

2005 Operations Workshop

Welcome to the 2005 Operations Workshop! As part of "Coast Guard Forces", the Auxiliary has been asked to step up to the challenge of assisting the Coast Guard and other federal, state and local agencies in securing our waterways from threats, both foreign and domestic. This includes many facets of overall Maritime Domain Awareness, and includes many responsibilities that we now consider routine like identification of pollution hazards or reporting an aid to navigation that is found to be off station.

In this year's Operations Workshop, we turn our attention to the security of our ports, waterways and coastlines against internal and external threats of a more sinister nature. This briefing will introduce you to some fundamental concepts pertaining to all threats, but especially those threats that involve criminal behavior and potential terrorist operations directed against the Homeland... but first a word of caution ...

Our goal in this part of this Operations Workshop is to improve our readiness to recognize a threat and respond to that threat in an appropriate manner. *That means that we must not respond as a police officer, or as a member of the military...we are not authorized nor trained for that purpose.* We are looking for alert, aware, and informed CG Auxiliary personnel who augment and support the security and safety efforts of the Coast Guard and the Department of Homeland Security. Therefore, let's begin our discussion of security and safety.

At the conclusion of the 2005 Operations Workshop, the participant will:

- Identify the role of the CG Auxiliarist in maritime security.
- Describe internal threats to maritime security and potential responses for CG Auxiliary forces.
- Describe external threats to maritime security and potential responses for CG Auxiliary forces.
- Contrast 'emergent' and 'non-emergent' threats to security in the maritime environment.
- Discuss potential emergent threats to maritime security and appropriate responses for CG Auxiliary forces.
- Discuss potential non-emergent threats to maritime security and appropriate responses for CG Auxiliary forces.
- Review Team Coordination concepts in an interactive sea story.



As you participate in this workshop, remember to "adapt, not adopt". Local conditions will impact the execution of any mission!

Section 1: The Auxiliarist and Operational Security



Note to the Instructor: As you facilitate the 2005 Operations Workshop, keep in mind that the Auxiliarist's role will be to remain alert and attentive. Stressing the appropriate Auxiliary role and actions in Homeland Security is critical for this topic.

Instructions	What to Say to the Participants
Say or read to the participants 	As CG Auxiliary members, we are becoming continually more aware of some of the threats to our maritime environment and the need for operational security. We are entrusted with information which is considered sensitive. This is evidence of the confidence that the Coast Guard leadership has in the CG Auxiliary as a force multiplier in this effort to secure the homeland.

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<p>Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!</p> 	<p>Why is it important to emphasize security in our daily operations?</p> <p>Anticipated responses:</p> <ul style="list-style-type: none"> • <i>Protect the public.</i> • <i>Protect Coast Guard and CG Auxiliary personnel.</i> • <i>Protect all government assets.</i> • <i>Reduce risk of any losses to the nation's infrastructure. It is a critical aspect of our role in Maritime Domain Awareness.</i>
<p>Say or read to the participants</p> 	<p>Those are great answers!</p> <p>In order to get started on the right foot, we need to talk about the general role that CG Auxiliary coxswains, crewmen, communicators, vessel examiners and others should play in the security of the "homeland" in today's increasingly dangerous environment. Although our role is limited, we are in a unique position to assist and augment the Coast Guard.</p> <p>What is that role? Our role is vigilance: being watchful and wise in the maritime environment. Simply said, we are "eyes and ears" for the Coast Guard. Let me stress here that eyes and ears are nothing without the mouth. We must be diligent about reporting what we see and hear.</p>
<p>Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!</p> 	<p>What kinds of threats might exist on or near our coastlines, waterways, ports and Coast Guard facilities? What do we look for?</p> <p>Anticipated responses:</p> <ul style="list-style-type: none"> • <i>Pollution</i> • <i>Derelict vessels or piers</i> • <i>Unsecured facilities at a port</i> • <i>Terrorism</i> • <i>Hazardous Materials</i> • <i>Damaged ATONS</i> • <i>Theft or damage to government property</i> • <i>Losses due to inappropriate disclosure of sensitive information</i>
<p>Say or read to the participants</p> 	<p>Good... those are all important areas to monitor.</p> <p>We are going to divide these threats into two categories: "internal threats" and "external threats".</p> <p>Let's take a look at some "internal threats". An internal threat emanates from within the organization and jeopardizes the operation or integrity of the facility or agency. Anyone who has access to the "inner workings" of the organization could become an internal threat. What kind of threats are we talking about? Examples of a breach to the internal security include theft or pilferage by those who have access, inattention to physical security practices or disregard for property control or accountability.</p>

