



**U.S. COAST GUARD AUXILIARY**



**FIFTH DISTRICT NORTHERN REGION**

# **STRATEGIC PLAN**

**2007 - 2008**

# UNITED STATES COAST GUARD AUXILIARY

FIFTH COAST GUARD DISTRICT (NR)  
DEPARTMENT OF HOMELAND SECURITY



***OFFICE OF THE  
DISTRICT COMMODORE***

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24 Aug 2007

## MEMORANDUM

From: Robert P. Amort  
District Commodore D5-NR

From: John S. Witemeyer  
District Vice Commodore

To: Commodore Steven M. Budar  
National Commodore

Subj: District Strategic Plan 2007-2008

Dear Commodore Budar:

Attached is the Strategic Plan for the Fifth District Northern Region. It is intended that this plan will be updated periodically to meet the needs of our District as applicable to the Coast Guard Auxiliary and U.S. Coast Guard in an ever-changing environment in the post-9/11 era.

**U.S. Coast Guard Auxiliary  
Fifth District Northern Region  
Strategic Plan  
2007-2008**

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# EXECUTIVE SUMMARY

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The Coast Guard Auxiliary exists today because it is a cost-effective force multiplier to the active duty Coast Guard. In addition, it has the unique and historical mission to promote recreational boating safety to the boating public.

This strategic plan provides a basis for guiding and transforming the Fifth District Northern Region Auxiliary toward meeting both the present needs and the emerging roles of the Coast Guard Auxiliary in support of the U. S. Coast Guard and Department of Homeland Security.

The National Vision is, in essence, that of the Fifth Northern Auxiliary:

*“To meet America’s changing safety and security challenges, through a balanced allocation of resources toward our recreational boating safety and maritime domain awareness missions.”*

The district is far reaching in purpose and as diverse as the areas we service. The Eastern, Western, and Central areas have common missions in RBS (VE, PE, and PV), while differing in the areas of Coast Guard and state support. Our leadership must be flexible in guiding members to support our national vision.

The summary of district assessments—SWOT Analysis—pointed the way to selecting the key issues for the Fifth Northern District. These strategic issues are:

- **Recruiting and Retention**
- **Leadership**
- **Readiness (including Emergency Response)**
- **Computers and Communications**

As a volunteer organization we cannot continue to exist without a steady influx of new members to replace those who have retired, have deceased, dropped out, etc. As a result, there is a continuing need for recruiting and retention efforts.

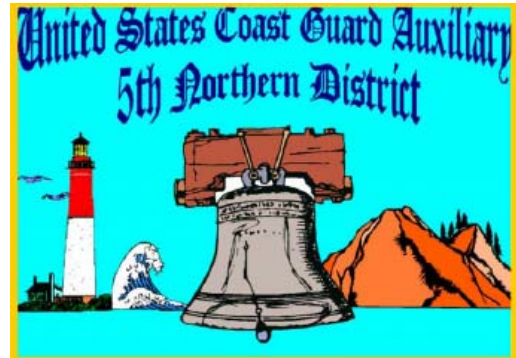
New members also need training in operational, technological, and leadership skills in order to have a high quality Auxiliary organization to meet the changing and expanding needs of the Coast Guard and Department of Homeland Security. The Auxiliary must also be willing and ready to respond in times of emergency.

The Coast Guard Auxiliary has a proud heritage and reputation as being an important and valued partner of “Team Coast Guard.” In order to meet the expectations and to continue to enhance the mission capability of the U.S. Coast Guard, the Fifth Northern Coast Guard Auxiliary must also be “Semper Paratus.”

# INTRODUCTION

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The U.S. Coast Guard Auxiliary, Fifth District, Northern Region, is strategically located along the central, eastern seaboard and encompasses the entire state of Delaware, the southern half of New Jersey, and approximately three fourths of the Commonwealth of Pennsylvania. This location, while limited in its recreational boating activities to six or seven months as a result of seasonal weather patterns, presents a diverse range of operating areas. Included in these areas are the coastal and tidal waters of New Jersey and Delaware, with bays, inlets, and small rivers as well as the Delaware River and Bay, the Susquehanna River and its tributaries and numerous reservoirs and lakes, some of which are sizable. Our District flag represents this diverse area by symbolizing the seashore of Delaware and New Jersey, the Liberty Bell of the central Delaware River valley and mountains of western Pennsylvania.



