U.S. Department of Homeland Security
United States Coast Guard Auxiliary

Response - Surface Division Plan For Increasing Auxiliary Support To The Coast Guard



Response Directorate
Surface Operations Division
01 January 2024

Introduction

"The purpose of the Auxiliary is to assist the Coast Guard as authorized by the Commandant in performing any Coast Guard function, power, duty, role, mission or operation authorized by law." - 14 USC 822

To fulfill the mission of assisting the Coast Guard, the Auxiliary must develop close working relationships with Coast Guard units. We must learn and understand their needs to develop Auxiliary capabilities to assist. This needs to occur at the District, Division, and Flotilla levels.

While reviewing Facility Reports in AUXDATA II it was noticed that many boats (1000+) were listed as non-operational facilities. To learn why so many facilities were listed as non-operational a questionnaire was developed and sent to the owners of the non-operational facilities to determine why the facilities were so noted. The results of the effort and resolution plan are included in Appendix A of this document.

To address the need for additional surface facilities, coxswains, and crew as identified in 2023 Gap Analysis (included as a link in Appendix D), (1) a follow up with the Active-Duty participants in the Gap Analysis was conducted to gain a better understanding of the Coast Guard's needs and, (2) create a plan to resolve the gaps which are identified. The follow-up document is attached as Appendix B and the body of this document is how to close the identified gaps.

Strategies & Tactics

To fulfill the mission of assisting the Coast Guard, it is critical for the Auxiliary to develop close working relationships with Coast Guard units. We must learn their needs and understand and develop Auxiliary capabilities to help meet those needs. This should happen at the District, the Division, and the Flotilla levels.

It is recommended that Districts, Divisions, and Flotillas review the non-operational facilities information provided in Appendix A and determine if facilities in non-operational status are a concern to their unit and to better understand why facilities are listed as non-operational. Better relations with Coast Guard units may help resolve some of these issues and should be included in the plan to increase Auxiliary support to the local Coast Guard units.

Some Active-Duty personnel are unfamiliar with the Auxiliary, a few may have had a bad experience with the Auxiliary or may have a misconception as to what the Auxiliary can provide to support their unit. Even those who are generally familiar with and have a good opinion about the Auxiliary need to be informed about specific resources and capabilities the Auxiliary can provide them. We should never assume Coast Guard unit commanders are familiar with the Auxiliary or are aware of what support can be provided to them at the local level.

If Districts, Divisions, and Flotillas would use business as a model then our Auxiliary Product (support of the Active-Duty Coast) needs to be identified and marketed, sold, and supported.

The product needs to be tailored to the active-duty unit, that is being supported, needs. In other words, it would be silly to sell aviation support to a small boat station, know the customer.

The product now identified needs to be marketed. Elected Leadership, ASCs, and appointed operations staff, need to make a point to call on Commanders and OICs to establish a solid relationship, get a better understanding of their needs, and present to them the Auxiliary's support products. The leadership marketing team needs to have a marketing plan.

- Organize – Who does what?
- Identify the customer's needs – What do they want?
- Understanding our Product – Exactly what Auxiliary resources are available locally or regionally and what can they do?
- Knowing how to effectively interact with Coast Guard unit leaders.
    - How do we make an effective "Marketing call"?
    - How do we make an effective presentation?

Once sold, we must follow through and deliver on our commitments. We need to ensure we can provide whatever we say we will provide, in a competent, professional manner. After we have provided service, we need to follow up with our customers to confirm they are satisfied. This is our opportunity to offer further services as well as learn how to improve our services. This follow-up is a key to delivering consistent quality.

The Auxiliary has members with many backgrounds, including sales and marketing. It would be beneficial to include these members in the marketing activities (directly or indirectly). If members with sales skills opt not to participate directly in the marketing endeavor, then at least ask them to assist with the marketing team reviewing the marketing presentation and training those that will be contacting the active duty. When meeting with CG unit commanders, and OICs we need to make the meeting an effective use of their time. We should ask the customer what their goals or objectives are. Equally important is to determine the two or three things that must go right for each objective to be achieved. These things are called Critical Success Factors (CSFs). Once we know what the CSFs are for each objective or goal, we can align our resources with them to offer solutions that support the achievement of their goals.

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can provide whatever we say we will provide, in a competent, professional manner. After we have provided service, we need to follow up with our customers to confirm they are satisfied. This is our opportunity to offer further services as well as learn how to improve our services. This follow-up is a key to delivering consistent quality. Honest and timely two-way communication is essential to success.

It is critical that contact and follow up be conducted at District, Division, and Flotilla levels depending on the unit being supported. Flotillas interact with boat stations, Divisions with Sectors, and Districts with Coast Guard Districts.

Below please find some “best practice” guidelines that are based on industry-proven marketing techniques that can be adapted to the Auxiliary. Leaders are encouraged to consider these suggestions and adopt them as they deem appropriate, to stimulate improved interaction with their counterpart CG units, resulting in greater opportunities.