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<p>Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!</p> 	<p>What kinds of internal threats exist from within the Coast Guard or other agency involved in Homeland Security?</p> <p>Anticipated responses:</p> <ul style="list-style-type: none"> • <i>Disclosure of sensitive government information to unauthorized personnel and civilians.</i> • <i>Disclosure of policies & procedures to unauthorized personnel.</i> • <i>Theft of or damage to government assets and equipment.</i> • <i>Interfering with or disrupting government operations.</i> • <i>Unauthorized access to government facilities and equipment.</i> • <i>Unauthorized use of a government credit card or calling card.</i>
<p>Say or read to the participants</p> 	<p>Great jobthese are clearly the kinds of internal threats we must be alert to avoid. Some CG Auxiliary members may have more access than others, such as those who do operational support at stations, MSO's or groups. But any of us could have some exposure to sensitive content or assets like a calling card.</p> <p>Now, let's take a look at how to respond to these threats....</p>
<p>Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!</p> 	<p>As a CG Auxiliary member involved in the operational programs, operational support or direct augmentation of the Coast Guard, what kind of steps can we take at home or on a mission to improve security?</p> <p>Anticipated responses:</p> <ul style="list-style-type: none"> • <i>Lock all doors & windows to all government facilities.</i> • <i>Control access to areas where sensitive information is maintained.</i> • <i>Routinely check ID cards when required (even familiar faces!).</i> • <i>Limit sensitive e-mail messages to those with a "need to know".</i> • <i>Avoid "talking shop" with news media, or other unauthorized personnel unless authorized by the Chain of Leadership.</i> • <i>Avoid talking about operationally sensitive information except on a "need to know" basis (this includes prospective members).</i> • <i>Never assume that security is as good as it could be.</i> • <i>Comply with signs to leave cell phones, PDA's and the like out of specified secured areas.</i> • <i>Insure all PCs are password protected.</i> • <i>Insure that personal computers with internet access have up to date protection against viruses, worms and spyware.</i> • <i>Insure that electronic mail usage protects against the introduction of viruses, worms and spyware.</i> <p> Note to the Instructor: For purposes of today's discussion, the term "Chain of Leadership" should be interpreted as Coast Guard Chain of Command, CG Auxiliary Chain of Leadership, or federal, state or local authority as the situation dictates.</p>

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<p>Say or read to the participants</p> 	<p>OK....those are all great habits for us to adopt to insure we are managing our internal security requirements.</p> <p>Now...let's take a look at "external threats" to our security. In addition to protecting our assets from internal security breaches...there are of course many threats that come from external sources. These are threats that we have less control over because they originate from forces beyond our <u>immediate</u> control.</p> <p>What kinds of external threats...those from outside our immediate control...should we be concerned about?</p>
<p>Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!</p> 	<p>What should we be looking for to strengthen our security during operations?</p> <p>Anticipated responses:</p> <ul style="list-style-type: none"> • <i>Loitering in or around sensitive installations, facilities, water treatment plants, refineries, etc.</i> • <i>Unusual modifications to vessels</i> • <i>Persons acting suspiciously, and/or forcing their way onto vessels or into facilities.</i> • <i>Persons seeking to avoid your attention.</i> • <i>Unusual photography in and around government assets, marinas, facilities.</i> • <i>Scuba diving in or around government facilities and vessels.</i> • <i>Dumping objects near government installations...or liquids near water treatment plants, etc.</i> • <i>Concerns expressed by boat rental agents and other credible civilian sources.</i>
<p>Say or read to the participants</p> 	<p>Right, each of the points should arouse your suspicion.</p> <p>You are all in a unique position to observe these unusual indicators of possible external threats, because you all know your areas of operationand you, better than almost anyone else... can become the "eyes and ears" of the Coast Guard. This is our greatest strength, a strength we must stress and develop.</p>
<p>Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!</p> 	<p>How do we respond to these threats or possible threats?</p> <p>Anticipated responses:</p> <ul style="list-style-type: none"> • <i>Maintain a safe distance from the threat as required while safeguarding CG Auxiliary personnel and the public.</i> • <i>Call 911.</i> • <i>Contact your Coast Guard Station Duty Officer by cell phone, telephone or on the pre-selected VHF channel.</i> • <i>Call the CG National Response Center at 1-866-24-WATCH.</i> • <i>Contact the local Marine Police where applicable.</i> • <i>Document everything you see & hear.</i>

