

# U.S. COAST GUARD AUXILIARY



## STRATEGIC PLAN 2010 - 2011

# **UNITED STATES COAST GUARD AUXILIARY**

## **FIFTH COAST GUARD DISTRICT (NR)**

**Department of Homeland Security**

**Office of the District Commodore**

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January 2010

### **MEMORANDUM**

From: John S. Witemeyer, District Commodore D5-NR

From: Harold T Robinson, District Chief of Staff

To: Commodore Nicholas Kerigan, National Commodore

Subj: District Strategic Plan 2010-2011

Commodore Kerigan:

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.

**United States Coast Guard Auxiliary  
Fifth District Northern Region  
Strategic Plan  
2010-2011**

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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:

- **Operational/Service (Readiness and Emergency Response)**
- **Human Resources (Recruiting and Retention)**
- **Leadership (Succession)**
- **Organizational Management (including better Member Training)**
- **Technology/Physical Resources (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.

It is most important that the leaders in 5NR continue to place emphasis on the “change of culture” theme to improve member participation, member training and in the long run, leadership succession. We also need to develop action plans for recruiting new members. We are already seeing some success from certain Divisions and Flotillas who are now adopting better ways to conduct meetings, with fewer reports, more member mentoring and training, and a focus on the mission and creative ways to enhance auxiliary activities and fellowship.

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 the 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.



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 the 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 2,600 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 15 divisions and 87 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, 6, 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 the Auxiliary SARDET 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 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:

1. Articulate our vision to the membership.
  2. Provide strategic and tactical leadership.
  3. Obtain resources critical to our continued success.
  4. Recognize and capitalize on opportunities to execute national and local initiatives.
  5. Be at the forefront of our efforts to expand member training and member recruitment.
  6. Foster programs in support of Internet education and commerce.
  7. 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 the transformation. The Auxiliary should embrace and seek to manage this transformation. As noted in 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 them 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.
- Boosting the number of Surface and Aircraft facilities will give the District a better overall SAR package.
- Ongoing training of the District, Division and Flotilla Staff officers makes more of our appointed officers contribute to the overall health of the Auxiliary.
- 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.
- Changes in our meeting formats to include more training and less business will make for better attendance and more proficient members. Operational training on an ongoing basis will align our operational members to the active duty Coast Guard requirements.
- Moving our spring and fall conferences to a central location and having much more interesting training, presentations, exhibitions and fellowship has an immediate impact on increasing the attendance and participation of our members. This is bringing all areas of the District closer together.
- Our improved readiness capabilities, including emergency response plan, notification system, surge plan, and radio communications will make our District more responsive and more efficient to respond to emergencies.

## SUMMARY OF SWOT ANALYSIS

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### 1. STRENGTHS (Internal)

#### a. Operations/Service Delivery

- The strength of this organization is a direct result of the contributions of the members.
- Good Departmental and inter-departmental communications
- Relationship with Sector Delaware Bay and Sub-units much improved.
- Strong presence on water, land, Air Patrols, special events, SAR, ATONs, surveillance, and communications. Force multiplier-expanded geographic coverage including non-tidal waters.
- Strong member training programs.
- Auxiliary has working knowledge of local waterways and provides SAR, MDA in areas remote from active duty stations.
- 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.
- PE classes are strong District wide providing boating safety education to the public.
- Variety of AUXFAC vessels available with minimal costs to CG.
- Well trained crews for inland waters and rivers.

#### b. Human Resources

- Auxiliary PQS's have been developed for a number of skill sets where Auxiliary members train to work side by side with the Active/Reserve components.
- 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.
- Membership continues to grow and new members bring with them a "fresh" and willing attitude to volunteer. This has a contagious effect on our older members that is rewarding.
- Chain of Communications is effective when used properly.
- Increased recruiting efforts are showing promising results.
- Using our Public Education and Vessel Examinations to recruit new members and facilities.

