is Recreational Boating Safety. We also have the mission to contribute to the safety and security of our citizens, ports, waterways, and coastal regions, as authorized by the Commandant of the United States Coast Guard. We will support the overall mission by improving the quality and delivery methods of our educational products. We will work with other like-minded organizations to improve the overall knowledge of the boating public to increase awareness of safety on the water.

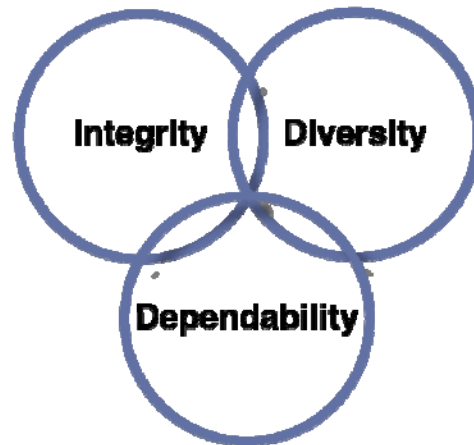
National Commodore's Vision Statement

The Coast Guard Auxiliary will continue to meet America's ever changing needs through increased attention to recreational boating safety, security of America's waterways, and improved methods of educating the boating public.

Strategic Imperatives

- Continue to be the best all volunteer organization in the Nation (Goal 1)
- Continue to provide the best product on the market for the education of the boating public (Goal 1)
- Maintain the high standards of the organization to insure that we continue to maintain the integrity and dependability of the organization (Goal 1)
- Maintain a ready volunteer force ready to assist the Coast Guard in times of emergency (Goal 2)
- Continue an aggressive recruiting program to include a diversity of members to insure the long-term growth of the organization (Goal 2)
- Continue to recognize the contributions of our members (Goal 2)
- Continue to meet the expectations of the Coast Guard and America's Boating Public to be the premiere safe boating organization (Goal 3)
- Work with other Federal Government Agencies, States and other partner agencies to support safe boating (Goal 3)
- Adjust our organization to the changes in the structure of the Coast Guard to best support its missions and to allow for the cooperation within to insure the organization operates at peak efficiency (Goal 3)
- Create innovative methods to use new electronic systems to improve the overall effectiveness of the education process (Goal 4)

Watchwords



Strategic Issues

There are certain issues, barriers, or roadblocks that need to be dealt with in order to achieve the desired outcomes for the next two years, as stated in the Strategic Imperatives.

Internal issues are concerned with

- Our **membership is maturing** faster than the rate of recruitment and qualification of younger members. Many of our mature members can no longer participate in the activities they once did, so participation /effectiveness levels are down in some program areas
- **Leadership succession** is the shortage of qualified members in the pipeline to enable smooth transitions to higher positions
- **Training programs** are in place; however, the delivery of those programs is not always effective

External issues have to do with

- **Economic readiness** influenced by the economy affects the members' ability to participate, the Coast Guard's ability to fund programs, and the Auxiliary's ability to perform at its best
- **Increasing requirements** and stringencies are diminishing the pool of operationally ready volunteers
- **Loss of surface facilities** since many members are not offering their vessels for use

Each of these issues was considered in the development of our strategies to achieve our desired outcomes and our Strategic Imperatives.

Goals: Introduction

In determining goals for 2011-2012, the Auxiliary Mission Statement, the National Commodore's Vision, the desired outcomes listed above as Strategic Imperatives, the Auxiliary Policy Statement, and the current structure of the national organization have been considered, along with the Commandant's Vision and elements of the Auxiliary Evergreen study to ensure alignment with our parent organization.