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<p>Say or read to the participants</p> 	<p>That's right! We are not authorized, trained or equipped to act as police or military forces. Our job is to observe and report.</p> <p>The key here is that we do not take any aggressive action at all. We cannot and should not intervene in any situation.</p> <p>But, we can be alert, observant and initiate the proper response from trained police or military personnel....and that's how we save lives...fulfilling our CG Auxiliary mission.</p> <p>When we talk about these various internal and external threats, we also need to understand that some threats are more serious or require immediate action, while others require a different <u>level</u> of response. We can further classify threats as "emergent" and "non-emergent". Think about the internal and external threats we have been discussing and let's develop a working definition of an "emergent" threat.</p>
<p>Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!</p> 	<p>What do you think would constitute an emergent threat?</p> <p>Anticipated responses:</p> <ul style="list-style-type: none"> • <i>Threats that present a clear and immediate danger to Coast Guard, CG Auxiliary or government personnel</i> • <i>Threats that present a clear and immediate danger to the public</i> • <i>Threats that pose a significant threat to vital government, Coast Guard or CG Auxiliary assets and facilities.</i>
<p>Say or read to the participants</p> 	<p>Good job!</p> <p>OK....that's pretty clear. When we talk about emergent threats, we are talking about threats to human life, or immediate loss of sensitive government assets. We don't want to overstate or understate the threat...but we do want to be sure our response is appropriate for each individual incident we observe.</p>
<p>Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!</p> 	<p>What are some examples of these emergent threats?</p> <p>Anticipated responses:</p> <ul style="list-style-type: none"> • <i>Weapons sighted on vessels or near government facilities.</i> • <i>Persons forcing their way onto vessels or facilities.</i> • <i>Explosives observed on board vessels or facilities.</i> • <i>Injury or imminent danger to Coast Guard, CG Auxiliary personnel.</i> • <i>Injury or imminent danger to the public.</i> • <i>Requests for immediate assistance from any credible persons.</i> • <i>Persons in the act of damaging or stealing sensitive government equipment.</i>

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<p>Say or read to the participants</p> 	<p>Great job! This is a very useful list of emergent threats that need an immediate, yet non-aggressive response.</p> <p>And so how do we respond? When we respond to emergent situations, we must keep in mind that we must never take aggressive action to resolve that threat....we do not have the authority, nor the training to intervene.</p> <p>Having stressed that, there are actions that we can take to help remove that threat and minimize any harm. Let's see what we might be able to do to respond to what we believe to be an emergent threat, without endangering ourselves or anyone else.</p>
<p>Ask the participants the following question. Be sure to listen closely to the responses. Remember, all responses to your question have value!</p> 	<p>What are some ways that we can respond if needed to an emergent threat?</p> <p>Anticipated responses:</p> <ul style="list-style-type: none"> • <i>Always safeguard the lives of our own personnel and the public.</i> • <i>Call "911" by cell phone.</i> • <i>Contact Coast Guard assets by cellphone, telephone or on VHF pre-determined frequencies.</i> • <i>Call the Marine Police where applicable.</i> • <i>Observe closely and document all details of what you witness from a safe distance.</i> • <i>Contact the CG National Response Center at 1-877-24-WATCH.</i> • <i>Photograph the incident if possible and from a safe distance.</i>
<p>Say or read to the participants</p> 	<p>Great responses!</p> <p>Taking action does not mean intervening or risking lives or injuries...it means taking quick, decisive action to minimize harm, avoiding injuries to ourselves and the public, while fulfilling our mission.</p> <p>Now that we have looked at the most serious emergent threats, let's now discuss "non-emergent" threats. These are threats or potential threats that need to be addressed, but where no imminent danger of injury or serious damage to assets (including personnel, information or facilities) is present.</p>
<p>Ask the participants the following question. Be sure to listen closely to the responses. Remember, all responses to your question have value!</p> 	<p>What kinds of conditions, or incidents do you think require some action, but do not rise to the level of an emergent threat?</p> <p>Anticipated responses:</p> <ul style="list-style-type: none"> • <i>Generally suspicious or unsafe behavior or conditions.</i> • <i>Unusual photography in or around government or sensitive facilities or vessels.</i> • <i>Unusual modifications of vessels that seem odd or out of place.</i> • <i>Vessels riding unusually low in the water.</i> • <i>Credible concerns from the public or other entity.</i>

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<p>Say or read to the participants</p> 	<p>Good work!</p> <p>There are countless examples that we could list that qualify as “non-emergent” threats. The key is that no one knows your area of operations better than you do. Be aware...be alert...know your area of operations so that you have the ability to detect these threats and respond in the proper manner.</p>
<p>Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!</p> 	<p>What kinds of actions should we take to minimize harm caused by these non-emergent threats?</p> <p>Anticipated responses:</p> <ul style="list-style-type: none"> • <i>Document the incident in detail on your patrol log, and on any other report as designated by the Chain of Leadership.</i> • <i>Photograph the incident, in a safe manner.</i> • <i>Seek the advice of Coast Guard duty officers by cell phone, telephone, or on the designated VHF channel.</i> • <i>Call the CG National Response Center at 1-877-24-WATCH.</i> • <i>If a marina employee, boat rental agent or other boater expresses a concern about something witnessed, report the incident in an appropriate manner for follow up.</i> • <i>Seek additional information from a source reporting possibly suspicious behavior, as long as it does not place anyone in jeopardy.</i>
<p>Say or read to the participants</p> 	<p>You nailed that one!</p> <p>You have identified that there are reasonable and safe actions to take when we encounter a non-emergent threat. Remember, the safety of CG Auxiliary personnel, other responders and the public is your primary concern.</p> <p>In addition to the steps we have explored here today, let's consider a more “pro-active” option that we, as CG Auxiliarists, can employ to safely meet the challenge of threats to our national security. Is there a way to insure that our boat crews are alert, observant, and prepared to respond appropriately before an incident occurs?</p>
<p>Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!</p> 	<p>What can we do to improve our state of readiness to face these challenges to our security?</p> <p>Anticipated responses:</p> <ul style="list-style-type: none"> • <i>Review principles with crew.</i> • <i>Use of Pre-Mission Security Checklist.</i> • <i>Make sure that you have equipment on board (cell phone, camera) as needed.</i> • <i>Review the harbor patrol assignment with crew, including targets of interest.</i>