## SUMMARY OF SWOT ANALYSIS

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### c. Organizational Management

- **Current District EXCOM is dedicated to leadership succession planning and leadership training.**
- **District Staff and Auxulos have the dedication and experience to handle most programs.**
- **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.**
- **Communication flow is improved, particularly in regard to the National and District web sites.**
- **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

- **Computer capabilities of members are increasing and training is available within their areas.**
- **VHF, HF and 5nr radio net covers 85% of District**
- **Many members have computers and Internet available.**
- **There is extensive use of electronic communications. The district and many divisions and flotillas have web sites.**
- **Electronic transfer of information gives members instant access to new data.**
- **Surface and air facilities and fixed and mobile radio facilities are adequate to meet most CG and contingency needs.**
- **Numerous Auxiliary resources on the web that enhance the membership experience.**
- **Radio (HAM) training is increasing with sustained interest.**

## SUMMARY OF SWOT ANALYSIS

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### 2. WEAKNESSES (Internal)

#### a. Operations/Service Delivery

- Air operations are somewhat limited by lack of missions available and funding.
- NSBW activities scheduled too early in boating season for northern Districts
- VSCs dependent on weather/seasonality issues.
- Introduction of CAC (Common Access Card) into CG system negatively impacting Auxiliary participation in major areas. The Department of Defense CAC allows entry into CG workspace for collaborative work on projects and entry into data systems.
- No dedicated space at the Sector for the ASC.
- Need to have closer relationship with local marine police and an ability to work with them.
- A more formal “billet” process of defining Sector positions for Auxiliarist is still in the works leading to confusion as to what jobs are actually open. 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).
- Awards such as AUXOP and Coxswain have not been awarded and applauded at recent conferences.
- Economic times are demanding working members to spend more time at their job, less with the Auxiliary. Expenses are getting higher and higher, i.e. gas, uniforms, paper, etc.
- Under utilization of senior members in mentoring new members.
- Stagnant leadership succession-Recycled Leadership must stop.
- PSI process delays hurt retention of new members.
- Need for staff officer training in program management.
- Burnout of volunteers who do most of the work all the time.
- Resistance to change by some members.
- Need to improve both leadership skills and “nuts and bolts” knowledge, particularly at flotilla level. Increasing the requirements on elected offices has had an effect at the Flotilla level.

## SUMMARY OF SWOT ANALYSIS

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### c. Organizational Management

- Poor understanding of the Chain of leadership.
- AUXDATA, AUXINFO and OPR problems are getting more difficult and convoluted.
- 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.
- Sometimes difficult to change old ways.
- Division Changes of Watch need training in proper protocols.
- Poor recruiting and geographic distances have weakened some flotillas, particularly in the Western area (Pennsylvania).
- Need to share best practices among divisions and flotillas.

### d. Technology/Facilities

- Material out of stock.
- On line tests contain questions from sources not available.
- 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 it is not “user friendly.”
- Reluctance of some older members to purchase and use computers because of cost of modern equipment and need for a decent printer to download extensive manuals.

## SUMMARY OF SWOT ANALYSIS

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### 3. OPPORTUNITIES (External)

#### a. Service Expectations

- Recruit and train Auxiliarists as CFV and UPV examiners.
- Public comfort levels increase with expanded patrol activity, life threatening incidents with positive outcomes result from faster on scene response.
- Auxiliarist industrial management skills are an area of opportunity underutilized by the CG.
- 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.
- Budget constraints forced upon the CG may bring the Auxiliary closer to the team member goal.
- Paddle Craft Public Education is an opportunity

#### 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.
- Look at opportunities to move the conference to a central location occasionally.
- Expanded use of computers onboard all facilities for monitoring tasks, reporting via expanded function cell phones and the use of VHF FM can augment backup communications to controlling agencies.

## SUMMARY OF SWOT ANALYSIS

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### c. Readiness Capability

- Review and test emergency and contingency readiness plans.
- Train with scenarios executed jointly with Coast Guard.
- Cross train with local fire/rescue, marine police operations. (Reduce restrictions)
- Use active duty QEs for coxswain/crew check rides where and when needed.
- Recruiting veterans could help build a younger, physically more capable base of operational members.
- Provide members trained in TRIDENT/marine safety to support Sector Delaware Bay needs, including transportation for active duty marine safety personnel.
- More training with regular Coast Guard Units is needed.
- Put greater emphasis on coxswain/crew performing proficiency training/on-water tasks on a continual basis during routine safety patrol.
- Training when on patrols; ATONS, Search patterns, Marine safety, etc.
- Provide a trained cadre of members qualified to teach TCT to both Auxiliaries 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.
- Recruiting returning veterans coming back from overseas could help build a younger, physically more capable base of operations members.
- Radio and other Facility equipment reliability and effectiveness much improved.

## SUMMARY OF SWOT ANALYSIS

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### e. Economic Readiness

- Some members get donations from their companies for the volunteer hours they give to the Auxiliary.
- 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; i.e. GPS, radar, marlinspike, radio communications, etc.
- Awareness of program and special funding opportunities needs to be emphasized.
- With financial uncertainties, the low cost / high return ratios of Auxiliary Activities benefit the Coast Guard.

