

evolve are disorder, friction, malperformance.

What then is the driving force of strategy and tactics? Recognition that all institutions, including public education, are subject to competition. There is no specific structure to strategy development that leaders should follow. But not until a decision is made at the top of the four levels of management to construct a well-articulated purpose, and then to accept discovering, understanding, documenting, and exploiting insights as a means to create more value than competing organizations, can be solid basis of strategy be laid.

Would the education sector face the sometimes painful adjustments of restructuring as the private sector? Not necessarily. Once a long range schedule and target established, the time frame could extend over 5 or even 10 years, taking advantage of personnel attrition and retirements and the influx of new students. Firing 30% of the District of Columbia central office, announced recently, in one fell swoop, could easily be avoided except in severe financial crises.

What are possible Congressional education strategies?

(1) Encourage state governments to unshackle state education leaders by deregulating school boards and by re-invigorating school district superintendents, school boards, principals, and teachers by releasing them from state mandates, statutes, rules and regulations, as former Motorola Chairman Galvin suggested.

(2) Promote an "Executive Scholarship Fund" for 3,000 eligible education sector managers at various levels each education year, for 5 years, for training in business management practices. The cost? At \$5,000 each, maximum cost would amount to \$15 million to be borne 20% by grantees, or a net \$12 million.

(3) Promote a "Teacher's Management Improvement Fund," for 12,000 eligible teachers each school year for 5 years @ \$1500 for a total of \$18 million to be borne 20% by grantees or a net of \$14.4 million.

(4) Continue to consider funding a wide variety of education programs to states and local entities, despite continuing evidence that student academic remains flat or worse.

(5) Withhold support for a \$22 billion 2-year federal funding program for local school building programs, and a \$12 billion plan over 7 years to hire 100,000 teachers as proposed by the President.

On any credible professional measurement, the development of effective managers and leaders wins by an overwhelming vote. They can and do make mistakes, but without them, society wanders about in an amorphous atmosphere of confusion and indecision—without positive results. Such an environment would contribute nothing to the development of America. ●

#### THE U.S. COAST GUARD AUXILIARY

● Mr. MURKOWSKI. Mr. President, I rise to call the attention of my colleagues to the distinguished record of the United States Coast Guard Auxiliary, which today marks its 59th year of operation.

Most of us know this fine group of men and women only as the civilian arm of the Coast Guard—a volunteer group of friends and neighbors who offer safe boating and navigation classes, and perform courtesy inspections to ensure that our boats are equipped the way they should be.

However, Mr. President, there is far more to the Auxiliary. The Auxiliary was formed when the clouds of war threatened all the civilized world, and when war came to the United States, the members of the Auxiliary served their country well.

Recently, the commander of United States Coast Guard Group San Francisco, Captain Larry Hall, spoke to Auxiliary Flotilla 5-7 on the 55th anniversary of its formation. His address is a capsule history of the Auxiliary in general, and of San Francisco's "Diablo" flotilla as a specific example, as well as a look at how the Auxiliary and the active-duty Coast Guard work together to keep Americans safe.

Mr. President, I ask to have Captain Hall's remarks printed in the RECORD.

The remarks follow:

REMARKS TO COMMEMORATE THE 55TH ANNIVERSARY OF "DIABLO" FLOTILLA 5-7 COAST GUARD AUXILIARY

(By Captain Lawrence A. Hall, USCG).

Immediate Past District Commodore Marilyn McBain, Vice Commodore Mike Maddox, District Rear Commodore Jack O'Neill, Flotilla Commander Bill Graham, Members of Diablo Flotilla 5-7, fellow members of Team Coast Guard, and friends:

You have honored me with the kind invitation to speak to you on this special occasion \* \* \* to share this important piece of Coast Guard History—of the Coast Guard Auxiliary and the role Flotilla 5-7 played in it. Needless to say, the Auxiliary has been an important part of our Service's history during this century, and as an active-duty Coast Guard member, I'm honored to be associated with you all.