The Commandant's Auxiliary Policy Statement (Appendix A) delineates the Auxiliary Service priorities:

- Promoting and improving Recreational Boating Safety
- Providing trained crews and facilities to augment the Coast Guard and enhance safety and security of our ports, waterways and coastal regions
- Supporting Coast Guard operational, administrative, and logistical requirements

The Commandant's Vision (Appendix B) focuses on:

- Steady the Service
- Honor our Profession
- Strengthen our Partnerships
- Respect our Shipmates

Our current national structure consists of four basic elements of focus (Appendix D):

- Force Readiness
- Operations
- Mission Support
- Policy

The Coast Guard and the Auxiliary Evergreen study deals with (among other issues):

- The Right Skills
- The Best Team
- Communications Excellence
- Strategic Change Management

Goal 1 Mission Effectiveness

In order to continue to be the best all-volunteer organization in the nation, we must have a clear definition of mission effectiveness, what we want to accomplish, and the impact of our actions on our customers and boating statistics. As a multi-mission organization, this will involve an analysis of each of our programs in the Operations Directorate, our economic readiness to implement the programs successfully, and the strength of our leadership at all levels to implement these programs. The goal is to grow our mission effectiveness on a steady, incremental course.

All percentages in the strategies listed below were derived by comparing 1 Jan 2007 and 1 Jan 2011 Unit Summary reports from AUXDATA.

- **RBS Strategies**

The Auxiliary's primary function is recreational boating safety. Our RBS missions operate in alignment with the Coast Guard's National Recreational Boating Safety Program.

The entire focus of the Auxiliary RBS programs is to save lives through education in the classroom, on the docks, and knowledge management through boating partners. The maintenance and growth of the RBS program portfolio is vital to meeting the RBS mission. Our economic readiness to support these programs is also impacted by their cost versus revenue in the marketplace.

1. **Public Education** – From 2006-2010, the Public Education program showed an eight percent decrease in the number of multi-lesson courses taught and seven percent decrease in instructors. This program is critical to the success of the Auxiliary and operates in an environment of extreme competition. The impact of this program has diminished, but it has high visibility. It is essential to revitalize this program and continue to provide the best products on the market for the education of the recreational boater.
 - a. **Strategy:** Establish a work group to review the course offering for improvement in curricula relative to our closest competitors. Recommend necessary changes to course materials and delivery systems.
 - b. **Strategy:** Analyze the instructor training program. Institute a feedback mechanism for instructors to be filled out by the students and fellow instructors at the end of the course.
 - c. **Strategy:** Begin a recruiting campaign for new instructors.
 - **Objective:** Focus on increasing multi-lesson courses by two percent per year, targeting 2,600 classes for 2011 and 2,650 classes for 2012.
 - **Objective:** Increase the number of PE class hours to 43,000 in 2011 and 44,000 in 2012.
2. **Vessel Safety Check Program** - A 17 percent increase in vessel safety checks from 2006 to 2010 increased this one-on-one educational program's impact on the boating public. It is no longer funded by the Coast Guard, nor does it provide income potential for the Auxiliary. However, this is a high impact mission with high viability and little competition. From a mission effectiveness and business prospective, investment in continuance and growth of this program is a strategy to be taken.
 - a. **Strategy:** Research and enlist commercial sponsors to support the Vessel Safety Check program to pay for decals for a four to five year period, VSC recruiting brochures, and departmental awards.

- **Objective:** Continue to increase this program’s impact by two percent per year, targeting 132,000 VSCs for 2011 and 135,000 for 2012.

3. **RBS Visitation Program** – From 2006-2010, this program has increased at the phenomenal rate of 28 percent. The program’s popularity with our members has also increased the number of visitors by 32 percent. (To be discussed further under Goal 2). Like the VSC program, this is not funded by the Coast Guard, nor does it provide income potential for the Auxiliary. However, this is a high impact mission with high visibility, and little competition. From a mission effectiveness and business prospective, investment in continuance and growth of this program is a strategy to be taken.

a. **Strategy:** Research and enlist the support of commercial sponsors for the RBS Visitation Program to pay for dealer decals, literature racks, and literature specific to the Auxiliary RBSVP.