The Delaware River and Bay is navigable by commercial vessels to a point south of Trenton, New Jersey. The ports of Camden, NJ; Philadelphia, PA; and Wilmington, DE are very active. The numerous oil refineries, located along the Delaware River, make these ports second only to Houston, TX, in this activity.

Approximately 2,400 Auxiliarists in this district support Sector Delaware Bay, Philadelphia, PA; a Sector Field Office and Air Station co-located at Atlantic City, NJ; The Atlantic Strike Team, Fort Dix, NJ; the Coast Guard Training Center, Cape May, NJ; and all of the related boat stations, detachments and ATON Teams; as well as the Uniform Distribution Center, Woodbine, NJ.

These members are dispersed throughout 16 divisions and 93 flotillas in the Eastern Area (Divisions 3, 7, 8, 13, and 16), the Central Areas (Divisions 1, 2, 4, 6, 10, and 12), and the Western area (Divisions 5, 9, 11, 14, and 15).

An extremely good relationship exists between the Fifth Northern and the state boating law administrators of Delaware, New Jersey and Pennsylvania. There are Memorandums of Agreement between the U.S. Coast Guard Auxiliary and the states of Delaware, Pennsylvania, and New Jersey. Delaware assists financially with Auxiliary SARDET's in the state. The Pennsylvania Fish and Boat Commission has provided grants to Board, Inc., which provided money for expenses incurred by Auxiliarists doing vessel safety checks, public education courses and patrols in less densely populated areas of Pennsylvania.

The Coast Guard Authorization Act of 1996 further expanded the role that the Auxiliary completes for the Coast Guard and the Commandant has authorized the performance of any Coast Guard function, duty, role, mission, or operation to the Auxiliary. The only exception is law enforcement duties.

After 9/11, the Coast Guard responded by realigning its mission support systems to enhance readiness and mission execution. There are now Logistics, Prevention, and Response groups within Sector Delaware Bay. They are making good use of our Fifth Northern Coast Guard Auxiliarists in a variety of support functions. Whatever we can do to "free up" or help active duty Coast Guard members to do a maritime security mission is directly related to our Auxiliary vision.

In the post-9/11 era, we will continually be challenged to meet America's changing maritime safety and security needs. We plan to balance our financial and other resources to support both Recreational Boating Safety and Maritime Domain Awareness missions.

# U.S. COAST GUARD AUXILIARY POLICY STATEMENT



THE COMMANDANT OF THE UNITED STATES COAST GUARD  
WASHINGTON, D.C. 20593-0001

## U.S. COAST GUARD AUXILIARY POLICY STATEMENT

The U.S. Coast Guard is America's maritime first responder and stands ready to protect the public from all threats and all hazards. All members of the Coast Guard forces play a critical role in every mission area – supporting maritime security, safety and stewardship. The Coast Guard Auxiliary provides capabilities and proficiencies that support these capacities and ensure we remain responsive to our communities and the Nation.

The Auxiliary is a force multiplier of vetted and trained volunteers devoted to the support of Coast Guard missions and provides a broad inventory of vital skills, assets, and experience for our units across the nation. As the leading volunteer organization in the Department of Homeland Security, it is an essential component of our daily operations and an effective resource primed to prevent and respond to catastrophes in the maritime region. Fittingly, the core strategic purpose of the Auxiliary is to continuously hone its expertise to perform three prioritized functions:

- (1) Promote and improve recreational boating safety;
- (2) Support Coast Guard maritime homeland security efforts; and
- (3) Support the Coast Guard's operational, administrative, and logistical requirements.

The Coast Guard Auxiliary shall remain *Semper Paratus*, providing a dynamic flexibility within its organizational programs in order to meet today's needs and tomorrow's challenges. Through focused partnerships and public outreach, it shall advocate and advance maritime domain awareness and the principles of safe boating. Its diverse assortment of vessels, aircraft, radio facilities, and vehicles shall be kept poised for the multi-mission tasking that characterizes Coast Guard operations. To its fullest measure, it shall engage opportunities to augment Coast Guard units through targeted recruitment and professional development among its membership.

