

**CITATION TO ACCOMPANY THE AWARD OF
THE AUXILIARY ACHIEVEMENT MEDAL
TO
COMMODORE STEPHEN R. SALMON
UNITED STATES COAST GUARD AUXILIARY**

Commodore SALMON is cited for superior performance while serving as Assistant National Commodore, Planning and Performance Support from November 2010 to August 2011. Displaying exceptional initiative and enthusiasm, Commodore SALMON comprehensively assessed the mission and goals of the Planning and Performance Support directorates immediately upon appointment to office. He rapidly organized all organizational elements and communicated clear expectations and objectives for increased efficiencies. Commodore SALMON meticulously prepared numerous plans and documents for Auxiliary involvement in contingency exercises. As part of the Deepwater Horizon oil spill response operation, his exemplary leadership was instrumental to his directorates' ability to meet expectations for timely and accurate progress reports to on-scene leaders involved in the cleanup operation. Commodore SALMON compiled a detailed After Action Report that summarized Auxiliary actions and involvement. His insightful analysis identified key Auxiliary response strengths and weaknesses, and articulated methods by which response shortfalls should be resolved in future operations. Commodore SALMON's diligence, perseverance, and devotion to duty are most heartily commended and are in keeping with the highest traditions of the United States Coast Guard and the United States Coast Guard Auxiliary.