- **Objective:** Continue to increase this program’s impact by two percent per year, targeting 87,000 visits in 2011 and 89,000 visits in 2012.

• **Response and Prevention Strategies**

According to the Auxiliary Policy Statement, our second core mission supports Coast Guard maritime homeland security efforts. Through the directorates of Response (Operations) and Prevention (Marine Safety), the Auxiliary assists the Coast Guard’s vital role in search and rescue, as well as ensuring the safety and environmental protection of our waterways. The maintenance and growth of the Prevention and Response program is overseen and funded directly by the Coast Guard. It is the Auxiliary’s responsibility to provide qualified members and facilities to support the needs of the Coast Guard in these programs.

1. **Response** – During the period 2006-2010, the Operations program has generally declined in qualified members and facilities as well as certain missions. There was a nine percent overall decrease in operational missions, including safety, regatta, chart, and CG logistics patrols. Regatta patrols were the only ones to show an increase.

a. The surface program:

- 20 percent reduction in the number of active facilities
- 24 percent decrease in coxswains
- 12 percent decrease in the number of crew persons

b. The air program:

- 22 percent reduction in the number of active air facilities
- 9 percent decrease in air commanders
- 11 percent decrease in 1st pilots
- 37 percent decrease in co-pilots
- 37 percent increase in aircrew members

- vi. 5 percent decrease in air observers
 - c. It is not clear whether this negative trend is being driven by Coast Guard need, economics, or member desire.
 - d. **Strategy:** Conduct a study to determine the Coast Guard's need for Auxiliary crews and facilities to support search and rescue and safety patrols to determine if our current numbers are sufficient
 - e. **Strategy:** One of the issues or problems to be confronted is the member perception that increasing requirements and stringencies are diminishing the pool of operationally ready volunteers. We need to have the right skills in order to participate in the operations program, but we also need to determine if those requirements are causing our members to leave the program. A sample of members, who have left the Operations program, will be surveyed to determine reasons for leaving and the results will be used to improve the program.
 - f. **Strategy:** With the current economic environment, many members who own boats are declining to offer them for use. Some have not even put their vessels in the water. The reasons why others decline needs to be ascertained for both surface and air facilities so that a strategy can be set for recruiting new members and facilities into the program if the Coast Guard's needs require it. A sample of members who have withdrawn their facilities from the Operations program will be surveyed to determine reasons for withdrawal, and the results will be used to improve the program.
- 2. Prevention** – During the period 2006 to 2010, Prevention missions have shown mixed results. Marine Environmental Protection missions are down by 49 percent, but Marine Safety missions are up by six percent. There was a 24 percent decrease in Commercial Fishing Vessel exams.
- a. **Question:** Is the shift from MEP patrols to Marine Safety missions due to Coast Guard need or member desire?
 - b. **Strategy:** Monitor the growth in member qualifications to ascertain the impact on the number of missions conducted.
 - c. **Strategy:** Determine the Coast Guard's need for Marine Environmental Patrols, and manage the program to meet those needs.

It is imperative that we maintain high standards in the Auxiliary's programs to assure our customers of the integrity and dependability of our organization. The Auxiliary is committed to Mission Effectiveness and ensuring our members have the right skills to accomplish those missions to save lives and protect our maritime environment. We will continue working with the Coast Guard through the Marine Safety Performance Plan 2009-2014 to determine the level of need and goals for increased or decreased missions.

Goal 2

Ready Volunteer Force

Maintaining a diverse volunteer force that is qualified and ready to assist the Coast Guard during both normal routines as well as surge operations is a major goal of the Auxiliary and the Force Readiness Directorate. We will continually work toward developing our membership into The Best Team whose competencies match the current and future needs of the organization. Our leaders will anticipate organizational needs and develop the agility and flexibility to quickly provide the capacity and competencies required in a constantly changing environment.