Building a Marketing Team

If we think of the DCOs as the Chief Marketing Officers of their organization, the DSO-OPs would be the Marketing Managers. In some Districts, depending on the organization of the District, they may be the Marketing Representative, too. Their marketing team includes elected and appointed leaders at all levels of their district as well as many key staff members. Together, the team should develop a plan for contacting the Commanding Officer of each Coast Guard unit in their district.

There are some locations where this marketing concept and marketing team is already in place and working well; sometimes organized around ASCs and AUCs, sometimes by unit leaders. In these places, this guide may be helpful as a job aid. In other locations, the team can be built utilizing these and other key members.

Although the organization of the team will vary from district to district, the goal is the same. The goal is to have a face-to-face meeting at which the Auxiliary “marketing person” can introduce themselves to the Coast Guard leaders, learn about the “customer” needs, and introduce Auxiliary solutions to those needs. Just as in a commercial context, our Auxiliary marketing force must keep lines of communication open with the customer to gain feedback on product performance, address needed changes, and look for additional opportunities to provide services.

Effective marketing organizations employ a cascading structure in which the senior leaders participate by calling on their senior business counterparts. Lessons learned and information gained in those meetings are passed to the rest of the marketing force. Applying this to the Auxiliary provides excellent leadership opportunities for Auxiliary officers. ASCs, AUCs, and Staff are ideally situated to begin this process and should be engaged as subject matter experts.

In the commercial marketing environment, it is not uncommon for a senior executive to accompany a marketing person on an initial call to a new customer. This is being done to demonstrate to the customer heir business is important to the company and the marketing person has the full backing of the leadership of the company. In the Auxiliary, it is recommended for a senior officer to accompany each Auxiliary “marketing person” during their initial visit to a CG unit CO. This is an opportunity to reinforce the Auxiliary’s commitment to the CG from the top down.

When organizing the district marketing team, it is important to include a feedback loop to monitor the effectiveness of each call. Just as in the commercial environment, the manager should:

- Receive timely information on the outcome of each marketing call
- Be informed on what commitments were made
- Be updated on any difficulties that were encountered
- Participate in developing the plans for follow up

The Auxiliary marketing team should plan to track their “successes”:

- What commitments were made?
- What kinds of opportunities were planned?
- What new kinds of interaction activity resulted (or will result) from the marketing activity?
- What areas do we need to “qualify” an Auxiliarist to meet USCG needs?

Before the initial call, some preparation is needed. Leaders should engage with relevant staff to gather as much information about the customer as possible in advance of the meeting. Efforts should be made to estimate the CG Unit’s needs and match them with Auxiliary resources, in advance of the initial meeting. Debrief Auxiliarists who currently interface with the command. Try to determine the CO’s key objectives. Sometimes those are posted on the bulletin board as “Commander’s Intent” messages, so it pays to look. Identify how the Auxiliary is currently engaged with the unit. Who does what, at what levels, when? How are they engaged? How well is it working?

Because the customer may have unanticipated needs, the Auxiliary marketing force must be prepared with specific knowledge about their available resources. For example, it’s not enough to know that there are some boats available, they must also know how many boats, when and where are they available, what kind are they and how are they crewed. Completing a job aid, such an “Operational Capabilities” form will help collect and organize the information. Each Auxiliary unit should collect this information on their resources and compile it into a virtual “catalog” of capabilities.

Planning the Marketing Call

Well before the actual call, gather information and carefully evaluate available Auxiliary resources. The participants in the call need to be identified; who will serve as the “marketing person” and who will accompany them? Pre-determine the roles and responsibilities of each member of the marketing team. Who will lead, who will be the ongoing point of contact (POC), who is a subject matter expert?

Making Your Marketing Call Successful

At the outset of the meeting, the senior Auxiliary member should introduce his/her team and briefly explain their roles. If the senior Auxiliary officer is there to provide support, and will not be running the meeting, this is the time to express support for the “marketing person” that will be the POC in the future.

Part of any successful call must be the Purpose, Agenda, and Return statement. This organizes the call by quickly addressing the questions the customer is likely to have about the meeting. Those customer questions include:

- “Why are you here now?” What is the **Purpose** of the call?
- “What do you intend to do?” What is your **Agenda**?
- “What’s in it for me?” What is my **Return** on the investment of my time?

By addressing this early in the meeting, you respect the customers’ time and make it easier for them to listen to what you have to say.

Purpose – “Why are you here now?” implies four additional questions.

- Why – Asks the reason for the call.
- You – Asks why you are the one making the call.
- Here – Asks why you are calling on this unit and this commander.
- Now – Asks why you are making the call currently.

In your opening statement, you want to address as many of these questions as possible. For example:

> “Commander Jones, as the Division Commander of Division 99, I’ve been working to see how we might be able to help you meet your needs during surge operations as well as during steady state operations. I’m here today with Flotilla Commander Smith to ensure that we understand your priorities, and that we align ourselves to support your needs.”