## 4. THREATS (External)

### a. Service Expectations

- Growing loss of surface facilities.
- Constantly changing programs are implemented before direction and manuals are available.
- Insufficient liaison with non-Auxiliary service providers.
- PE programs drawing fewer students reduce income for flotillas.
- Lack of continuity of good leaders trained to perform as elected officers.
- Reduction in training patrols due to lack of available funding.
- Keep up with the changing missions and manuals.
- Declining numbers of people who are willing to volunteer.
- Commercial interest in Boating Safety Courses pushing states to exclude Auxiliary.

## SUMMARY OF SWOT ANALYSIS

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### **b. Physical Resources**

- **Obsolescing and/or revising PE and MT textbooks and manuals without replacements readily Available.**
  - **Auxiliarist are not taking seriously the CG physical fitness initiative. Auxiliarist who want to work with regular CG must be able to meet certain standards of physical appearance, stamina and uniform.**
- **New check ride requirements and proficiency tasks may cause some coxswains/crewmembers and their AUXFACs to drop out of operations program.**
- **Aging facilities and ever aging Auxiliary force.**
- **Cost to member to maintain / upkeep their operational facilities during periods of economic decline.**
- **The potential of fuel costs increasing again.**
- **Over the hill aircraft (out dated for use by the Coast Guard).**

### **c. Readiness Capability**

- **Weak and Inadequately trained members.**
- **Health of aging members.**
- **Aging members must work to enhance opportunities for younger members as key to 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.**
- **Increase in REYR status due to lack of available free time and facilities resulting from declines in expendable income.**
- **Inadequately trained members**

## SUMMARY OF SWOT ANALYSIS

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### **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.**
- **Threats on the internet (Viruses and Malware) are not being addressed by membership due to lack of knowledge or lack of resources.**
- **Advanced equipment and computer applications can and will discourage use by older members.**
- **Fear factor coming from the high profile the media is giving to today's worsening economy.**
- **Technology demands are constantly increasing. Members start to get used to a program or software and then it is updated and changed. Not all members have the same software programs or same versions.**

### **e. Economic Readiness**

- **Fewer budget dollars will limit patrols, reduce surveillance, limit coverage area, decrease maintenance of skills and result in higher security risk as well as increasing the boating safety risk on the water.**
- **Reliance on PE classes and members' pockets is beginning to haunt us.**
- **Auxiliary limited by law from many fundraising channels.**
- **Inadequate fees charged for PE courses. Successful use of ANSC store and Auxiliary Center critical to funding and budget capabilities.**
- **Willingness of members to invest time, equipment, uniforms, facilities, etc. during a declining economy.**
- **Continued increase of out-of-pocket expenses to perform the volunteer missions. The cost of transportation when fuel costs are steadily rising.**

## DISTRICT STRATEGIC ISSUES

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- **Operational/Service**

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

Expanding our aviation program will make aircraft more readily available to each of the District's areas in case of an emergency. Air operations are somewhat limited due to the amount of missions available. We need to work on surface/air operations in order to put together a more complete SAR package.

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

Recruitment of both surface and aircraft facilities has become critical. The District is short of both.

Emergency response capability is critical. District mapping is a priority. A notification system (3N) is needed to track our members quickly and accurately.

Each area of our District has aggressive but differing roles in supporting their areas 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.

## DISTRICT STRATEGIC ISSUES

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- **Human Resources**

### **Recruiting and Retention**

Members who are dedicated to mission accomplishment.

Member training is also critical to the success of recruiting and retention programs. Utilizing the IDP guide 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.

Staff Officer training is crucial. The District has too many appointed officers that are not familiar with the duties and responsibilities of their office. There is a need to set up regular Staff Officer Workshops with training in Program Management with participation of Staff Officers in each of the disciplines. Our program needs will only be met through concerted efforts in 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 management.

We need to train our members in the ways of accepting change. Too many of our members resist change and tend to cause a cancer among other members. This in turn will hold back the progress of an entire unit. 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 Leadership Course, and other officer 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.

# DISTRICT STRATEGIC ISSUES

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## Leadership

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.

- **Organizational Management**

There is a need to have our Flotillas re-think the formatting of their meetings. Lack of member training at meetings and overemphasis on reports and rigid meeting structure, results in boring meetings. The old “business as usual” approach needs to be changed in order to keep interest and advance the proficiency of the unit.