The internal strategic issues listed earlier come into play as we discuss developing a ready volunteer force. In order to become the Best Team, we need to work past these issues and others, especially the issue of diversity within our membership and our programs. Some say that the diversity within our membership is not enough, and diversity within our programs is too much. This is a work in progress.

1. Maturing Membership

- a. Strategy:** A demographic survey of our qualified members by age will show trends concerning our programs and who participates in them. The survey should be sent to all members qualified in any program area. Point in case: The RBSVP program, as cited in Goal 1, has seen a 32 percent increase in members participating. Many of the members, who had been previously qualified in operations or as a vessel examiner, have moved over to the RBSVP. This program has an easy qualification program and requires limited physical activity. Once we have an understanding of the age demographics, we will better be able to predict which programs will need further recruiting as our membership ages.

2. Leadership Succession

- a. Strategy:** The Best Team will need the best leaders. A continuum of leadership courses currently exists; however, it needs updating. A sense of urgency needs to build in our membership to take these courses. The Leadership and Management School is in compliance with the curriculum SOP of the Coast Guard as is the Auxiliary Senior Officer Course. However, the Auxiliary Mid-Level Officer Course and the District Captain and Deputy Directors course for District Captain and Deputy Directors are not. A survey of elected leaders, who have previously held the offices of division commander, district captain and district chief of staff, will be conducted to determine the needs at each level, and the curricula will be updated to reflect those needs. On the selected side, deputy directors and directors will be surveyed.
- b. Strategy:** Leaders at each level of the organization will recruit and mentor future leaders and encourage the attendance at the leadership schools. All leaders, regardless of level, should attend a LAMS course as a baseline to their leadership abilities.

c. Strategy: New and potential members shall be interviewed as to their leadership background and desire to fulfill those positions in the future.

3. Member Training

- a. Strategy:** Qualifications for teaching our courses are based on having an Auxiliary instructor qualification and having previously attended the course to be taught. There are no qualification procedures for teaching specific courses and in many cases no curricula or lesson plans are provided. Teaching a navigation course is very different from facilitating a leadership course. Our current instructor qualification does not cover facilitation techniques. Qualified instructors desiring to teach facilitated courses should be asked to take a facilitation course until a facilitation module is included in the qualifications.
- b. Strategy:** All Auxiliary courses will have a written curriculum and lesson plans written according to the SOP.

4. Diversity

- a. Strategy:** Continue an aggressive recruiting program to increase the diversity of membership will ensure the long-term growth of the organization. Expanding the recruiting efforts to new communities in our local areas of responsibility will reap new members that will add to the mosaic of talents in our organization and will add to the agility of our human resources component. Unintended disincentives to recruitment and retention of members with needed competencies must be identified and eliminated.

5. Recognition of Members

- a. Strategy:** In order to maintain a ready volunteer force and the Best Team, the Auxiliary will provide appropriate recognition for outstanding performance within Auxiliary programs and for support of other organizations.

6. Recruitment and Retention

Since 1998, the average attrition rate is in the range of 4,000 members per year. According to the Unit Summary Report for 1 Jan 2011, we lost 3,256, which is below that average, so we are moving in the right direction. However, attrition in any organization is normal and should be factored into any recruiting plan in order to maintain Force Readiness.

- a. Strategy:** Utilizing the age demographic survey results, the need to fill the leadership pipeline and increase our diversity, create a needs-based recruiting program using our training programs to entice new recruits. Objective would be to recruit at least 4,000 members to account for attrition. Advertisizing for this campaign should stress leadership opportunities and those program areas that show the greatest need for qualified members.

- i. **Objective:** One percent increase per year in membership, with year end goal of 30,600 for 2011 and 30,900 for 2012.
- b. **Strategy:** In retaining our members, recognition of both output and outcome is essential. As volunteers, our efforts should be recognized on a daily basis at the local level in the immediate work place. Outcomes or impact of those efforts should be recognized in a more formal way. Our members will be retained at a higher rate as we shift our thinking to the importance the impact of our efforts. Members want to know that what they are doing is making a difference.
- c. **Strategy:** Conduct the Auxiliary Membership survey every two years. Include questions of what motivates members to join and remain in the organization. Include questions on likes and dislikes along with an opportunity to comment on what and how they would improve the organization.

