



## MEMORANDUM

Date: 16 February 2017

**From:** Bruce Johnson, DCAPT-Sector MD-NCR

**To:** CAPT Lonnie P. Harrison, Sector Commander, Sector MD-NCR

**Subj:** Updated Implementation Plan for improving operational safety among Sector Maryland-NCR Auxiliary boat crews

Sector Maryland-NCR Auxiliary staff developed a plan in June 2016 to address an abnormally high number of operations mishaps. Staff has since reviewed the plan and will be taking the following steps during 2017 to improve operational safety among Sector Maryland-National Capital Region Auxiliary boat crews:

1. Require all coxswains and boat crew to take an Operational Safety refresher in June 2016. Only individuals who have completed this training will receive orders issued after June 30, 2016.
  - **Completed.** This objective was met in 2016. All Auxiliary operational members of Sector Maryland-NCR attended or were placed on Administrative Hold.
2. Require all coxswains and boat crew to take a Sector MD-NCR-specific annual Operational Safety workshop each year by April 15<sup>th</sup>. Non-attendance of this mandatory workshop will put the member in REYR status.
  - **Implemented 2017.** The workshop is presented at the Sector Workshops in March with additional presentations to cover all operational members who patrol in Sector Maryland's AOR. TCT and situational awareness is emphasized. On-water SAR and towing training will follow as part of this training. The ADSO-OP is responsible for development and implementation.
  - **AOM follow-up:** Any coxswain or boat crew member who has not completed this training will be ineligible for receiving operational orders.
  - **This element will be implemented annually.**
3. Require that all OPFACs that are equipped with kill switches to use them as they were designed.
  - **Implementation ongoing.** This issue will be pushed hard during the March Operational Training which is mandatory for all sector operational members.
  - **QE follow-up:** QEs will audit the use of kill switches/lanyards to ensure compliance.
  - **This element will be reinforced annually.**
4. Conduct Ready for Operations Training each year and involve stations in this effort.
  - **Partially implemented in 2016. Implementation to be completed by 4/15/2017.** This has been standard practice at some (but not all) small boat stations for several years. As of 2017 this will be conducted annually between April and July at all small-boat stations that have Auxiliary operations contingents.

- Note: Auxiliary RFO training is somewhat different from active duty RFO training. Auxiliary RFO focuses on Operational Excellence skills.
  - **This element is now a permanent operating procedure for Sector Maryland-NCR.**
5. Require that the Boat Movement Record (BMR) currently used by Division 22 be used throughout the Sector. Require that at least 1 training task be accomplished on every patrol. Utilize SABOT training materials.
- **Partially implemented in 2016. Implementation to be completed by 4/1/2017.** Each division's SO-OP is responsible for implementing this requirement. Quarterly reports from the SO-OP to the ADSO-OP are required.
  - For SABOT training materials, see <http://wow.uscgaux.info/content.php?unit=092&category=ops-training-sabot> .
  - **This element is now a permanent operating procedure for Sector Maryland-NCR.**
6. Require QE observation rides for anyone (coxswain or crew) involved in a non-mechanical mishap. The need for this will be determined on a case-by-case basis by the Sector Maryland-NCR QE Coordinator, with consideration given to the nature of the mishap.
- **Implementation ongoing.** This has become standard practice for non-mechanical mishaps since August 2016. Coxswains and crew are required to immediately notify the QE Coordinator of any mishaps. Division SO-OPs have the responsibility to ensure that all mishaps are reported.
  - **AOM follow-up:** Operational status for each coxswain and crew members involved in a non-mechanical mishap will be set to administrative REYR until cleared by the QE Coordinator.
  - **QE coordinator follow-up:** Evaluate whether the mishap requires a QE observation ride. Coordinate with SO-OPs and AOM for implementation.
  - **This element is now a permanent operating procedure for Sector Maryland-NCR.**
7. Require QE observation rides any time a new coxswain or OPFAC owner brings a new OPFAC into service.
- **Implementation ongoing.** A new OFFER for USE form (ANSC 7003/7008) requires a QE observation ride. The evaluation must include the owner and one of the coxswains listed on the offer for use. This has become standard practice since August 2016, but implementation has not been consistently applied.
  - **QE follow-up:** QE observation rides for new OPFAC owners/operators need to be systematically coordinated with AOM personnel to assure completion before order assignment. Coordinate with SO-OP of division of OPFAC owner.
  - **AOM follow-up:** This must be consistently implemented (e.g. often an OPFAC owner will place 'ALL COXSWAINS IN DIVISION' on their offer for use, but each must be individually added in AOM), before entry, we must place a tickle that the individual coxswain's observation ride paperwork, completed by a QE, must be in-hand of that individual adding the COXSWAIN to those listed for the OPFAC in AOM.
  - **This element is now a permanent operating procedure for Sector Maryland-NCR.**