Agenda – The agenda part of the statement simply states how you would like to use the meeting time and allows the customer to confirm that agenda is acceptable.

For example:

> “In the next half hour, I’d like to ask a few questions to ensure that the Auxiliary will leverage our strengths to address your highest priorities. Is

there anything else that you'd like to add to that agenda?"

Return – This part of the statement tells the CG Unit commander what they can expect from the investment of their time today. How will they benefit?

Note that this is focused on how the CO will benefit, not on how you or the Auxiliary will benefit. It also needs to be focused on how the CO will benefit from this meeting, not from some future activity.

For example:

"Commander, by the time we conclude today, I expect to identify resources that can be used to help meet your requirements for surge ops and steady state ops."

CSF – "What does the Customer need?"

Now that the meeting has started and you've gotten down to business with the PAR statement, the next focus of the call is to find out what the customer's priorities are. Those customer priorities are called Critical Success Factors (CSFs). The concept of CSF is to identify those activities most critical to achieving the CG Unit leader's objectives. Typically, a given business objective will have two or three, generally less than five, CSFs. Next, match Auxiliary capabilities to those CSFs. Obviously, the key is to identify the customer's CSFs while not overstating capabilities.

How do we determine the customer's CSFs? We ask them! "Commander, what are your goals for the unit?"

Now, the CO may reply with a laundry list of goals. You need to cut it down to about three or four. Once you have a clear understanding of priorities, it's time to drill down further to determine what factors are critical to the achievement of the highest priority objectives. You might ask: "Commander, what are the two or three things (CSFs) that must go absolutely right for you to achieve that goal (pick one)". If the Commander hesitates, push the envelope by asking; "Which of those factors keeps you up at night?"

As you drill down on each key priority, look for some alignment with your Auxiliary unit resources and capabilities with the needs stated by the CO in order to meet his/her goals. It's best if you can do this on the spot, but if you need to go back and meet with your team to develop solutions, don't be afraid to say that. The better prepared you are with knowledge about your Auxiliary capabilities, the greater the chances you will be able to propose solutions during the meeting.

A good rule of thumb – listen more than you speak. This is your opportunity to learn about your customer. You must first seek to understand what's going on in

the other person's world. Then your ideas be accepted and understood by the customer.

Ask open-ended questions (who, what, where, when, why, how, how much, tell me about it, describe for me). Ask "what if?" questions.

Remember to remain focused on your customer's needs. Summarize those needs and how your proposed solution will address those needs. Seek agreement that your proposed solution solves the identified problems and provides the value expected.
Assure them that you will be following up after the activity to give them an opportunity for feedback.

When you have done that, you are ready to wrap up, but before you do, "close the sale":

- Seek agreement from the CO that the solution you proposed is acceptable. "Why don't we go ahead with this?"
- Briefly restate your objectives (from the PAR) and confirm all agreements that were made.
- Set the date and time of any follow up meetings. Don't forget to thank the CO for their time; and then don't dawdle or waste time, be on your way.

After the meeting, send the CG leader a written follow up. Thank them for their time, reiterate your meeting objectives, and confirm all agreements made. Copy your chain of leadership as appropriate.

The CG AUX-CG Marketing Call Planning Job Aid (Appendix C) is a handy summary of these steps in outline form.

Follow-Up

The initial meeting with the CG Unit leader is just the beginning step. The follow-up is the vital next step: the "Marketing Team" needs to develop a plan or review local capabilities to enable a response to be developed to meet the needs of the CG unit.

Auxiliary leaders should thank the Coast Guard leaders for their time and attention to our message. All agreements need to be confirmed. Auxiliary staff and other members of the leadership chain should be briefed on the outcome of the meeting. An agenda should be developed for issues that need follow-up and further reporting. Dates must be set for the agenda items. Progress should be tracked at regular intervals and members and units who perform well should be recognized. Most importantly, once we have learned what the unit's needs are and have offered our services to meet those needs, the Auxiliary must deliver.

Quality Control = Customer Satisfaction

We must deliver a quality product. Our offering must fully meet the customer's requirements. When called upon to provide services, Auxiliary units must deliver with professional competence and pride.

We need to have a process to monitor our performance, collect customer feedback, and make necessary improvements. In business this concept is known as Quality Assurance, and this should be part of our planning.

Things to keep in mind for the Quality Assurance Process:

- Ensure that members are suitable, qualified, and appropriately trained for the intended service. Members must be punctual and must keep any scheduling commitments made to the CG unit. Members must be neat, well groomed, in the correct uniform, and professional in appearance and demeanor. Coast Guard personnel must see that we do our job well and adhere to unit standards. Through our actions we must demonstrate we are safe, competent, and professional.
- Be prepared to train members to meet customer needs or to improve their performance. Does the CG unit have requirements the Auxiliary cannot fill, but we could fill if we had additional resources? Does the Auxiliary unit need to train some current members or recruit people with certain skills? If so, what needs to be done to accomplish that?
- Does the Auxiliary Unit have a plan to mobilize resources when they are needed?
- Auxiliary leaders at the appropriate level must monitor the performance of the Auxiliarists who participate in activities to insure we deliver what we committed to. Do our members perform well, or do they need additional training? Do they present themselves in a professional manner? Do they follow through on commitments? Follow up with the CG unit leader for their "after action" feedback.