Every commander, commanding officer, officer-in-charge, and program manager shall work closely with their Auxiliary counterparts to fully leverage the resources, skills, qualifications, and profound dedication that reside within the Coast Guard Auxiliary. Such focused collaboration is essential to our unwavering commitment to mission excellence in serving and protecting the public trust.

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Thad W. Allen  
Admiral, United States Coast Guard

# **NATIONAL MISSION AND NACO VISION OF SUCCESS STATEMENTS**

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## **National Mission Statement**

The mission of the U.S. Coast Guard Auxiliary is to contribute to the safety and security of our citizens, ports, waterways, and coastal regions, as directed by the United States Coast Guard. We will balance our missions in Recreational Boating Safety and Coast Guard Support with Maritime Homeland Security and other challenges that emerge as a result of our growing understanding of changes required in the post-9/11 era.

## **National Commodore's Vision of Success Statement**

The Coast Guard Auxiliary will continue to meet America's changing maritime safety and security challenges, through a balanced allocation of resources toward our recreational boating safety and maritime domain awareness missions.

# NATIONAL STRATEGIC IMPERATIVES

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## National Strategic Imperatives

- Provide continued focus on those unique roles and missions for which Congress, the Department of Homeland Security and the Coast Guard grant us the authority to fulfill.
- Serve the country and its citizens, by participating in Auxiliary programs and activities.
- Augment the Coast Guard and the Department of Homeland Security as requested.
- Work with the states, partner agencies, and boating organizations, as well as, with the public.
- Provide a capable, reliable, and sustainable workforce to fulfill any mission we agree to undertake.
- Encourage a greater cooperation between the different levels of the organization leadership to support the recruitment and retention of our volunteers.
- Value the contribution all members, regardless of their level or type of participation.
- Seek members who have the interests, skills, capabilities, and dedication to serve in any role, and in any manner, that contributes to our goals and is consistent with our Auxiliary traditions and our values of Honor, Respect, and Devotion to Duty.
- Auxiliary leadership will:
  - Articulate our vision to the membership.
  - Provide strategic and tactical leadership.
  - Obtain resources critical to our continued success.
  - Recognize and capitalize on opportunities to execute national and local initiatives.
  - Be at the forefront of our efforts to expand member training and member recruitment.
  - Foster programs in support of Internet education and commerce.
  - Take responsibility for creditable results.
- Allocate resources across our national and district structure to support the balance mission requirements in support of the Coast Guard and the Department of Homeland Security.
- Provide continuous updates to the Auxiliary business plan that address the financial and other resource realities of our traditional and emerging roles.

## NATIONAL STRATEGIC IMPERATIVES, continued

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This section provides a short list of strategic imperatives that are the cornerstone principles of the Business Plan. These imperatives include the need to manage transformation, achieve balance, focus, and ensure accountability.

- **Transformation.** It is obvious that the Auxiliary is going through a period of transformation. The Auxiliary should embrace and seek to manage this transformation. As noted in the transformation guidance offered by the *Department of Defense* (DOD); we “must anticipate the future and wherever possible help create it.” According to retired Navy Vice Admiral Arthur Cebrowski, there are three distinct parts to transformation-based strategies. First is a *focus on core missions*—seek ways for continuous improvement. Second is a series of small exploratory jumps, where an organization pushes out the boundaries of a core competency and tries to create something new. Third is placing a few big bets, programs, or projects with high risks, but commensurate rewards.
- **Balance.** The Auxiliary needs to develop an appropriate balance between its two major missions of MHLS and RBS. As noted by COMO Seibert, “It is important that we view these two mission areas—Homeland Security and Recreational Boating Safety—as not conflicting but complementary to each other. Our new responsibilities do not comprise an ‘either/or’ scenario, but rather an opportunity to accomplish our RBS mission, as well as our new MHLS mission. One cannot be sacrificed for the other.”
- **Focus.** The Auxiliary needs to maintain a clear focus—and communicate this focus effectively to the membership. In broad terms, the key balanced mission areas are MHLS and RBS—other activities exist to support these key mission areas. Maintaining focus means simplifying organizational structures (where necessary), prioritizing programs, and making the fundamental choice whether to enhance, maintain, or retire present programs based upon their importance, opportunities, and available resources.
- **Accountability.** The Auxiliary is a volunteer service. In this sense, members determine their own level of activity and may accept or decline to participate in authorized activities. Nonetheless, as has been observed, “Once you raise your hand, you are no longer a volunteer.” That is, volunteers must remain accountable for their actions. If the Auxiliary is to be a *reliable* component of Coast Guard Forces, its members must be *accountable for their commitments*. Among the various initiatives included in the Strategic Plan is the development of an improved management objectives system to facilitate Coast Guard and Auxiliary planning, increasing the likelihood that the Auxiliary will provide necessary support and member recognition. Accountability applies at all levels of the Auxiliary, but particularly at the leadership levels.