8. Encourage joint Auxiliary-Active duty training exercises.
  - **Implementation ongoing.** The AUCs for each small-boat Station will coordinate a joint training patrol schedule. The schedule will be implemented during the 2017 patrol season (May -Oct.)
  - **Logistics challenges:** Stations routinely do their training during weekday daylight hours, with limited weekend training. Most Auxiliary crews conduct their training during weekday evening hours or over the weekend. Additionally, many Auxiliary OPFACs are operated some distance from the stations. Joint training exercises with small-boat station assets will require considerable logistics planning, and will be subject to SAR response, other Active training, and LE priorities. Auxiliary coxswains must be very flexible when planning joint Auxiliary-Active duty training exercises.
  - **Sector support:** Station OICs should receive additional command guidance to facilitate this objective.
  - **This element is now a permanent operating procedure for Sector Maryland-NCR.**
9. Offer ride-alongs on Active duty patrols to Auxiliary coxswains to observe how the Active duty does things, in particular how they communicate.
  - **Implementation ongoing.** The AUCs will be the POC and will establish a schedule with FSO-OPs for all coxswains and crew that operate with their respective station. Implement as soon as the stations are ready.
  - **Sector support:** Station OICs should receive additional command guidance to facilitate this objective.
  - **This element is now a permanent operating procedure for Sector Maryland-NCR.**
10. Offer ride-alongs on Auxiliary patrols to Active duty coxswains so that the Auxiliary crew can get coaching.
  - **Implementation ongoing.** The AUCs will be the POC and will establish a schedule with FSO-OPs for all coxswains and crew that operate with their respective station. Implement as soon as the stations are ready.
  - **Sector support:** Station OICs should receive additional command guidance to facilitate this objective.
  - **This element is now a permanent operating procedure for Sector Maryland-NCR.**
11. Encourage visits by Active duty small boat station personnel to division and flotilla meetings to review safety and operating procedures, as well as to reinforce relationships between small boat stations and Auxiliarists.
  - **Implementation ongoing.**
  - Station representatives should address topics such as the active duty boat crew qualification process, minimum operational depth requirements for station boats, wind, wave and speed limitations and other safety related topics.
  - It is the SO-OP's responsibility to coordinate scheduling with the AUC to avoid overwhelming the station with requests. It is also the SO-OP's responsibility to develop a list of topics we would like to have presented in order to get the full benefit from this objective. The OIC will choose who will participate.
  - **This element is now a permanent operating procedure for Sector Maryland-NCR.**

12. Promote the Operational Excellence program and set up QE mentoring to support more boat crews qualifying for this distinction. Goal: 25 percent of all coxswains and crew in Sector Maryland-NCR achieve this recognition by the end of 2018 operations season.

- **Implementation ongoing.** It is anticipated that it will take until the end of CY18 to achieve this objective. Full implementation of objectives (4), (5), (8), (9), and (10) above are prerequisites before this objective can be achieved.
- Operational Excellence program will be promoted at Sector workshops and by SO-OPs.
- **This element is now a permanent operating procedure for Sector Maryland-NCR.**

#### **Distribution**

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- John Galleazzi, ASO Sector MD-NCR
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#### **Revisions**

- Updated 10 FEB 2017 to clarify intended implementation of Item 7