The Auxiliary should provide knowledgeable and professional services which meet Auxiliary and Coast Guard standards. When called upon, the Auxiliary needs to deliver. As the saying goes, you don't get a second chance to make a good first impression.

Repetition, Repetition, Repetition

It's not enough that we present our message to the Coast Guard unit once. One meeting with the CO of a station is great, but it's just a start. Auxiliary Units must develop a plan for ongoing communication with the unit. If we want Coast Guard leaders to think of the Auxiliary, we need to expose them to our message multiple times.

If you've ever watched a sporting event on television, you may have noticed that there isn't just one beer commercial. They are repeated over and over at every

opportunity. Likewise, if we want Coast Guard leaders to retain and act on our message, we need to present our message repeatedly. Of course, we're not selling beer, so we don't need to pester our customer needlessly, but appropriate periodic contact should be part of every marketing plan.

Beyond the issue of message retention, we must remember Coast Guard change on a continuing basis. Those who are unfamiliar with the Auxiliary need to learn what we are and what we can do for them. As the Coast Guard personnel change, we will need to repeat our message to them.

All of this means the Auxiliary "marketing force" must develop an appropriate marketing plan for each CG unit, a plan which involves anticipating the customer's needs, planning a "marketing call" meeting with the CG Unit leader, conducting the meeting to introduce our product to the customer, and ask the customer about their needs, and following up appropriately.

As the CG unit's leaders change, the unit goals may change as well. The Auxiliary marketing team must remain flexible to accommodate these changes.

Build Enduring Relationships

Auxiliary Units can build and strengthen relationships with Coast Guard units in many ways. The greater the trust and confidence the CG unit has in the Auxiliary, the more likely there will be opportunity for activities.

It's vital the Auxiliary is not a "fair weather friend" to the Coast Guard unit. We should strive to be known as the people who pitch in to make life easier for the A/D members.

Even when not directly engaged in activities, members should be engaged with the CG unit. Invite appropriate CG personnel to Change of Watch ceremonies, picnics, and other social events to strengthen personal relationships. Consider offering Coast Guard personnel complimentary admission. Can Auxiliarists assist in mentoring young men and women or assist in other support activities? Auxiliarists should attend CG parades, Change of Command and award ceremonies and other events when invited. Auxiliarists should support unit Morale, Well-Being, and Recreation activities.

Mutual trust and personal relationships are critical to building long-lasting business relationships and to improved CG/CGAUX interaction.

Recruiting

Active Recruiting

Auxiliary boat crew are beginning to leave the program due to their medical status, the expense of vessel ownership and several other factors. USCG is requesting additional support from AUX surface operations with more diverse and capable

vessels. Current passive recruiting techniques have not been successful in maintaining Auxiliary strength, let alone increasing it. Active recruiting needs to be utilized by Auxiliary Districts, Division and Flotillas with focused recruiting officers within the District assisted by the National Staff.

District Recruiting Team

Each Auxiliary district should create their own recruiting team to focus on recruiting individuals who possess the specific backgrounds and experience that are needed. This team will consist of members from the District H/R staff working alongside the Operations staff.

The recruiting team will focus on bringing in new members who are interested in serving as boat crew – with an initial focus on members with vessels. The Operations, Human Resources, and Member Training Officers from each district will be members of the team and serve as advisors and consultants to those members who will be engaged in the actual recruiting activities.

Recruiters should initiate contact with local organizations where boat owners/mariners are currently active or in training. Examples include, but are not limited to, local marinas, boating clubs, and local colleges and universities offering various degree programs in maritime and vessel certifications.

Each team across the country will encounter similar recruiting challenges as well as some challenges that will be unique to their own specific areas of the country. A monthly conference call among designated team leaders from each district could allow for the sharing of ideas and discussing best practices. These meetings could be coordinated by members of the National Surface Staff who are serving in leadership roles. By taking a more focused approach to recruiting, we can bring in more members with backgrounds in the maritime industry that will ultimately increase our membership strength and improve retention. The recruiting team can also assist the DSO-OP to develop member recognition and retention programs.

Flotilla /Division Recruiting Officer

It is recommended each unit designates a member for recruiting. Ideally, this member will have recruiting skills and have the skill to engage potential recruits. They may need to be supported by Auxiliary operations experts to discuss program specifics and technical requirements.

If the recruiting member is not a member of the HR staff, they will work with a member of the HR staff. The members will actively recruit new members for the Operations Program, assist them in enrolling in the Coast Guard Auxiliary and begin training in operations. At the appropriate time, the recruit may be turned over to the Flotilla's Member Training Officer for further specialized operations training.