I realize that many of you here tonight have personal memories of World War II, and that some of you served our country with distinction during those years of trial for our nation. Of course, I'm but a youngster, and wasn't even a gleam in my parents' eye until nine years after the war ended! I don't share any of those memories, and had to borrow from someone else. So, before I get too far along in talking about the Auxiliary's early years, let me credit Malcolm Willoughby's book *The Coast Guard in World War II*, published in 1957 by the U.S. Naval Institute. It's an excellent reference.

Let me start at the beginning \* \* \* The forerunner of the Coast Guard Auxiliary, originally called the Coast Guard Reserve, was created on June 23, 1939. Its missions were to:

Promote safety of life at sea and upon navigable waters,

Disseminate information relating to the laws, rules and regulations concerning motorboats and yachts,

Distribute information and knowledge concerning the operation and yachts, and,

Cooperate with the Coast Guard

It seems that we were just yesterday celebrating the Auxiliary's 50th anniversary—I know we're not getting any older, but shudder to think that somehow time's flown, and next year we'll actually be celebrating the Auxiliary's 60th!

To continue \* \* \* With war underway in Europe, on February 19, 1941, Congress passed the Auxiliary and Reserve Act. The Act in effect created a real military Coast Guard Reserve as we have today, added the uniformed but unpaid Coast Guard Temporary Reserve, and gave you, the civilian arm of the Coast Guard, your present name. Then war broke out \* \* \* and you jumped into action. I've read that Seattle flotillas actually

commenced patrols on the evening following the Pearl Harbor Attack. Many patrols were quickly established elsewhere, with Auxiliarists putting in countless hours patrolling in their own vessels. By June 1942 the Auxiliary had grown to about 11,500 people, with 9,500 boats organized into 44 flotillas.

At first any Auxiliary member could volunteer the services of his boat, himself, and crew for temporary service in the Temporary Reserve. In this way, the Coast Guard drew on trained Auxiliarists for the performance of regular Coast Guard duties afloat on a military basis, and the Auxiliary became chiefly a source of military supply.

The program for temporary reservist on full-time duty with pay was originally established to aid the acquisition of badly needed reserve boats and people from the Auxiliary because the need for small craft in the early days was extremely urgent. Men were enrolled for temporary duty for specific periods such as three or five months, and usually assigned to their own vessels. They were not transferred from their particular boat or out of District. Their duty was chiefly with the Coastal Picket Fleet from June through November 1942, when this type of duty was discontinued.

As the war tempo increased and port security responsibilities grew, the Coast Guard leadership realized that the Auxiliary's civilian status prevented their effective wartime use. Not only did Auxiliarists lack military authority, but when going out on anti-submarine warfare patrol, they risked, if captured, being executed as spies! The need for militarization was obvious, the result being that the majority of Auxiliarists were eventually enrolled in the Coast Guard Temporary Reserve. This final setup for the Temporary Reserve, enacted on 29 October 1942, included Auxiliarists in a part-time no-pay status. The Temporary Reserve gradually took over patrol responsibilities from the Auxiliary, with Auxiliary patrols finally being discontinued in 1 January 1943. In the various configurations of the Temporary Reserve, the Auxiliary provided a nucleus of men well-qualified in small boat handling, along with their boats. This force, which by war's end numbered 30,000 Temporary Reservists and 1,000 boats recruited from the Auxiliary, allowed our more able-bodied men to be sent to the combat theaters, and performed a service on the home front which was vital to our national security.

So, it was in this context that the Diablo flotilla was created in 1943. Though I don't have access to much in the way of Flotilla historical records, your Flotilla Commander Bill Graham tells me that, depending on how you count it, the Diablo flotilla was either the sixth flotilla—or one of the first nine flotillas—formed in the Northern Region of the Eleventh District. I'm sure that your predecessors in this Flotilla had a large part in patrolling the lower Sacramento and San Joaquin Rivers as well as the upper San Francisco and San Pablo Bays. People from Diablo Flotilla undoubtedly gave their service to the Temporary Reserve, making a vital contribution to the security of the Bay and Delta areas. I have to think this was no insignificant task, given the strategic sites at the Naval Weapons Station and Port Chicago, Mare Island Naval Shipyard, and the oil refineries of the area. This, and they still performed all their usual boating safety functions.