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<p>Say or read to the participants</p> 	<p>Outstanding!</p> <p>Perhaps one of the most important things that we can do is provide a systematic review of safety and security concerns with the crew prior to shoving off or preparing for our mission. We call this the "Pre-Mission Security Checklist". These checklist items can help us prepare for any surface operation by insuring that all crew members have a fundamental awareness of security procedures and are ready to respond in an appropriate, and most importantly, a safe manner.</p>
<p>Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!</p> 	<p>What key items should be reviewed in a Pre-Mission Security Checklist?</p> <p>Anticipated responses:</p> <ul style="list-style-type: none"> • <i>Make the safety of crew and the public our first priority.</i> • <i>Stay alert for unusual or suspicious activity or conditions.</i> • <i>Get to know our area of patrol or mission as best we can.</i> • <i>Take no aggressive action - observe, document and report.</i> • <i>Communicate all emergent situations immediately.</i> • <i>Document all situations, and report non-emergent threats immediately after the patrol.</i> • <i>Carry a cell phone on board for sensitive communications.</i> • <i>Review reporting & contact information, VHF channels & phone numbers.</i> • <i><u>Never intervene</u> when emergent or dangerous conditions exist. Consult with the Coast Guard Duty Officer before taking action.</i> <p> Note to the Instructor: Please coach the participants to discuss each point, providing information to complement the group discussion.</p>
<p>Say or read to the participants</p> 	<p>Wow! These all important things for each member of the crew to keep in mind.</p> <p>Now, let's sum up some of the key ideas and discussion points by listing some of the more important items we reviewed today.</p>

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<p>Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!</p> 	<p>What do you think are the critical concepts we need to focus on to improve our state of security during CG Auxiliary Operations?</p> <p>Anticipated responses:</p> <ul style="list-style-type: none"> • <i>Preserve the safety of CG Auxiliary personnel, all government personnel, and the public.</i> • <i>Take no aggressive action; we have no authority to intervene.</i> • <i>Know the difference between emergent and non-emergent threats.</i> • <i>Know the difference between internal and external security threats and plan accordingly.</i> • <i>Use the appropriate response to the threat according to the severity and the likelihood of injury.</i> • <i>Know all reporting options and contact information before getting underway.</i> • <i>Observe and document everything we witness or learn (who, what, where, when, why, how) and report to the Chain of Leadership.</i> • <i>Photograph when it's possible to do so safely and report all incidents to the Chain of Leadership (via Patrol Log and any other designated and approved method).</i> • <i>Maintain constant contact with Coast Guard Duty Officer whenever doubt exists regarding the appropriate action to take.</i> • <i>Insure all personnel are briefed on security methods prior to beginning any mission activity.</i>

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Instructions	What to Say to the Participants
<p>Say or read to the participants</p> 	<p>Great job, all of you!</p> <p>This portion of the Operations Workshop has addressed the CG Auxiliary's role in Maritime Security as a force multiplier for the Coast Guard. We play a limited, yet vital role in the protection of our Homeland against all threats. These threats can include everything from dangerous environmental conditions and negligence to criminal behavior including terrorism.</p> <p>We are on the "front lines"...out on the water, in and around marinas and facilities...who would know better when something is out of place, or suspicious ? Our role is limited because we are <i>not trained nor authorized to respond</i> in an aggressive or tactical manner. But this does not mean that we are powerless to act in support of our National Security. On the contrary, we can and must act within the scope of our authority, training and capability to insure that the proper police or military response can be brought to bear against these threats once they have been verified.</p> <p>Our role is to observe, recognize, document and report internal and external threats. We must know the difference between emergent & non-emergent threats and respond accordingly. We take no aggressive action, and we safeguard human life at all times.</p> <p>This Workshop is designed to give you some tools that you can use to help secure our coastlines, ports, harbors, rivers and lakes against all kinds of threats in a safe and responsible manner.</p> <p>Now, we will begin our review of Team Coordination Training with the help of an interactive sea story!</p>

Section 2: Interactive Safety Sea Story



Note to the Instructor: The following case is a fictitious account of a CG Auxiliary vessel on a regatta patrol. The goal of this exercise is to examine the factors and decisions involved in risk management and team coordination.

Although the crew, facility, missions, and patrol are fictional, the basis for concern is not. Participants are encouraged to focus on the team coordination issues when discussing this case and avoid focusing on more technical concerns.