## DESIRED OUTCOMES

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- Per the National Vision and Mission Statements, maintain a balance of our core RBS and Coast Guard support missions with emerging Maritime Homeland Security initiatives.
- Excellent communications and relationships are established and maintained with active duty Coast Guard Units.
- Members are proficient and capable to respond to requests for support from Coast Guard Units.
- New members are recruited and retained throughout the District to meet mission requirements; successful mentoring programs are established.
- Leadership training is available and highly recommended to all levels of membership in the District.
- Future leaders are identified and mentored as part of a succession process.
- Members are proficient in use of computers and as a communications and information “tool”; computer training is available in all areas of the District on an ongoing basis.
- Leaders will understand the needs/desires of the membership to support the work of the Auxiliary, create an environment conducive to members having fun and good fellowship when participating in Auxiliary activities, and suitably recognize (awards etc.) deserving members.

# SUMMARY OF DISTRICT ASSESSMENTS

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## (SWOT Analysis)

### 1. STRENGTHS (Internal)

#### a. Operations/Service Delivery

- Strong operational ties to active duty CG Units including Watchstanding, patrols, ATON, and administrative support.
- Flotillas meet most CG expectations.
- Auxiliarists augment active duty members in training, administrative, educational, communications, transportation, marine safety, and other assignments as needed. Particularly at TRACEN Cape May and SDB Philadelphia.
- Auxiliarists' diversity brings talents and skills that may not be found at all active duty units (counselors, electricians, doctors, financial people, etc.).
- Variety of AUXFAC vessels available with minimal costs to CG.
- Auxiliary provides SAR, MDA in areas remote from active duty stations.
- Strong member training programs.
- PE courses strong in NJ (mandatory boating safety classes).

#### b. Human Resources

- Membership (although set back by PSI) continues to grow.
- Many dedicated, well-trained members with diverse backgrounds.
- Variety of member training programs available for all levels of members, including at conferences.
- Leadership training available with good participation.
- Many members committed to support the Coast Guard and are willing to take on new tasks.
- Strong fellowship at most flotillas and at district conferences.

# SUMMARY OF DISTRICT ASSESSMENTS, continued

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## (SWOT Analysis)

### c. Organizational Management

- Current District EXCOM is dedicated to leadership succession planning and leadership training.
- RCOs in each AOR (E, C, W) hold periodic meetings with DCPs/VCPs to review and discuss leadership and management issues in their respective areas.
- District staff is organized the same as CG Prevention, Response, Logistics categories. We change if the sector changes.
- District staff officers are experienced and dedicated.
- Auxiliary is “the Coast Guard” in remote areas.
- AUXULOs are assigned to every CG unit.
- District Planner is responsible for the District Emergency Response Plan.
- Lines of communications are well defined.
- Conferences have a balance of training and fellowship and are well organized by dedicated conference coordinators and staff.
- Delineation of responsibilities and work processes at DIRAUX will enhance Auxiliary programs and needs.

### d. Technology/Facilities

- Many members have computers and Internet available.
- Computer capabilities of members are increasing.
- District computer courses are available to some members.
- There is extensive use of electronic communications. The district and many divisions and flotillas have Web sites.
- Training on AUXDATA is available at many divisions and at conferences.
- Surface and air facilities and fixed and mobile radio facilities are adequate to meet most CG and contingency needs.
- Radio capability has been expanded to the Western area.