Tracking

Proper tracking would make the process, from recruiting of new Operations members

through their training to the position they desire, more efficient and ensure recruits are not lost or forgotten.

APPENDIX A

Non-Operational Surface Facilities

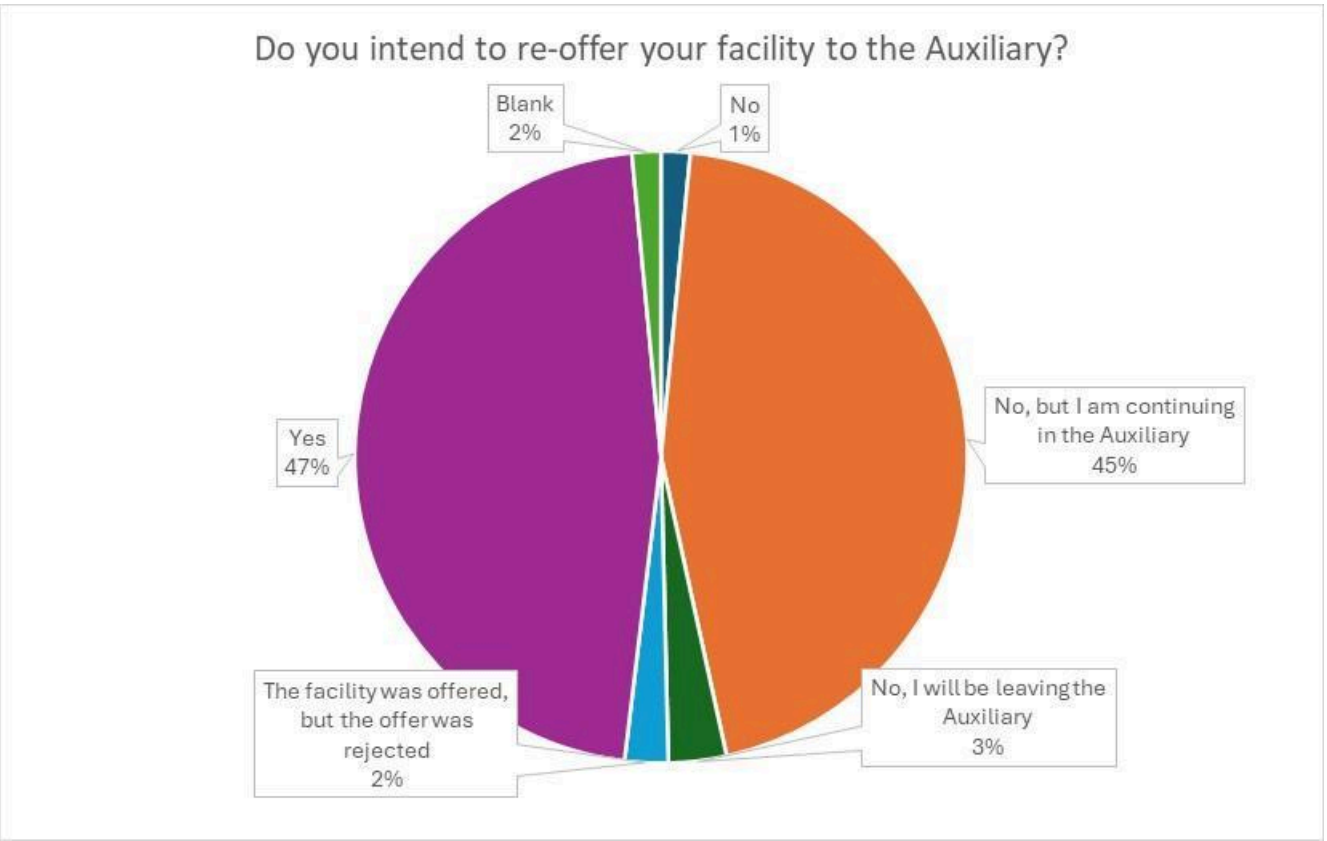
The Surface Division had a special report developed in AUXDATA II to investigate the number of Non-Operational Surface Facilities. The number was extremely high (1038). In September 2023, an AUXDATA II (ADII) report was generated that provided a list of Auxiliary facilities (boat, PWC, paddle craft) that are designated as non-operational. The reason for this status was unknown. The data was sorted into 3 sets.

1) 319 facilities in AUXDATA II with owners who are no longer members of the Auxiliary.
2) 219 facilities which have been in Non-Operational status for 3 years or greater.
3) 466 facilities with current Auxiliary members with listed as non-operational with last inspection within 3 years.