The appointment of Staff Officers should be made on an as needed basis and not just to fill an empty spot in the directory. More education in organizational management to our elected officers is needed to correct this problem.

There needs to be a better understanding of the “chain of leadership”. There have been too many instances of breaking the chain in order to get quicker results. This should be made clear at the Flotilla and Division meetings as part of the meeting’s member training.

There needs to be a better understanding of the Change of Watch procedures. This will prevent embarrassing situations, particularly when active duty Coast Guard personnel and other guests are in attendance at a change of watch.

## DISTRICT STRATEGIC ISSUES

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- **Technology/Physical Resources**

### **Computers and Communications**

The use of computer technology in the Coast Guard Auxiliary is here to stay. Although, less than 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.

There is a need to promote the regular use of internet and National, District, Division and Flotilla web sites as important and key sources of information. This again can be done at the member training sessions at the regular meetings.

Our conferences need to be moved to a central location. The training, presentations and exhibitions need to be given priority in order to increase the attendance at these functions.

Finding places to hold meetings is an issue in the District. We need to concentrate on finding military installations such as National Guard, Coast Guard and Navy facilities. Our AUXAIR needs to put in more training at the Atlantic City Air Station.

There is an issue with computer training in the District. We need to find the answer to providing computer training for all our members. This is important since practically everything we do is now related to computers. We have had several classes at the Cape May Training Center but we need to find ways to expand this training to the far corners of the District. This will require a facility with a lot of computers.

# DISTRICT GOALS AND STRATEGIES

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## Human Resources

### Recruiting and Retention

- **To develop and provide targeted recruiting activities in our district.**
  1. Survey each area and its flotillas as to their strengths and weaknesses (their capability) for recruiting new members.
  2. Where applicable, introduce best recruiting practices from strong flotillas, to those flotillas in need of improved recruiting.
  3. 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.**
  1. Borrow “best practices” from other flotillas to help create these guidelines.
  2. Establish a culture of mentor responsibility and accountability to meet new members’ interests and goals, and integration into flotilla activities.
  3. Use New Member Integration and Individual Development Planning Guides as resources.
  4. Include a timeline factor in mentoring programs.
- **To emphasize the need for quality training as critical to the success of recruiting and retention programs.**
  1. 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.
  2. Member training should be an established activity at district, division, and flotilla Meetings.

## 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.**
  1. 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.
  2. Provide member training to ensure availability of quality instructors, vessel examiners, and program visitors.
  3. Emphasize 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.**
  1. Continue to maintain and/or build relationships with active duty units.
  2. Provide continuing surface and air operational support to Coast Guard stations, vessels, and other operations activities.
  3. Develop Emergency Response and Surge Plans based on availability of Auxiliary assets and member capabilities.
  4. Provide adequate fixed and mobile radio communications.
  5. AUXULO's provide current AUXPAL needs for Auxiliarists to augment their respective Coast Guard units.
  6. Operations proficiency training is conducted regularly to meet Coast Guard and Auxiliary expectations and needs, including TCT training.
  7. Provide support to the Sector for Maritime Security and Marine Safety and Environmental missions.
  8. Work towards building a better and more proficient Air Group. Work on funding and available flight time to allow more training with surface facilities.

## DISTRICT GOALS AND STRATEGIES, continued

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### Leadership

- **To make available leadership training to all levels within the district.**
  1. Offer leadership courses at least yearly and preferably in advance of newly elected officers taking office, and to those members exhibiting leadership potential.
  3. 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.**
  1. 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.
  2. 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.**
  1. Use Flotilla and Division Procedures Manuals and Change of Administration Guides as resources.
  2. Include in the programs the use of past elected officers as mentors.

## **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.**
1. Meet current and future computer needs through planned computer training classes for the Eastern, Central, and Western areas.
  2. 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.

### **Organizational Management**

- **To advance a training program at the Division and Flotilla level to include protocol, Chain of Leadership, Change of Watch procedures, Staff Officers responsibilities, and most of all, change the culture of the meetings.**
1. Encourage our Flotilla and Division leaders to better prepare for the monthly meetings by including more member training and less of a ridged, boring, and strictly business meeting.
  2. Make sure every Flotilla and Division has copies of the Change of Watch procedures D5NRINST M16790.ID and has instituted a training session on this manual.
  3. We need to have more interaction among Flotillas, Divisions and Staff Officers throughout the District.

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

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

*Attachments (as necessary)*