# SUMMARY OF DISTRICT ASSESSMENTS, continued

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## (SWOT Analysis)

### 2. WEAKNESSES (Internal)

#### a. Operations/Service Delivery

- VSCs dependent on weather/seasonality issues.
- Air operations are somewhat limited by lack of missions available and funding.
- NSBW activities scheduled too early in boating season.
- Number of PE courses declining in certain areas.
- Need improved planning and scheduling for TCT training of Auxiliarists and active duty personnel.
- Lack of public affairs programming at flotillas/divisions, etc.
- Availability/capability of Auxiliarists to support expanding needs of active duty units.

#### b. Human Resources

- Aging membership and capabilities to perform certain tasks.
- Need for recruiting qualified new members (including younger prospects).
- Faltering leadership at some flotillas and divisions.
- Stagnant leadership succession – too many recycles and lack of membership to assume leadership roles.
- Poorly defined/planned recruiting programs.
- Few members do most program work.
- PSI process delays hurt retention of new members.
- Need for staff officer training in program management.
- Awards/recognition of deserving Auxiliarists needs to be expanded.
- Burnout of volunteers – victims of mission creep.
- Resistance to change by some members.
- Personal expense rising (fuel costs, printing and uniforms).
- Need to improve both leadership skills and “nuts and bolts” knowledge, particularly at flotilla level.

## **SUMMARY OF DISTRICT ASSESSMENTS, continued**

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### **(SWOT Analysis)**

#### **c. Organizational Management**

- Some Auxiliarists bypass the chain.
- Need to improve communications up and down the chain – remove roadblocks and layers of communication.
- Need to share best practices among divisions and flotillas.
- Member training lacking at meetings, and overemphasis on reports and rigid meeting structure, results in boring meetings.
- Staff officers appointed to fill a slot rather than filling a need with an interested/qualified member.
- Need to promote increased attendance of general membership at district conferences.
- Division Changes of Watch need training in proper protocols.
- Poor recruiting and geographic distances have weakened some flotillas, particularly in the Western area (Pennsylvania).

#### **d. Technology/Facilities**

- Reluctance of some older members to purchase and use computers.
- Lack of printed manuals for training and operational guidance.
- Too much reliance on E-Learning discourages members from taking courses, etc.
- Need to identify and provide facilities for computer training to serve the needs of all members in the district.
- AUXDATA system underutilized by members because “user unfriendly.”

# SUMMARY OF DISTRICT ASSESSMENTS, continued

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## (SWOT Analysis)

### 3. OPPORTUNITIES (External)

#### a. Service Expectations

- Target recruiting, retention, and training to also meet the needs of expanding opportunities for serving active duty units.
- Offer more one day PE courses in areas of declining PE activity.
- Expand PE courses and offer VSCs to marinas, sailing, and boating clubs, boating insurance people, military, and other non-traditional organizations. Also target high-risk boaters.
- Provide support to CG units via updated AUXPAL and other needs to “free up” active duty members for Maritime Security and other priority missions (serve as a force multiplier).
- Expand public affairs capabilities and programs for recruiting new members, and to sign up students for PE classes and vessels for VSCs.
- Recruit and train Auxiliarists as CFV and UPV examiners.

#### b. Physical Resources

- Continue to utilize Cape May Training Center for leadership, computer, operations, and other member training.
- Utilize Coast Guard stations and units for member training, PE courses, and business meetings where applicable.
- Expand use of Air Station Atlantic City by AUXAIR aircraft and crews, particularly for member training, meetings, and by nearby air AUXFACs.