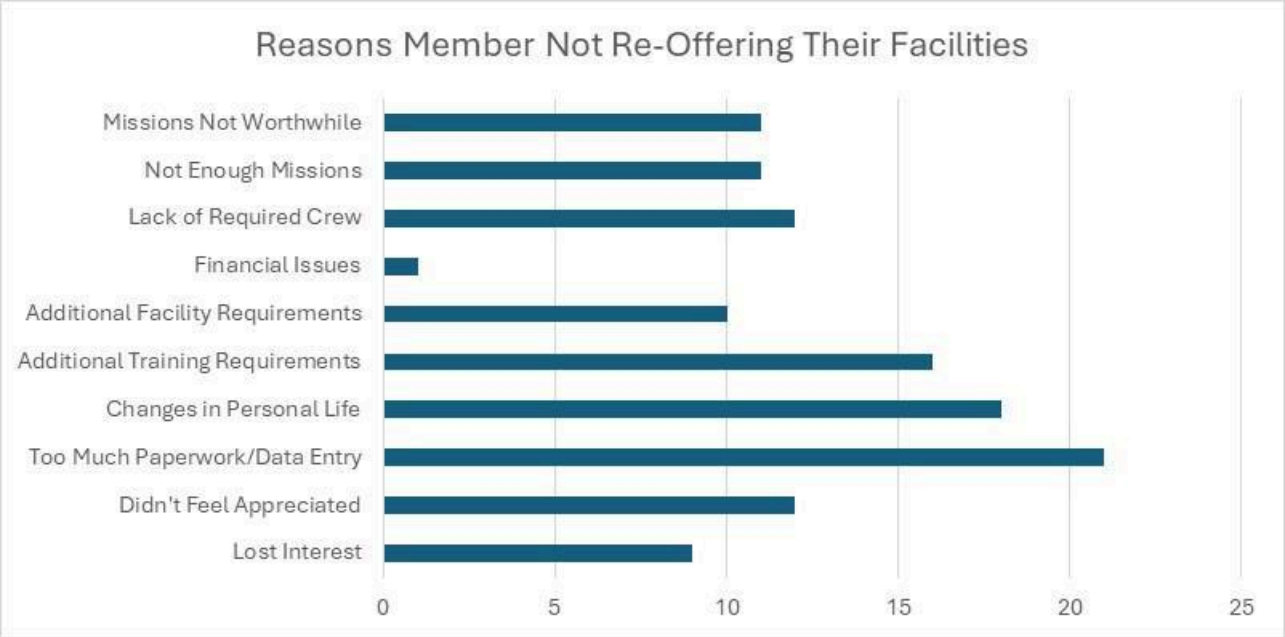
The Surface Division will work with the AUXDATA II Team to (1) have the facilities, in group 1 and 2 archived in AUXDATA II and (2) put in place a procedure for archived facilities which are owned by members leaving the Auxiliary or facilities which have been in Non-Operational status for greater than 2 years. This will allow us to better understand why facilities are becoming Non-Operational and maintain a more accurate understanding of our surface operational capacity. We will be investigating radio and air facilities as similar data anomalies are anticipated within radio facilities. Air is typically more accurate as the program consistently monitors aircraft status because of maintenance requirements.

We surveyed all 466 current Auxiliary members with facilities listed as non-operational, with last inspection within 3 years. The response rate was 26%. While a 26% response rate is good for survey results, because of the small sample size, the answers should not be viewed as definitive. The Surface Division is being careful about how the data is interpreted. We plan to continue this survey as an ongoing effort to improve the surface program.

Members were asked if they planned to reoffer their facilities. 131 (26%) members responded to this question.