Now I'll fast forward from the forties to modern times. Flotilla 507 has been an active force in promoting safe boating in the Delta. I note that:

In 1994, under Jack O'Neill's leadership, you were lauded as the District Eleven (Northern Region) outstanding flotilla.

In 1996, with Michael Hays as Flotilla Commander, you were given the award as Outstanding Flotilla in Division 5.

In 1997, led by Tim Martell, you collected two of seven District awards for flotillas, for public affairs and for highest number of vessel examinations.

Looking at recent Auxiliary Management Information System (AUXMIS) reports, which I thank your Immediate Past Commodore and District Staff Officer for Information Systems, Marilyn McBain for making happen, I see you're still building good numbers:

I see strength in your membership—77, which includes 14 Auxiliary Operators!

I see strength in your public education: two Boating Skills and Seamanship (BS&S) and three Sailing and Seamanship (S&S) courses in 1996; four BS&S, one S&S and four Boating Safely courses given in 1997; and 19 class sessions in various courses given so far this year.

I see strength in your vessel examination program: 20 examiners conducting 459 CME's in 1997, up from 210 in 1996—and you've already completed 210 exams so far this year.

I see strength in your Marine Dealer Visit Program, with between five and seven Marine Dealer Visitors making 66 visits in 1996, 88 visits in 1997, and still building numbers this year.

In these and all your other programs—Operations, Public Affairs, Member Training—you show that the Diablo Flotilla is active, is connecting with the public, is making a difference. I hope you still have room on your trophy shelf, since you'll no doubt be adding more "hardware" to it!

This brings us to today. I stand here as the Group Commander within whose area of responsibility you spread the gospel of safe boating. I'm here to tell you that I am your partner in serving the public—the Coast Guard's customers in the lower Delta and Suisun Bay. Our safety missions are mutually dependent, and firmly linked together. Since taking command of Group San Francisco last Summer, I have embarked the Group on the strategy of community interaction. Yes, we in the Group do exist to provide critical search and rescue resources to the citizens of Central California and to enforce Federal laws where necessary. But the greatest of our missions is in protecting the safety of recreational boaters in the area we serve. I see the recreational boater's life as a continuum, starting when they buy and equip their vessel, continuing hopefully with some good education. Then comes the voyage, which usually, hopefully ends safely, but sometimes ends in a search and rescue case or an adverse Coast Guard boarding. In the past we at the Group dwelled too much on that far end of the continuum, especially in our huge number of law enforcement boardings—and I'm sure you read about it in the local maritime press. Where I am guiding our efforts now is to the start of that continuum—before the boater gets underway. To that end, I've directed Group personnel to steer their efforts at meeting and getting to know the boaters:

We're walking the docks, boat ramps, and marinas, seeing the boaters with their vessels, answering their questions, giving advice, steering them toward the products you offer—vessel exams and boating safety courses.

We're making more public appearances: at boat shows, yacht clubs, service clubs, and schools.

We're making friendly contacts with boaters on the water, commending them for safe boating practices, for wearing their personal flotation devices (PFDs), for being conscientious.

We're listening to the boaters, constantly looking for better ways we can serve them.

Finally, to show my regard for your vessel exam program, I have directed Coast Guard crews to not conduct random boardings on recreational vessels showing a current Courtesy Marine Examination sticker. We'll still board all vessels, including those with current CMEs, any time we can articulate a valid reason, such as for unsafe operation. But again, we will not randomly board vessels showing the sticker—proof of their commitment to equip their boats properly. I believe in your vessel exam program, and want to give boaters all possible motivation to let you aboard!

In all our efforts, while we won't ever give up our responsibility to enforce boating safety law when necessary, we're out to show the boating public that we're a partner with them in maximizing success and enjoyment in their boating experience. In face-to-face contact I want them to see that we're real people, just like them, who have an important job to do.