The Auxiliary will manage continuous and accelerated change as a fundamental factor of mission performance. We will build and manage human capital to improve service agility and close the gap between organizational intent and execution by providing a Ready Volunteer Force. We will develop the competencies and capabilities to quickly adapt to change across leadership cycles without detracting from current operations.

Goal 3

Effective Relationships

In 1939 the Auxiliary was established by Congress US Code (14 U.S.C. 822) and operates under the direction of the Commandant of the Coast Guard. The Coast Guard Authorization Act of 1996 authorizes the Auxiliary to assist the Coast Guard, as authorized by the Commandant, in performance of any Coast Guard function, duty, role, mission or operation authorized by law. Our organization was formed and developed within a partnership, whereby both parties benefit from the liaison. Since then we have continued to nurture relationships with other organization for mutual benefit. In our current structure, the Operations Policy Directorate works to nurture relationship with the Coast Guard, safe boating organizations, and in the international arena.

1. Coast Guard

- a. **Strategy:** The Auxiliary will continue to meet the expectations of the Coast Guard for mutual benefit to our nation.
- b. **Strategy:** The Auxiliary will work with the Coast Guard to identify and fill required equipment, resources, and training gaps for Auxiliary assigned missions.

2. States

- a. **Strategy:** The Auxiliary will work with the Office of Boating Safety and the Boating Law Administrators of each of the states to ensure that our

courses meet their criteria, and that we are all supporting safe boating with the same message.

3. International

- a. **Strategy:** The Auxiliary will promote its image by means of communicating good will and international cooperation with other Coast Guards and volunteer Search and Rescue organizations through the sharing of knowledge. We will provide interpreter support to meet the Coast Guard's needs.

4. Maritime Industry

- a. **Strategy:** The Auxiliary will work with members of maritime industries and other boating organizations and advocates to ensure our programs are fully supported within the public arena.

5. Governance

- a. **Strategy:** The Auxiliary will adjust our organization to the changes in the structure of the Coast Guard to best support its missions and to allow for the cooperation within ensuring that the organization operates at peak efficiency.

The power of partnerships cannot be underestimated. Our future is tied to our partnerships. As we look forward, we will strive to increase our skills in building partnerships to enhance our missions and the safety at sea.

Goal 4 Knowledge Management

With the explosive growth of traditional and non-traditional media sources, the Auxiliary anticipates the increase in quantity and speed at which all information will be conveyed in the future. In preparation, we have reorganized to include a Mission Support Directorate involving Information Technology and Public Affairs to manage the vast amount of knowledge within and about the Auxiliary.

Internal communications via e-mail, websites and social media has improved drastically over the last several years. Internal information sharing has also improved. The knowledge of our organization in the external environment still has room for improvement through effective branding.

1. Branded Message

- a. **Strategy:** Develop a branded message regarding the Auxiliary and deliver it to our members as an identification tool.
- b. **Strategy:** Deliver the branded message to the public via a campaign through mass media including television, radio, public service announcements, and social media.

2. Social Media Presence

- a. **Strategy:** Use multiple social media projects designed to influence the behavior of audiences. Partner with stakeholders, Coast Guard, industry, and other related sources. Have a widespread social media presence.
- b. **Strategy:** Create a social media policy so that all members and units will follow the same guidelines in their use of social media.
- c. **Strategy:** Monitor the huge influx of information pertinent to the health and growth of the Auxiliary.