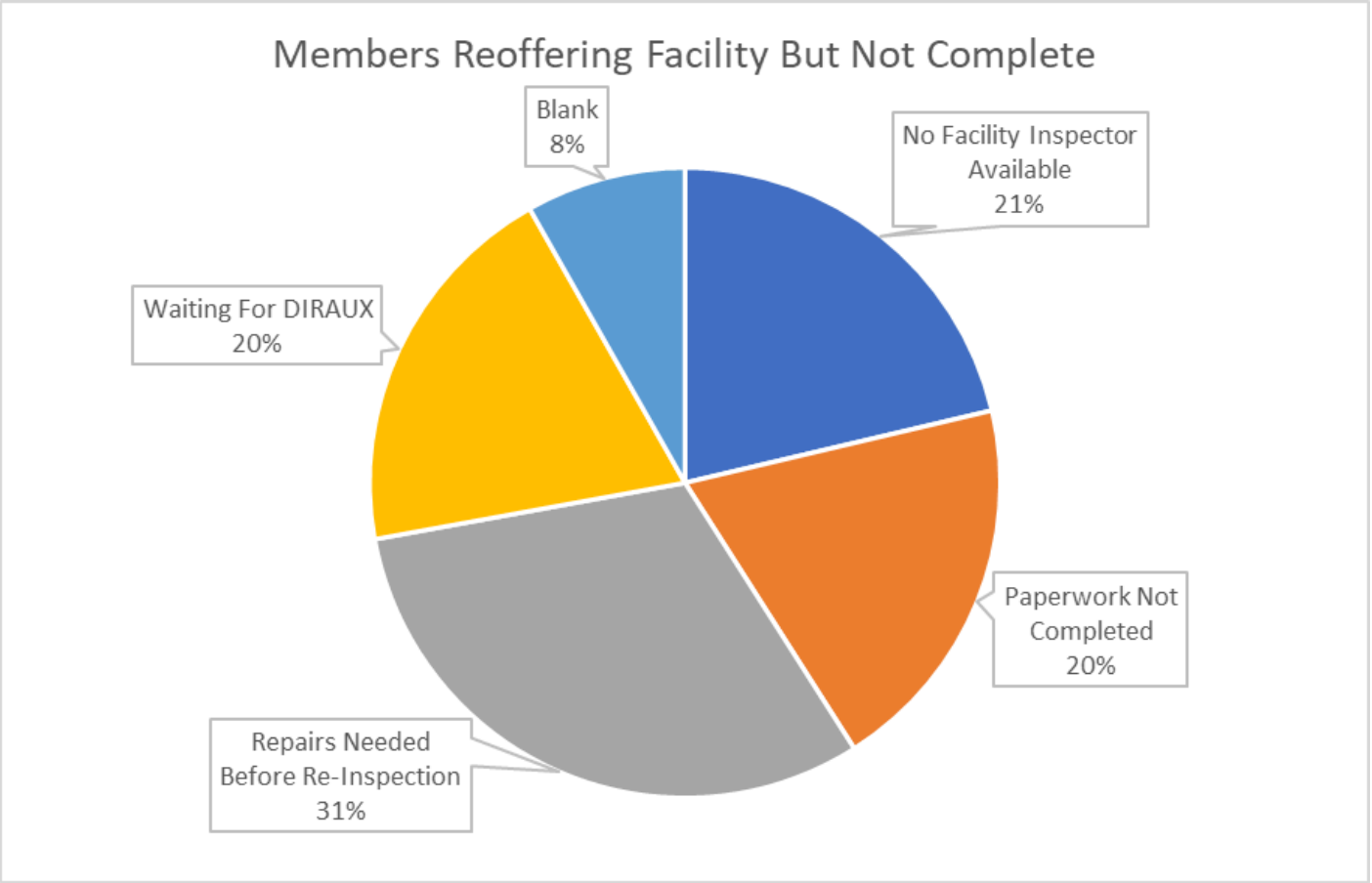


The 61 members who answered they were no longer offering their facility for use were asked about the reason for the change. The members were instructed to select all the factors which had a significant impact on their decision. The graph indicates the count of when members indicated the reason had a significant impact on their thinking. 27 members had sold their facilities, while 17 members were no longer Coxswain/Crew Qualified. Those reasons are not included in the graph.



Members selling their facilities, financial issues, and changes in personal life are not correctable by the Surface Division. Members who are leaving the program because of changes in personal life still have the potential of being useful to the Auxiliary and the HR Directorate (through local resources) should address this issue. Members no longer coxswain/crew qualified is something which the Surface Division will address as a separate issue. The question of why we are losing crew members needs to be addressed. To help resolve the issue of too much paperwork/data entry the Surface Division will work with the AUXDATA II Team to streamline the process. To resolve the issues of additional training requirements and additional facility requirements the Surface Division will work through the DSO-OPs to better explain the reasons and the need for the additional requirements. For the issue of lack of required crew, the Surface Division will work with the DSO-OPs to improve the recruiting efforts of the Districts. To address the issues of missions not worthwhile, not enough missions, didn't feel appreciated, and lost interest the Surface Division will work with the ASCs through the DSO-OPs to increase the relevance of the Auxiliary to the local units.

The 61 members who answered they were re-offering their facility for use were asked about the reason for the delay. The reasons for the delay are shown on the graph below.



The Surface Division will assist the DSO-OPs to find available inspectors for those needing inspections. This will involve the DSO-VEs. The Surface Division will work with the DSO-OPs to help members complete their paperwork in a timely fashion to ensure facilities do not become non-operational and for the DSO-OPs to monitor the process to ensure a successful outcome.

The results of most of the work the Surface Division will do will be included in the Surface Division Best Practices.

APPENDIX B

AUX GAP analysis 2022 - Surface Division Follow On

The following are derived from the 2022 Auxiliary GAP Analysis sent to all Coast Guard Sectors, Air Stations & Training Centers. After receiving the response data in October 2023, a personal follow-up with each respondent was conducted to solicit additional information about their needs. Many of the original respondents have transferred to other units, but provided the name and email of the person that would be able to best answer. All original units responded to the follow-up inquiry. The information gathered helped with the formation of the GAP Analysis Response and the Surface Best Practices.

The following comments were gathered from the follow-on email:

AUX Coxswain (COXN)

- More Auxiliary Facility (AUXFAC) than COXNs. Cross train COXNs between AUXFACs. Aux Boat Crews who would be available to do hoist/drop training sorties on a regular/semi-regular basis.

AUX Boat Crew Member (BCM)

- Need more to support COXN and Facility needs.