## SUMMARY OF DISTRICT ASSESSMENTS, continued

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### (SWOT Analysis)

#### c. Readiness Capability

- Be ready to support surge operations at CG stations as well as other remote locations lacking CG coverage.
- Train with scenarios executed jointly with Coast Guard.
- Complete and test Emergency Response Plans.
- Use active duty QEs for coxswain/crew check rides where and when needed.
- Recruit new members with aircraft that are located near Air Station Atlantic City.
- Provide members trained in TRIDENT/marine safety to support Sector Delaware Bay needs, including transportation for active duty marine safety personnel.
- Continue to recruit and train Auxiliarists to serve as Communications Watchstanders at CG units, including the Atlantic Strike Team at Ft. Dix, NJ.
- Put greater emphasis on coxswain/crew performing proficiency training/on-water tasks on a continual basis during routine safety patrol.
- Utilize Standardization Board Teams, including active duty personnel, to ensure the quality of our boat crews and operators.
- Provide a trained cadre of members qualified to teach TCT to both Auxiliarists and active duty CG in order to maintain currency.
- Support SARDET locations and vessels with funding and other support as required.
- Maintain and keep “evergreen” the District OPR computer program and ERP tailored to meet the current and realistic needs of the CG.

#### d. Technology

- Make computer training available to all members within the district.
- Promote the regular use of Internet and national, district, division and flotilla Web sites as important and key sources of information.
- There is a need for a simplified National AUXDATA system where members can submit their own data and eliminate forms.

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## **SUMMARY OF DISTRICT ASSESSMENTS, continued**

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### **(SWOT Analysis)**

#### **e. Economic Readiness**

- Have the ability to increase funding through grants for district and division programs.
- Emphasize importance of PE courses with sufficient fees as necessary to adequately fund Auxiliary programs.
- Be creative in providing special nontraditional PE classes designed for more experienced boaters—GPS, radar, marlinspike, radio communications, etc.
- Take advantage of Auxiliary Association, Inc. Associate Member Program.
- Continue to operate a successful District Store, managed by qualified, resourceful, and dedicated staff officers, to fund district activities. (This includes ANSC sales.)

#### **4. THREATS (External)**

##### **a. Service Expectations**

- Keeping up with changing missions and manuals.
- Constantly changing programs are implemented before direction and manuals are available.
- Lack of solid, professional promotion program and materials for Auxiliarists to use to recruit new members, plus prerequisite training.
- Declining numbers of people who are willing to volunteer (join the Auxiliary).
- Lack of continuity of good leaders trained to perform as elected officers.
- Leaders not maintaining enough contact, including personal, with members and lack of retention program.
- Commercial interests in Boating Safety Courses pushing states to exclude Auxiliary from teaching PE classes, particularly one day classes.

##### **b. Physical Resources**

- Obsolete and/or revising PE and MT textbooks and manuals without replacements readily available.
- Cost of TBO situation/requirement may detract from members/prospects offering aircraft as facility.
- New check ride requirements and proficiency tasks may cause some coxswains/crewmembers and their AUXFACs to drop out of operations program.
- Limited number of AUXFAC vessels and aircraft are available in certain areas.

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## SUMMARY OF DISTRICT ASSESSMENTS, continued

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### (SWOT Analysis)

#### c. Readiness Capability

- Inadequately trained members.
- Health of aging members.
- Poor recruiting and retention efforts.
- Not enough QEs to perform check rides.
- Number and type of CG support activities increase faster than Auxiliary can train, fund, and provide as volunteers (mission creep).
- Need to balance core RBS programs with Maritime Security and other Coast Guard support missions.
- Burnout of members.

#### d. Technology

- Difficulty of communicating with members who lack computer skills or capability.
- Lack of computer skills inhibits member involvement in Auxiliary activities.
- Cost of equipment, Internet access, and financial ability to update programs and equipment.
- AUXDATA system cumbersome and outdated and members frustrated with system.

#### e. Economic Readiness

- Commercial interests' takeover of PE classes reduces/eliminates funding of most Auxiliary flotillas/divisions' activities.
- Reduced PE classes reduce the pool of potential members.
- Auxiliary limited by law from many fundraising channels.
- Inadequate fees charged for PE courses.
- Successful management of District Store critical to funding and budget capabilities.

## DISTRICT STRATEGIC ISSUES

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- **Operational/Service Delivery**

### **Readiness (including Emergency Response)**

Each area of our District—Western, Eastern and Central—have aggressive but differing roles in supporting their area needs. The focus of the mission remains to support the boating public while contributing their talents to the safety and security of our ports, waterways, locks and dams, while also supporting the needs of the Coast Guard and local governments' efforts in homeland security. We need to enlist and train enough volunteer members to support this initiative.

