Memorandum of Understanding

and

Joint Action Plan

for

Employment of the U. S. Coast Guard Auxiliary

in Support of the

Coast Guard's

Bridge Administration Program

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OBJECTIVE: Through mutual involvement and commitment, expand the involvement of the Coast Guard Auxiliary in a dynamic "Team Coast Guard" approach which actively engages Auxiliarists as "full partners" in aggressively supporting the Coast Guard's Bridge Administration Program (BAP).

DISCUSSION: The mission of the BAP is to protect the human environment and ensure the freedom of navigation with a balanced approach to total transportation systems.

The strategic goals include:

1) Ensure safe and reasonably unobstructed navigation under or through bridges or causeways of the U.S. as required by statute, while balancing from an intermodal perspective the reasonable needs of all modes which interface with the maritime mode.

2) Ensure that operating regulations of existing drawbridges provide for the reasonable needs of navigation and land transportation (intermodal) as required.

3) Identify unreasonably obstructive bridges, order their removal or alteration.

4) Ensure timely bridge engineering design and construction for bridge removal or alteration projects, and to eliminate unreasonable obstructions to navigation with due consideration for land traffic needs and the environment.

5) Require bridge lighting and pier protection fendering systems for the safety of navigation and land traffic for every bridge crossing waterways that carry significant night time navigation and waterborne commerce.

6) Optimize resources to best meet growing workload and internal/external customer needs.

7) Ensure all BAP actions are in compliance with the bridge statutes, the National Environmental Policy Act, and the applicable environmental control laws.

To accomplish these goals, the principles of quality management require us to leverage resources, detect and respond to problems

proactively, and take a balanced approach to supporting the BAP. The Coast Guard Auxiliary Business Description and Direction (ABD&D) requires identification of non-traditional areas in which trained Auxiliarists may participate in direct support of Coast Guard missions. The business plan for the Office of Bridge Administration has identified key areas in which Auxiliarists can contribute significantly to the BAP.

EFFECTIVENESS MEASUREMENT

To determine if their efforts are meeting the objective of improving waterway safety and navigation, the BAP must support plans to implement accurate effectiveness measurement strategies. Effectiveness measurement will indicate if intended outcomes are occurring, and will help us adjust program strategies. The Auxiliary can contribute significantly to effectiveness measurement efforts by focusing on the parameters set by the BAP Program Manager to monitor customer needs and expectations.

These include:

1) Bridge fendering, bridge lighting, unauthorized construction activity in waterway and drawbridge operation regulation violations.

2) Smaller Truman-Hobbs backlog (bridges that need to be surveyed).

3) Bridge information gathering for the national bridge recording system.

4) Bridge outages due to floods, hits, or other disasters.

FIELD SUPPORT

Auxiliary augmentation of field operations supports the "Team Coast Guard" concept and will significantly enhance the achievement of joint program goals. The Auxiliary can act as a significant force multiplier to support the administrative and operational needs of the BAP field unit activities. The Auxiliary can be a key administrative and operational force multiplier during contingencies affecting bridges such as natural disasters and significant catastrophic events that affect safety and navigation on the nation's waterways.

Specific examples of field support/augmentation include:

1) Bridge survey - Provide district (obr) staff with input to the BRIDGIS program system. That is, provide or verify, during bridge survey inspections in the area of responsibility (AOR), horizontal and vertical clearance, lighting, fendering, and other data on bridges located in areas remote from regular CG field unit locations.

2) Investigations for (act as eyes and ears for field offices):

a) Bridge obstructions to waterways.

b) Navigation light outages.

c) Complaints of violation of drawbridge operating regulations.

d) Minor bridge strikes.

e) Damage to fenders.

f) Bridge construction or maintenance activities which unreasonably impede navigation past the bridge site.

g) Type and size of commercial waterborne commerce and recreational boating which transit particular bridge sites, to establish and document type of navigation using a particular reach of a navigable waterway in order to determine appropriate bridge clearances or special operating regulations.

3) As needed, provide district bridge program staff and other Coast Guard personnel with marine and air transportation to and from bridge sites for construction inspections, preapplication site examinations, and following major casualties involving bridges, etc.

4) Provide assistance in implementing safety zones during Truman-Hobbs bridge alterations, such as marine traffic control duties to ensure safe navigation past bridge construction, alteration, or removal activities.

EDUCATION

Education plays a significant role in the implementation of a balanced strategy to effectively support the BAP. Education's role is to raise the overall standard of care by favorably modifying human behavior. Education provides essential knowledge of bridge administration standards and requirements to Auxiliarists. By integrating the BAP message into existing Auxiliary education programs, member training courses, and publications, the Auxiliary has the opportunity to affect the behavior of a large number of recreational boaters and take a leading role in preventing loss of life and damage to property.

PERSONNEL RESOURCE DEVELOPMENT

The importance of sound personnel and fiscal management cannot be overemphasized. District (obr) should identify the number of Auxiliarists needed to assist in accomplishing BAP workload at the field level. District (obr) can then work with the director of Auxiliary to train and qualify a sufficient number of Auxiliarists to augment and support district field units.

FUNDING

The Chief Director, Auxiliary has overall funding responsibility for the administrative management and basic organizational support of the Auxiliary program to include overall policy development, maintenance of administrative and IRM functions, new member acquisition, and basic organizational support and entry level training for the Auxiliary. The benefiting Program Manager and/or its district counterpart is expected to provide (subject to funding availability) additional incremental funding for program specific administrative, operational, and training requirements.