AUXFAC >24' – including COXN and Crew

- No particular type of vessels; could help with clearing channels or safety missions.
- Location based would be preferable. Specifically in the rivers and inland waterways
- A vessel >24' that could provide a platform for helo hoist training.
- Prefer Center Console.
- Simply not executed a great deal of training with Aux Assets in recent years and have relied primarily on our contract vessel. We would, however, be interested in increasing the number of hoist and drop flights we conduct with Surface Aux Facilities.
- Assets with an unobstructed surface to hoist to and that can safely operate ~5-10 NM offshore for drop training.
- Assets with enclosed cabins able to stay on scene for the duration of each event would be ideal.
- Boats to support OPS but one that could be used C130/ MH-65 hoisting operations and have the capability to deliver boarding teams restricted by crew clearance and safety requirements.

- Boats to support HSC25 Helo rescue swimmer jump exercises. 8 to 10 swimmers at a time – not to exceed the maximum number on board.

AUXFAC <24’

- Need more but no particular type of vessels; could help with clearing channels or safety missions.
- Starting Personal Watercraft (PWC) program for inland lakes.
- Simply not executed a great deal of training with Aux Assets in recent years and have relied primarily on our contract vessel. We would, however, be interested in increasing the number of hoist and drop flights we conduct with Surface Aux Facilities.
- Not had the need for this and relies heavily on other Gov. Agencies (OGAs) due to the size of the AOR and the length of the river. A more centralized area of operations and or scheduling of reoccurring events where both a Patrol Commander (PATCOM) and BCMs are needed. I also wanted to point out there is a lot of training for certification and maintaining currency for a USCG BCM; Sector Lower Mississippi River would primarily rely on Station members both active duty and reservist to fulfil this role.
- A facility that could monitor radio frequencies, especially Channel 16, and could launch from a dock, not restricted by low water conditions.
- Assets with enclosed cabins able to stay on scene for the duration of each event would be ideal.
- PWCs have been extremely effective in shallow water environments and useful for shorter duration trips or missions to allow for aux members to be utilized.
- Additional AUX surface assets needed in Sitka. We will need to recruit to see success in Sitka.
- Boats to support OPS but one that could be used C130/ MH-65 hoisting operations and have the capability to deliver boarding teams restricted by crew clearance and safety requirements.
- Boats to support HSC25 Helo rescue swimmer jump exercises in Harbor. 8 to 10 swimmers at a time – not to exceed the maximum number on board.

AUX-AV (ATON)

- Program strong and need to keep it viable.
- Auxiliary must continue to provide support for this mission.

AUX PATCOM

- Patrol Commander is a delegation of responsibility from Sector Captain which may be available to Auxiliarists.
- Need to review the requirement for Auxiliarists to receive the designation and publicize the need to the membership.

APPENDIX C

CGAUX / CG Support AUX "Marketing Call" Planning Job Aid

Before –

- Pre-marketing call intelligence gathering
  - Debrief Auxiliarists who currently interface with Coast Guard command
  - What are the command's key objectives?
  - Identify how the Auxiliary is currently engaged.
  - Determine Auxiliary unit's statistical baseline level of support.
  - Identify / Assess available Auxiliary resources.

- Planning the call
  - Who will accompany the Auxiliary unit leader?
  - Pre-determine your marketing team's roles and responsibilities
    - Unit leader
    - POC and Mission SME

- Create the statement to open the call
  - Purpose – Why are you here now?
  - Agenda – What do you intend to do?
  - Return – What's in it for the customer?

- Internalize and rehearse the following model
  - Open conversation (Greetings, Introductions, then the Purpose, Agenda, Return statement)
  - What are your objectives & goals?
  - Which are the most important three or four of those? (Prioritize them)
  - What are the two or three things that must go right for you to achieve that goal? (Seeking Critical Success Factors)
  - Which is most important? (What one keeps you up at night?)
  - Look for alignment w/ AUX resources and capabilities (either on the spot or at a new appointment)

During –

- Making the call
  - Follow model above
  - After introductions, Auxiliary unit leader delivers the Purpose, Agenda, Return statement
  - Auxiliary unit leader conducts discovery (as in model above)
  - What are the CG Unit's CSFs
  - Prioritize
  - How do AUX resources align to support them

    - POC/ SME provides overview / or
    - Adjourn to analyze and agree on a future meeting to present solutions

- Concluding the call
    - Thank CG Leader for their time
    - Reiterate your objectives
    - Confirm all agreements including date / time of future meetings

After –

- Send Written Follow up
    - Thank CG Leader for their time
    - Reiterate your objectives
    - Confirm all agreements including date and time of future meetings

- Auxiliary unit leader briefs their staff and leadership
    - Report on commitments made, issues encountered
    - Provide ongoing follow-up at monthly staff meetings
    - Compare levels of support to statistical baseline
    - Provide recognition where appropriate

APPENDIX D

2023 Gap Analysis

https://drive.google.com/file/d/1VSvqDiRUnr2h-KEiu9fd_m9g1W2hpvUp/view?usp=sharing