While this fictional case is loosely based on the area of the Detroit River (D9), no assumption should be made that this case reflects actual facilities in that area or local operating procedure.

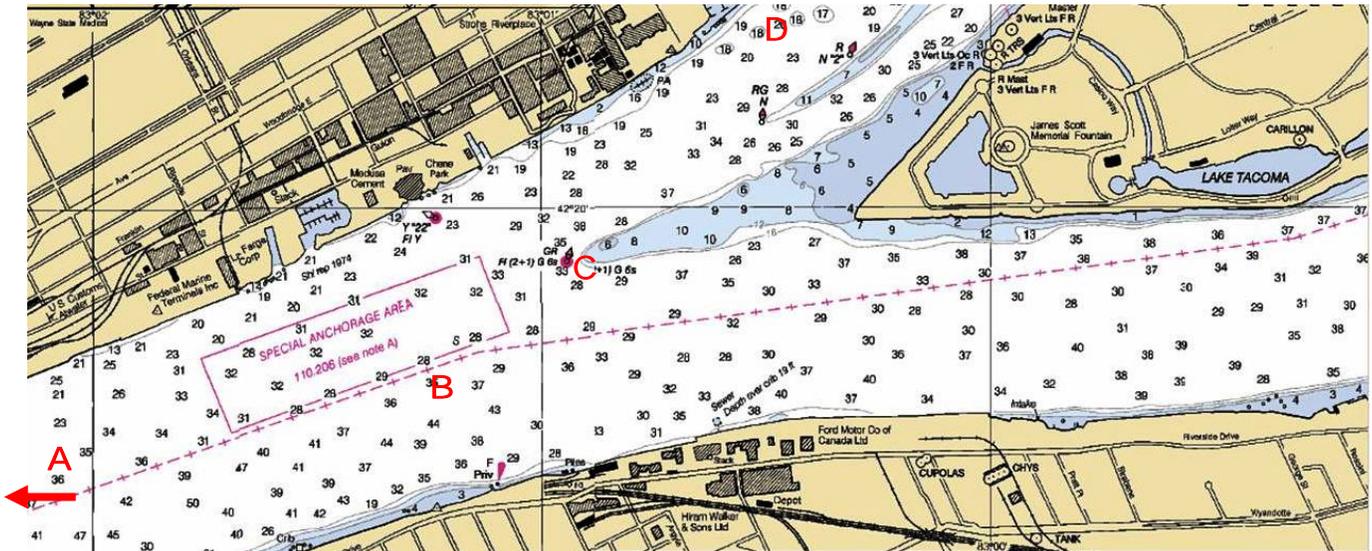
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Instructions	What to Say to the Participants
<p>Say or read to the participants</p> 	<p>The crew has assembled at a local marina to prepare for the International Freedom Festival Fireworks display in late June. Coast Guard Group Detroit has issued an order to restrict traffic in the area of the water borne fireworks display. There will be 3 Coast Guard vessels and 6 CG Auxiliary facilities assigned to set and maintain a safety zone around the fireworks barge.</p> <p>CG Auxiliary Operational Facility Data:</p> <ul style="list-style-type: none"> • 1990 Carver 25 foot fiberglass cabin cruiser • 230 hp inboard/outboard engine • Equipped with GPS and VHF-FM radio • No pump on board  <p style="text-align: center;">Photo of a representative boat</p> <p>Location Data:</p> <ul style="list-style-type: none"> • The location is the Detroit River. • Fireworks display takes place between downtown Detroit and Windsor, Ontario. • Coast Guard Station Belle Isle is nearby and will also participate. • The river is an international boundary between the United States and Canada.

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Chart of the Mission Area

(U.S. is north or top shore, Canada is bottom or south shore, Belle Isle is to the east or right)



Instructions	What to Say to the Participants
<p>Say or read to the participants</p> 	<p>Environmental Conditions:</p> <ul style="list-style-type: none"> • NOAA forecast: Clear, lows in the mid 60's, highs in the mid 80's. Winds SSW at 5-10 MPH • Marine forecast for Detroit River Area: SSW wind at 5-10 knots, wind waves 1 foot or less • Water temperature 67 degrees F • Local Sunset at 2113 • No tidal considerations • Water level approximately 1.5 feet higher than chart datum of 572.3 feet (International Great Lakes Datum 1985) <p>Crew Data (crewman can indicate male or female):</p> <ul style="list-style-type: none"> • Auxiliary coxswain; age 65; 12 years of experience • Auxiliary coxswain (crew 1); age 65; 5 year of experience • Auxiliary crewman (crew 2); age 62; 15 years of experience • Auxiliary crewman (crew 3); age 38; 6 months of experience <p><i>Required crew: 1 coxswain and 2 crewmembers</i></p> <p>Time: 1730 hours</p> <p>The crew gets underway at 1730, after the coxswain has completed the pre-mission brief. The coxswain has a copy of the OPORDER issued by the Group at a meeting held 4 days ago. The OPORDER contains information pertaining to the event, including the PATCOM, the frequencies that will be monitored and the positioning of each of the 9 Coast Guard and CG Auxiliary vessels. In addition, there will be 2 police boats underway and a fireboat standing by for emergencies. The OPORDER is passed to each crewmember to review. Crewman #2 remarks that "this could be a long night" as the display will start at 2200hr. During the conversation, crewman #2 remarks that he has been busy all day, attending a family barbeque where the annual volleyball tournament had taken place. He admits to drinking a few beers during the tournament, but that was a few hours ago.</p>