AGREEMENT

AGREEMENT: The Chief Director, Auxiliary and the Chief, Office of Bridge Administration hereby establish this **Memorandum of Understanding (MOU)** and the attached **Joint Action Plan** which institutionalizes Auxiliary involvement in the Coast Guard Bridge Administration Program. The Chief, Permit Division and the Chief, Auxiliary Operations Division are designated action officers for the purposes of coordinating and implementing the action plan. The action plan establishes a dynamic framework by which both programs identify joint macro level objectives and identify priorities and responsibilities for achieving the objectives. Action officers shall treat the action plan as a living document, reviewing and updating it to reflect changing priorities and initiatives. The action plan is a binding element joining program resources and supporting agencies in actions to improve safety and navigation on the Nation's waterways. Action officers shall jointly identify processes and set action agenda priorities. Action officers shall maintain an up-to-date copy of the Joint Action Plan for reference and review. Action officers shall keep office/division chiefs and appropriate Auxiliary and Bridge Administration Program offices advised of progress.

This memorandum of understanding will remain in effect until cancelled in writing by either party.

G-OCX

APPROVED

A. A. SARRA
Captain, U. S. Coast Guard
Chief Director, Auxiliary

Date: 29 FEB 96

G-OPT

APPROVED

N.E. MPRAS
Chief, Office of
Bridge Administration

Date: FEB 29 1996

ACTION ITEMS

1. - Develop a strategic marketing plan consistent with the National Commodore's vision of a more proactive use of the Auxiliary as a force multiplier for the Bridge Administration program (BAP).

2. - Widely distribute signed copies of this Memorandum of Understanding (MOU) and Joint Action Plan.

3. - Identify specific BAP topics that can be incorporated into or augment internal Auxiliary training programs as well as external public education courses.

4. - Identify the number of Auxiliarists needed to augment each BAP field office.

5. - Identify headquarters/district funding needed to train and/or support Auxiliary participation in the BAP.

6. - Train and qualify Auxiliarists to support specific field activities for the BAP.

Action Item # 1

- Develop a strategic marketing plan consistent with the National Commodore's vision of a more proactive use of the Auxiliary as a force multiplier for the BAP.

Discussion: As the concept of "Team Coast Guard" gains additional momentum, it is incumbent on both the Office of Bridge Administration and the Auxiliary to aggressively market the Auxiliary as a true force multiplier for the BAP. Both offices should develop a joint marketing strategy that will result in a cultural change within the Auxiliary and the Coast Guard that allows for full use of the Auxiliary in an active support role for the BAP.

Lead: G-OPT, G-OAX-2
Contributing: Auxiliary DC-O
Funding: G-OPT/G-OAX
Target Dates: First Qtr, FY97

Action Item # 2

- Widely distribute signed copies of this Memorandum of Understanding (MOU) and action plan.

Discussion: To facilitate the marketing plan as outlined in Action Item # 1, G-OCX will distribute this MOU and Joint Action Plan to each district "o," for further distribution to "oax" and "obr" components and appropriate Auxiliary leadership.

Lead: G-OCX-2
Contributing: DC-O
Funding: G-OCX
Target date: When MOU is signed

Action Item # 3

- Identify specific BAP topics that can be incorporated into or augment internal Auxiliary training programs as well as external public education courses.

Discussion: Auxiliarists that are not active participants in the BAP but do participate in other operations may benefit from training concerning the safe and effective conduct of missions around bridge structures. For example, supporting SAR operations that occurred near Mobile, AL, in 1995 when a barge struck the bridge over Bayou Canot causing an AMTRAK train derailment. A greater safety educational need exists for recreational boaters who operate near bridge structures. Topics could cover an understanding of currents around bridge support structures and recognition of hazards that might otherwise be overlooked (i.e., loose pilings, collision damage, etc). District (oax) and (obr) should work closely with the district staff officers for Member Training (DSO-MT) and Public Education (DSO-PE).

Lead: NAVCO-RBS
Contributing: DC-E, G-OPT, District (O), (obr), DSO-MT, DSO-PE
Funding: No cost
Target date: Upon revision of courses

Action Item # 4

- Identify the number of Auxiliarists needed to augment each BAP field office.

Discussion: Commandant (G-OPT) shall work with each district (obr) and director of Auxiliary to identify the desired numbers of Auxiliarists needed to augment BAP forces. The force level of Auxiliarists should reflect the proper balance that optimizes program goals and manpower employment.

Lead: Commandant (G-OPT)
Contributing: District (obr), District (oax)
Funding: District (obr) - staff funding for identification of billet shortfalls.
Target Dates: As soon as practicable

Action Item # 5

- Identify headquarters/district funding needed to train and/or support Auxiliary participation in the BAP.

Discussion: District (obr) should identify funding needed to train and qualify the force level of Auxiliarists needed to support the district BAP. The bulk of BAP training conducted for Auxiliarists will be on the job (OJT). The type, place, and structure of the training for Auxiliarists will be determined by need and budgetary constraints. As more formal training sessions become available, Auxiliarists should be afforded access based on their level of participation in and support of the Bridge Administration program.

Lead: District (obr), Commandant (G-OPT)
Contributing: District (oax)
Funding: District (obr), Commandant (G-OPT)
Target Dates: As soon as practicable

Action Item # 6

- Train and qualify Auxiliarists to support specific field activities for the BAP.

Discussion: Directors of Auxiliary shall work with district (obr) to establish appropriate training programs using the most convenient Coast Guard training available.

As "TEAM COAST GUARD" continues to refine its force structure throughout the coming years, it is incumbent upon the Program Manager, Commandant (G-OPT), and the Auxiliary to strive toward inclusion of Auxiliarists in any formalized training program, be it district wide or national in scope. As funding permits, key Auxiliary personnel involved in the program should be provided the opportunity to attend national Bridge Administration sponsored seminars/conferences.

Lead: District (obr), District (oax)
Contributing: Commandant (G-OPT)
Funding: District (obr), Commandant (G-OPT)
Target Dates: As soon as practicable