3. Innovative Technology

- a. **Strategy:** Use new technology to improve overall effectiveness of educational programs for our members as well as the public. Enhance member training courses and public education with online, interactive modules that can be done individually or in an online “classroom” setting.
- b. **Strategy:** Obtain new sources of public and private funding to support advances in our technology base.
- c. **Strategy:** Transition Auxiliary IT systems into existing Coast Guard systems and mission support services to include personal access to time keeping services, direct access v2, travel claim services, and operations IT support systems.
- d. **Strategy:** Mobile application services will replace current systems to capture operations activities, Auxiliary assets, and resources tracking.

4. Member Information

- a. **Strategy:** Institute a “push” format for reminding members of requalification dates. This information will be sent directly to the units for action.

In order to achieve superior Mission Effectiveness, a Ready Volunteer Force and Effective Relationship, the Auxiliary will not only adapt to the media and information environment, but will also embrace it as a necessary part of operations. Maintaining a branded, consistent identity is critical to this process. We will need to increase our current capacity and grow future competencies to implement these strategies.

Concluding Statement

This Strategic Plan for 2011-2012 has been put forth so that our leadership, our members, the Coast Guard and our other partners can understand our strategic direction for 2011 and 2012.

The strategies listed for each of these goals will be developed further into objectives and action plans by the National Directorates and within the individual District Operational Plans. In some instances national objectives have been included in this plan to set the bar.

We have undergone many changes and change will continue as will the economic environment within which we function. With respect for our Shipmates of the Auxiliary, we will adapt and set our course to move ahead for steady, continuous growth and positive impact on maritime safety.

Appendix A



THE COMMANDANT OF THE UNITED STATES COAST GUARD
Washington, DC 20593

U.S. COAST GUARD AUXILIARY POLICY STATEMENT

The U.S. Coast Guard Auxiliary is our steadfast volunteer corps. Our Auxiliary Shipmates assist the Coast Guard with performing our many challenging maritime missions, with boating safety remaining as their core function. Proudly serving alongside our total workforce, Auxiliarists make it possible to more ably accomplish our missions – they are a true force multiplier.

Originally formed as the Coast Guard volunteer Reserve on June 23, 1939, the volunteer Reserve was renamed the Auxiliary two years later. The Auxiliary rapidly expanded as the United States entered WWII, and Auxiliarists assisted in many of the Coast Guard's domestic missions, freeing up active duty Coast Guardsmen for wartime operations.


Today's Auxiliary is defined by this same spirit of patriotism and volunteerism. Auxiliarists continue to lend their unique talents to assist with performing a broad range of Coast Guard missions. Their mission support efforts expand the reach and impact of Coast Guard operations, particularly boating safety initiatives.

The Auxiliary Service priorities include:

- **Promoting and Improving Recreational Boating Safety;**
- Providing trained crews and facilities to augment the Coast Guard and enhance safety and security of our ports, waterways and coastal regions;
- Supporting Coast Guard operational, administrative and logistical requirements.

We must always remember that it is through public spirit, patriotism and an uncommon sense of civic duty that the members of the Auxiliary give their time, facilities and services – they receive no compensation. Commanders, Commanding Officers, Officers-in-Charge and program managers shall continually strive to enhance *Silver and Gold* partnerships to further the work of the Coast Guard.

I am personally committed to ensuring we maintain an Auxiliary that is robust, well-trained, and always ready.



R. J. PAPP, JR
Admiral, U.S. Coast Guard

Appendix B

Commandant's Vision Statement

Charting the Course of the United States Coast Guard

-----Original Message-----

From: Papp, Robert ADM

Sent: Tuesday, May 25, 2010 8:21 PM

Subject: Setting The Watch

Shipmates,

I am honored to serve as the 24th Commandant of the Coast Guard. When I assumed the duties from Admiral Thad Allen at noon today, it concluded a series of key rotations and marked the setting of a new watch to lead our service.