Operations proficiency training on an ongoing basis is needed as requirements for currency and operational tasks have been more aligned to active duty Coast Guard requirements.

Expanding our Aviation Program into the Eastern Area so that aircraft are more readily available and located near Air Station Atlantic City is needed.

Emergency response capability for our Auxiliary district is dependent upon proper planning and allocation of resources. District mapping of assets is a priority, as well as maintaining up-to-date OPR III lists. Surge plans particularly need to meet the needs of active duty units/stations, but they are also needed for remote areas, beyond the scope of Coast Guard facilities. Adequate communications (radio, etc.) are also an important part of the readiness issue.

## **DISTRICT STRATEGIC ISSUES, continued**

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- **Human Resources**

### **Recruiting and Retention**

Geographic distances in our Western area along with an inadequate recruiting program have created difficult situations and weakened flotillas. An ADHOC committee has studied the issue and has recommended realignment for geographic reasons in one division and strenuous recruiting/mentoring program in other areas. Gathering those who possess the talents to teach others skillful ways to recruit and retain members poses another issue. Developing a portable training program for recruiting/mentoring is a must. A good mentoring program leads to good retention of members.

While our District lost members because of the PSI Security process, many of these lost members participated very little in our activities and programs. Nevertheless, because of retirements, deaths, health problems, and expansion of Coast Guard needs, the 5NR needs to set its sights on increasing its membership through targeted recruitment programs. By defining our operational needs (boat crew/coxswain allocations, emergency response capability, marine safety needs, and aviation programs), our District can ensure we are satisfying the needs of the Coast Guard well into the future.

Our program needs will only be met through the concerted effort of all parties by training and retaining new members with education being the key to successful programs. We must continue to train quality instructors. Our ability to support our programs will depend on our ability to recruit competent members who are dedicated to mission accomplishment.

Member training is also critical to the success of recruiting and retention programs. It is the backbone of a viable Auxiliary from the district on down to the flotillas. It becomes necessary for us to provide quality training and programs for our members in all areas. We also need quality mentoring programs. In this way, we ensure our members are kept on track, interested, and supported throughout their training process.

### **Leadership**

Recycled leadership at the flotilla level is becoming a real problem. If left unchecked, it will create a stagnated membership that is lacking in vision and is sure to die. Leadership at the division/district level has an obligation to promote the positive aspects of leadership and its effect on the health of flotillas. A positive approach is the key to generating interest in becoming a leader, along with strong training programs such as AUXLAM, AMLOC, Flotilla Commanders Academy, and elected officers training in each of our three areas (Eastern, Western and Central). Emphasis should be placed on developing leadership skills as well as “nuts and bolts” knowledge, particularly at the flotilla level.

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## **DISTRICT STRATEGIC ISSUES, continued**

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### **Leadership, continued**

Educating our leaders at the flotilla and division level to not only look at the mission, but also at the succession and development of future leaders for their respective positions is crucial. Leadership must be promoted at all levels as a vital role for a healthy Auxiliary.

A good leader must be reachable at all times, willing to listen, and try to solve problems at the lowest level possible. Integrity, honesty, and devotion to duty are qualities we must display as good leaders. Members must be reminded that the chain of leadership and management is essential for good order; jumping the chain only causes disorder and delays in solving problems.

## **DISTRICT STRATEGIC ISSUES, continued**

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- **Technology/Facilities**

### **Computers and Communications**

The use of computer technology in the Coast Guard Auxiliary is here to stay. Although, possibly a quarter of our members do not have Internet computer capability, the majority does. Online and E-Learning is rising to the forefront, however, most Auxiliarists are still at an age level where printed manuals and textbooks are needed in order to learn and grasp the knowledge intended for them. All flotillas and divisions make excellent use of laptops and PowerPoint for member training and boating safety courses. There is a need to provide computer training at all levels (beginner, novice, and advanced) to members in all areas of the District. As new technologies develop, we must train our members accordingly. However, we must keep in mind not to “bypass” members without computers. Being able to make sure that layers of communications do not interfere with communications at all levels is important. Promoting the increased use of Web sites is also important.