Now, here's where our fortunes really are linked. It's no surprise that we all have been searching for good measures of effectiveness in our boating safety programs—for ways that we can relate our hours of effort into the desired outcome of safer boating. Knowing that the Commandant has established a goal that we save at least 90 percent of distressed boaters after Coast Guard notification, I think we can make a difference there. To that end, I am measuring the number of person hours and personal contacts made by Group San Francisco people. This hopefully will translate in the next couple years to an increase in the number of people coming to you for vessel examinations and registering for safe boating courses—whether Coast Guard Auxiliary or U.S. Power Squadron. Finally, increased vessel exams and boating course students should translate to both a reduction in search and rescue cases among recreational boaters and better outcomes for the cases we do respond to. We're making the effort to encourage boating safety, and hope that our future numbers bear it out.

With this, I ask a couple things of you, the Diablo Flotilla. First, keep up the great work. You've got a rich tradition, going back to earliest days of the Auxiliary. You've got the strength in numbers to keep it going. Second, work to ensure that the quality of your vessel exam and public education programs is second to none, along with your Marine Dealer Visit Program, which is yet another way that we can direct boaters to the services we offer. I'm depending on it and I'm doing the same with the services that we in Group San Francisco perform.

In closing, I'm extremely proud to call you partners, members of Team Coast Guard and Team Group San Francisco. Be proud of where your Flotilla has come from, of the missions you've performed, and of your excellence yet to come. We'll be there with you. May we all be—Semper Paratus. Thank you. ●

#### RETIREMENT OF MR. A. GERALD ERICKSON

● Ms. MOSELEY-BRAUN. Mr. President, I would like to take a few minutes today to recognize a gentleman who is retiring from a distinguished career as President of the Chicago-based Metropolitan Family Services, Mr. A. Gerald Erickson. In his 27 years as President of this valuable agency, Jerry Erickson has demonstrated an outstanding level of commitment to under-served families and individuals in Chicago. Under his leadership, Met-

ropolitan Family Services has a record of great accomplishments in improving the opportunities and quality of life for thousands of low-income Chicagoans.

In 1958, Jerry Erickson began his career with the agency, then known as United Charities, as a social worker fresh out of school and a two year stint in the Army. After earning a Master's Degree in Social Work from the University of Chicago in 1960, Jerry remained with United Charities full time, and in 1971 became President.

Two and a half years ago, and a quarter of a century into Mr. Erickson's tenure, United Charities changed its name to Metropolitan Family Services. Through this and many other organizational changes over the years, Jerry Erickson has remained steadfastly committed to serving the under-privileged residents of the Chicago metropolitan area.

As Chicago's oldest and largest non-sectarian social services organization, Metropolitan Family Services provides services ranging from family counseling to financial education for more than 100,000 families in the Chicago area. The agency operates on an annual budget of approximately \$22 million, and has recently concluded a successful \$15 million private fundraising campaign. The success of the organization can be attributed to the committed hard work of all of the agency's staff, and to great leadership from Jerry Erickson. Through their efforts, the agency's future will be bright and long-lasting.

Through out his career, Jerry Erickson has carried himself in a soft-spoken, modest manner which has led many of his colleagues in the field of social work to refer to him as the "Jimmy Stewart of social services." Now, in classic Jerry Erickson character, he is quietly retiring as the President of Metropolitan Family Services and is passing the reigns on to a successor he helped choose.

Those who know and work with Jerry Erickson should be heartened by his promise to continue to work as a consultant to social service agencies. And Jerry's successor, Richard Jones, Ph.D., is highly qualified and committed to continuing and expanding the great work of Metropolitan Family Services.

Through his work with Metropolitan Family Services, as well as his participation and leadership in various national social services task forces, associations, and alliances, Jerry Erickson has well earned his reputation as a national leader in social work. Jerry Erickson's work is a model of service for all Americans to follow, and I commend his lasting commitment to serving the most vulnerable in our society.

On behalf of all the lives he has touched in his outstanding career with Metropolitan Family Services, I want to thank him and wish him good luck and Godspeed in all of his new endeavors. ●