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<p>Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!</p> 	<p>After learning this information, what should the coxswain do?</p> <p>Anticipated responses:</p> <ul style="list-style-type: none"> • <i>Return to the marina and drop off the crewman, there would still be a legal crew.</i> • <i>Find out how much alcohol was consumed and try to determine if this will be a factor.</i> • <i>Do nothing; the crewman appears to be OK.</i>
<p>Say or read to the participants</p> 	<p>Well this presents a really difficult situation.</p> <p>Alcohol (and the sun, wind and exercise that the member experienced earlier in the day) can take a physical and mental toll on the member, decreasing flexibility and adaptability. Fatigue and effects of alcohol will slow reaction time and decrease mental acuity. The performance of this one crewmember can affect the performance of the entire crew. Having every member at their physical and mental best is important, especially in situations like night operations and marine events.</p> <p>The Coast Guard Boat Crew Manual, COMDTINST M16114.5B states: "A zero alcohol level is essential for boat crew personnel to meet the rigorous demands of boat operations. Detectable blood alcohol or symptomatic hangover are causes for restricting boat crew personnel from operations. Although some personnel may completely metabolize all alcohol well within eight or twelve hours, this time span allows an adequate margin of safety before resuming operations."</p> <p>In addition, the CG Auxiliary Operations Policy Manual, COMDTINST M16798.3D, specifically prohibits the use of alcohol underway and states: "No Auxiliarist who is impaired due to alcohol consumption before a mission or who has consumed alcoholic beverages within the 8 hours before a mission may participate in that mission."</p> <p>Determining the suitability of crew is an important part of the pre-mission brief. The coxswain should ask if a crewman has any condition that can affect performance (like illness, fatigue, stressors, etc.) before launching the mission and appropriate actions should take place on shore. Remember that if a CG Auxiliary facility is involved in an accident or mishap, the investigation will require alcohol and drug testing as a requirement of the National Transportation Safety Board. Keeping this crewmember on board exposes the coxswain to additional liability if there is an accident!</p> <p>Let's continue with our saga!</p>

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<p>Say or read to the participants</p> 	<p>The coxswain invites the crewman to go below decks and relax, advising him that he will re-evaluate the situation once on scene. The crew proceeds to their designated area.</p> <p>Once on scene at about 1830 hr, the CG Auxiliary facility heads to their designated spot on the picket line (west of position A). There are many boats already at anchor and dozens can be seen heading to the area. The crew checks in with the PATCOM (Patrol Commander) and they are directed to roam along the line and advise recreational boaters about the restricted area. The CG Auxiliary facility moves along the edge of the zone, occasionally heading into the field of boats to redirect boaters. The crew is "pumped up", pleased to be a participant in this great event.</p> <p>The crowd is, for the most part, well behaved. The first several rows of anchored boats are very tightly grouped and crewmember remarks about how a wind shift or squall would create havoc! The crew has settled down and a rhythm has developed. The scheduled "light off" time for the fireworks is 2205 hr. At about 2130 hr, the coxswain is contacted by the PATCOM and directed to intercept a small boat entering the safety zone near Hart Plaza. All of the crewmembers are now focused on getting a visual fix on the small boat as the coxswain brings the boat to ahead full. The CG Auxiliary facility comes up to speed quickly creating a substantial wake. The spectator boats are set rocking, some boaters needing to fend off others to avoid damage.</p>
<p>Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!</p> 	<p>How would you describe this crew's actions in accepting tasking from the PATCOM?</p> <p>Anticipated responses:</p> <ul style="list-style-type: none"> • <i>A Coast Guard boat should have been directed to intercept.</i> • <i>The CG Auxiliary crew should travel at no wake speed.</i> • <i>The CG Auxiliary boat should have proceeded into the safety zone before coming up to full speed.</i>
<p>Say or read to the participants</p> 	<p>Well, you make some good points.</p> <p>Once again, this is a difficult situation. The coxswain must balance the need to move quickly with the need to maintain the safety of the spectator fleet. However, the safety of the spectator fleet is paramount and the coxswain needs to keep this in mind. The coxswain needs to maintain situational awareness, knowing the boat and the effects of abrupt changes in speed. The crew needs to focus on the task at hand, which can be tough with the distractions at a marine event like this. However, early recognition of this boats approach might have obviated the need to race! In preparing for the event, the coxswain needs to know the conditions of the safety zone. For instance, if NO vessels are allowed in the zone, a strategy which puts some distance between the CG Auxiliary boat and the spectator fleet would not be possible. Let's continue...</p>