# DISTRICT GOALS AND STRATEGIES

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## Recruiting and Retention

- To develop and provide targeted recruiting activities in our district.
  - Survey each area and its flotillas as to their strengths and weaknesses (their capability) for recruiting new members.
  - Where applicable, introduce best recruiting practices from strong flotillas, to those flotillas in need of improved recruiting.
  - Develop recruiting programs tailored to meet specific needs of area flotillas. Use National Auxiliary and other recruiting “tools” as part of this effort. Use new concepts and marketing approaches if needed.
- To aid in the integration and retention of new members by establishing mentoring guidelines for new member mentoring processes.
  - Borrow “best practices” from other flotillas to help create these guidelines.
  - Establish a culture of mentor responsibility and accountability to meet new members’ interests and goals, and integration into flotilla activities.
  - Use New Member Integration Guide as resource.
  - Include a timeline factor in mentoring programs.
- To emphasize the need for quality training as critical to the success of recruiting and retention programs.
  - Optimize the use of member training staff officers who are trained to provide MT programs on a scheduled basis, tailored to both new members’ and regular members’ interests and needs.
  - Member training should be an established activity at district, division, and flotilla meetings.

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## **DISTRICT GOALS AND STRATEGIES, continued**

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### **Leadership**

- To make available leadership training to all levels within the district.
  - Offer leadership courses at least yearly and preferably in advance of newly elected officers taking office, and to those members exhibiting leadership potential.
  - Solicit feedback from members who take leadership training courses to monitor and continuously improve the subject matter and its applicability/usefulness to the district.
- To provide a plan for the succession of quality leaders as essential for the future vitality and growth of Auxiliary units.
  - Identify Auxiliarists with leadership potential at an early stage and mentor and train them so that they will be willing and qualified to serve as leaders.
  - Target recruiting toward prospective members with leadership potential.
- To outline a mentoring program for newly elected leaders to help them succeed in the first six months in their elected position.
  - Use Flotilla and Division Procedures Manuals and Change of Administration Guides as resources.
  - Include in the programs the use of past elected officers as mentors.

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## **DISTRICT GOALS AND STRATEGIES, continued**

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### **Readiness (including Emergency Response)**

- To provide recreational boating safety programs and activities in each area of the district sufficient to meet the expectations of the boating public.
  - Continue to provide public education courses with emphasis on ABC classes as the boating safety course of choice, and to meet the market demand for such courses.
  - Provide member training to ensure availability of quality instructors, vessel examiners, and program visitors.
  - Meet unit goals for number of Vessel Safety Checks and Program Visits to RBS partners—marinas, boating stores, etc.
- To provide operational support on a balanced basis with Auxiliary RBS programs, to meet the needs of the active duty Coast Guard and the Department of Homeland Security.
  - Continue to maintain and/or build relationships with active duty units.
  - Provide continuing surface and air operational support to Coast Guard stations, vessels, and other operations activities.
  - Develop Emergency Response and Surge Plans based on availability of Auxiliary assets and member capabilities.
  - Provide adequate fixed and mobile radio communications.
  - AUXULOs provide current AUXPAL needs for Auxiliarists to augment their respective Coast Guard units.
  - Operations proficiency training is conducted regularly to meet Coast Guard and Auxiliary expectations and needs, including TCT training.
  - Provide support to the Sector for Maritime Security and Marine Safety and Environmental missions.

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## **DISTRICT GOALS AND STRATEGIES, continued**

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### **Computer Technology**

- To continue to train and educate members in the district on the advantageous use of computers as applicable to Coast Guard and Coast Guard Auxiliary activities.
  - Meet current and future computer needs through planned computer training classes for the Eastern, Central, and Western areas.
  - Encourage the regular use by members of Coast Guard and Auxiliary Web sites as an important and necessary tool to access information and forms, etc., and to keep abreast of Coast Guard and Auxiliary matters.

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*Division/Flotilla Objectives*  
..... (To be published)

*Division/Flotilla Action Plans*  
..... (To be published)

*Attachments (as necessary)*