Serving with me on this watch are Vice Admiral Sally Brice-O'Hara, Vice Commandant, Master Chief Michael Leavitt, Master Chief Petty Officer of the Coast Guard and Master Chief Mark Allen, Master Chief Petty Officer of Reserve Forces. Each assumed their duties over the past ten days. They are all very experienced professionals who have been tried and tested in the field. We are also joined by Vice Admiral Robert Parker, Commander, Atlantic Area, Vice Admiral Manson Brown, Commander Pacific Area, Vice Admiral John Currier, Chief-of-Staff and Future Deputy Commandant of Mission Support and Rear Admiral Brian Salerno, Deputy Commandant for Operations. I am proud to serve alongside this exceptionally talented group of leaders.

My watch will be guided by the following vision for our service:

We are defined by our missions, people and heritage. We will selflessly serve our country and perform our duties in a manner that secures the trust and confidence of mariners and citizens alike. We will set a course that steadies the service, honors our profession, strengthens our partnerships and respects our shipmates.

This vision will be achieved by the incoming watch through clear focus on select projects and initiatives currently under way in our service. Instead of creating new tasking, we intend to emphasize vital initiatives, leverage teams that are in place now and move these efforts forward to completion. I will provide more specifics in the coming weeks.

I often use the term Shipmate. You need to know that this is a team of endearment for me that represents a common bond across the entire Coast Guard family and all mission communities. There is no higher compliment in my opinion than being called a Shipmate and no better goal than being a good one.

Admiral Allen will continue his service as the National Incident Commander for the Deepwater Horizon Oil spill managing the overall federal response. I am glad he

accepted this last assignment as it will enable me to focus on the Coast Guard's response, and serving you as Commandant of the Coast Guard. Admiral Allen is a true public servant and visionary, I thank him for his service.

I encourage all Coast Guard active duty, reserve, civilian, auxiliary, families and retirees to bookmark and initiate RSS feed from the senior leadership web page at www.uscg.mil/seniorleadership. We intend to use this location during our watch to post information and address subjects that are important to our service.

All standing orders remain in effect, set the watch and carry out the routine of the day.

Semper Paratus,

Admiral Bob Papp

Appendix C

(Extracted from the Coast Guard Evergreen II Core Action Strategies)

Strategic Change Management – Manage continuous and accelerating change as a fundamental factor of mission performance to improve service agility and close the gap between strategic intent and execution.

The Best Team – Develop a dynamic human resources system that anticipates organizational needs and has the agility and flexibility to quickly provide the capacity and competencies required in a constantly changing environment.

The Right Skills – Provide each component of the workforce a tailored career-long continuum of education, training, and professional experience that is linked to strategic objectives and desired organizational competencies and obtained from both inside and outside the Coast Guard.

Communications Excellence – Expand and professionalize a sophisticated, timely, internal and external communications capability that serves all stakeholders, supports mission execution, and shapes the strategic environment.

(Extracted from the Auxiliary 2009 Evergreen Robust Strategies)

Competencies – Anticipate emerging mission opportunities and engage the Coast Guard to assist in developing duty specific standards and competencies that will meet the needs of the Service and the maritime community.

Strategic Communications – Create and execute a comprehensive communications and branding plan to attract volunteers with desired skills from varied demographic backgrounds; enhance training and competency development; and articulate the value to the Coast Guard, the maritime community, and the public.

Funding – Attain new sources of public and private funding and restructure internal financial processes to meet organizational and member needs.

Capabilities – Work with the Coast Guard to identify and fill required equipment, resources, and training gaps for Auxiliary assigned missions.

Recruit and Retain – Develop innovative recruiting and incentive programs that will attract and retain a demographically and professionally diverse pool of volunteers who bring the skills, dedication, and resources required to meet Auxiliary mission needs.

Agile Organizational Identity – Improve organizational agility by regularly reviewing and aligning Auxiliary authorities, capabilities, and competencies with the needs of the Coast Guard and the maritime community.

Appendix D

**Coast Guard Auxiliary
Functional Alignment Diagram
1 November 2010**