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Instructions	What to Say to the Participants
<p>Say or read to the participants</p> 	<p>The crew races to intercept the small boat. The boat is about 17 feet with an outboard engine and 2 people on board. The CG Auxiliary crew, using a megaphone and waving arms, directs the small boat to stop. As the boats approach, crewman # 2 steps to the side of the boat and shouts "What were you thinking? Don't you know that this is a restricted zone? There has been a broadcast by the Coast Guard out all day!" The coxswain puts the boat into neutral and asks crewman # 1 to take the helm. He goes to the gunwale and motions to crewman # 2 to stop.</p>
<p>Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!</p> 	<p>How could this situation been handled?</p> <p>Anticipated responses:</p> <ul style="list-style-type: none"> • <i>There is no need to yell at the boater. Our job is to inform.</i> • <i>Most of these infractions are based on ignorance on the part of the boater.</i> • <i>If you are going to ask a question, give the person a chance to answer.</i> • <i>Let the person know that he has strayed into the safety zone and politely ask them to leave.</i>
<p>Say or read to the participants</p> 	<p>Those were all good responses.</p> <p>Well, losing your cool is definitely not the answer! The coxswain needs to get control of the situation before antagonizing the boater. Setting the right tone for the crew in a marine event like this is a leadership issue. The coxswain should have briefed the crew on the methods available to handle this situation during the preparation and briefing for the event.</p> <p>However, this is not easy. Getting information from the boater and giving task direction is an important skill that can take some time to master.</p> <p><i>There are five components of good tasking. They are: establishing the communication link, identifying an outcome statement, explaining a rationale, use of gestures and courtesy/closure of the dialogue.</i></p> <p>Once you are sure that you have established communication with the boat, and then define the behavior in terms of outcome. We do this by first determining the behavior needed, then describing behavior in terms that are clear, concise and specific. What does this mean?</p> <p>We need directions that</p> <ul style="list-style-type: none"> • specify compass direction, landmarks, distance • use very simple terms • speak loud enough to be heard above the elements (wind, wave conditions, engines, crowd noises, etc.) <p>Letting the boater know the reasons why a request is being made can be helpful in gaining compliance.</p>

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Instructions	What to Say to the Participants
<p>Say or read to the participants</p> 	<p>Be mindful that gestures can work for you or against you in dealing with the public. Avoid looking defensive or authoritative (i.e. crossing arms across chest). You can use gestures to facilitate communication, like pointing out landmarks. A common mistake is to point with one finger. From a distance, this one finger gesture can be misinterpreted! Try using the entire hand for pointing, as you will see commonly done on commercial aircraft.</p> <p>Lastly, courtesy should be our watchword when dealing with the public. If additional resources are needed to gain compliance with our direction, the CG Auxiliarist should <u>always</u> take the "high road" and call for Coast Guard or police back up.</p> <p> Note to the Instructor: You can expect that some audience members might discuss the decision made to NOT remove crewman #2 from the boat earlier in the evening. The effects of alcohol, coupled with excitement and fatigue could have caused the inappropriate verbal outburst.</p> <p>So what happens next? The two men on the boat reveal badges to the coxswain and explain that they are plain clothes police officers with authority to enter the zone. The coxswain calls the PATCOM and informs him of this development. A Coast Guard HLS SAFEBOAT is dispatched to the scene to deal with the situation. The PATCOM notes that no vessel had requested or been granted permission to enter the zone and thanked the Auxiliary crew for their help. They are released to return to their designated spot on the picket line.</p> <p>The fireworks display is spectacular and the crowd is very appreciative. As the fireworks draw to a close, the boaters start to leave the area. All Coast Guard and CG Auxiliary units are requested to remain on scene to assist as needed. Operational control is shifted from PATCOM to Group Detroit. The channel is reopened to commercial traffic and the area quickly clears. Crewman #3 notices a small boat (position B) struggling to get their engine started. The boat is a 16 foot open cockpit outboard runabout with 2 adults and a small child on board. The man in the small boat starts to wave his arms. As the CG Auxiliary facility turns to head in that direction, they become aware of a large ore carrier (729 foot long, 75 foot beam and cargo capacity of 30,00 tons) on the other side of the safety zone now starting to cross (about 1000 yards from the small runabout).</p>
<p>Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!</p> 	<p>What should the coxswain do at this point?</p> <p>Anticipated responses:</p> <ul style="list-style-type: none"> • <i>Get the small boat.</i> • <i>Call the Coast Guard PATCOM and advise him of the situation.</i> • <i>Try to contact the ore carrier and ask them to stop.</i>

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Instructions	What to Say to the Participants
<p>Say or read to the participants</p> 	<p>Great!</p> <p>Well, this is where the coxswain earns his or her money! This does represent a legitimate emergency situation since the ore carrier cannot easily stop. The decision making skills of the coxswain come into play in this situation. The goal is to identify the problem, determine possible solutions, choose the best solution to execute and evaluate the results. The solutions presented are, for the most part, all potential ways to remedy the situation.</p> <p>The goal is to prevent a collision between the small boat and the ship; it is <i>not necessarily</i> to tow the small boat. Identifying the appropriate goal is critical to determining all of the possible solutions. As the CG Auxiliary coxswain evaluates the possible solution, it must be done in the context of risk and benefit. The goal is to find a solution that meets the objective and minimizes risk to the crew.</p> <p>Depending on the draft of the ship and width of the channel, a good solution is contact the pilot (VHF-FM Channel 13 Bridge to Bridge) and review the situation, requesting the ore carrier's pilot to maneuver around the small boat. When you notify the group or station about the situation, this is one of the likely solutions.</p> <p>So let's find out what happens... The coxswain elects to take the small boat in tow. The coxswain maneuvers to the small boat and crewman #3 shouts instructions to the family on the boat. The other crewmen ready the deck and after a quick assessment, the coxswain orders the crew to put a line over to the small boat. The boat is taken in tow without incident and pulled out of the channel as the ore carrier nears. The coxswain then notifies Group Detroit and explains the situation and the actions that have been taken. The group requests that the small boat be towed to the nearest safe mooring. The coxswain proceeds to Harbortown Marina (just east of position D).</p> <p>The crew is obviously pleased with their performance in a critical situation they are gathered at the helm station discussing the evolution and acknowledging that no other crew could have possibly done the job as well they just did. Crewman #1 checks the chart to locate Harbortown Marina, crewman #2 is getting a soft drink and crewman #3 is describing the events to the "significant other" on the cell phone. At just that moment, a crack and shouts from the small boat are heard. The small boat has collided with an aid to navigation at the west end of Belle Isle (GR FI (2+1) 6 sec) (at position C).</p>

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Instructions	Instructions
<p>Ask the participants the following question. Be sure to <u>listen</u> closely to the responses. Remember, all responses to your question have value!</p> 	<p>What has gone wrong in this towing evolution?</p> <p>Anticipated responses:</p> <ul style="list-style-type: none"> • <i>The coxswain and crew lost situational awareness and failed to keep the tow in mind.</i> • <i>The coxswain didn't set a tow watch or post a lookout.</i> • <i>The crew thought that the job was over once they had "rescued" the small boat.</i> • <i>No communications arrangements were made with the small boat.</i>
<p>Say or read to the participants</p> 	<p>Well this is unfortunate.</p> <p>This scenario demonstrates how situational awareness is, perhaps, the key element in preventing a mishap. The crew has lost situational awareness as you have identified and their focus narrowed as they reflected on the 5 minutes of heroism. Unfortunately, that act is somewhat blunted by this mishap, which is the result of carelessness on the part of the coxswain. There were clues to indicate that situational awareness was lost. These included the failure to follow standard procedures, like setting a tow watch or posting a lookout. Another clue was the lack of feedback to the coxswain as the crew turned their attention to other activities. This is not normal and is a clue that situational awareness is lost. Maintaining situational awareness is the best way to avoid getting "blindsided" by events or situations that were not anticipated or appreciated in pre-mission planning.</p> <p>Contributing to the loss of situational awareness is the dangerous thought pattern of 'invincibility'. This is evident in their expression of pride in their accomplishment and lack of concern that something could dull the shine of this moment. When a dangerous thought pattern takes over, the perception of any situation will change. This will narrow or alter the possible solutions that factor into your decision making and contribute to poor decisions.</p> <p>Another factor contributing to this mishap is the combination of night operations, lots of vessel traffic, a cityscape with background light scatter and failure to focus on safe navigation, even if by "sailor's eye". Crewman #1, although trying to locate the marina on the local chart, did not worry about the challenge of navigation... that was all left to the coxswain!</p>

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Instructions	Instructions
<p>Say or read to the participants</p> 	<p>Concluding our sea story...The crew shortened up the tow and brought the small boat along side to inspect the damage. The passengers were removed and placed on the Auxiliary facility. The coxswain informed the group of the mishap. They were directed to get the name, address and other information from the family and take them to a facility that could haul the boat if needed. A Coast Guard team will inspect the boat and get statements from the family in the morning. The CG Auxiliary crew will meet with the Group Detroit Ops Officer in the morning to debrief as they start to investigate this incident.</p>  <p>Note to the Facilitator: A potential concern of the participants might be removal of people from the distressed vessel. The NTSB has commented in the past that passenger removal from a disabled vessel should be achieved as soon as it is safe. However, the Coast Guard Boat Crew Manual, COMDTINST M16114.5B, suggests that the decision to place a crewmember on the disabled vessel or remove passengers should be made during the coxswain's on scene assessment. This decision should be reviewed as needed if conditions change.</p>

Thank you for facilitating the 2005 Operations Workshop. Hopefully, you and your participants benefited from the time spent together. If you have any questions, please contact:

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