



## **9ER 2019-20 OPERATIONS AND BUSINESS PLAN**

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## **INTRODUCTION**

The Ninth Eastern Region (Sector Buffalo) is dedicated to fulfilling the missions of the United States Coast Guard Auxiliary. We operate fully within the guidelines and directives of the Commandant of the Coast Guard and the National Commodore's Strategic Plan and vision statements.

The senior leadership in 9ER is committed to fulfilling our cornerstone missions of air and surface operations, public education, program visitors, vessel examinations as well as increasing our service to encompass new missions as they are identified both locally and nationally and thus continue to improve our service to the Coast Guard.

We will work closely with the United States Coast Guard units that we support and improve this relationship via a continuing gap analysis process.

This document is the operational plan for 9ER for the year of 2019/20 and will guide us in fulfilling the Auxiliary's mission. This plan is aligned with the National Strategic Plan and will help our District to demonstrate increasing value to the Coast Guard.

## **GUIDING PRINCIPLES AND PRIORITIES**

Service to Nation

Duty to People

Commitment to Excellence

## **9ER's Vision and Mission Statements**

### **Vision**

The Ninth District, Eastern Region of the United States Coast Guard Auxiliary will support the Coast Guard vision of being the best trained, most valued maritime volunteer organization in our region while striving to develop a larger better trained workforce to meet ever expanding Coast Guard needs.

### **Mission**

The Mission of the Ninth District, Eastern Region is to:

- promote and improve Recreational Boating Safety.
- support Coast Guard operational, administrative and logistical requirements.
- provide support for the security of the Great Lakes ports and waterways.
- improve the leadership of 9ER.
- increase the membership of 9ER.
- continue a stable financial condition of the District.

## **Coast Guard's Core Values**

***Honor*** ~ Integrity is our standard. We demonstrate uncompromising ethical conduct and moral behavior in all of our personal and organizational actions. We are loyal and accountable to the public trust.

***Respect*** ~ We value our diverse membership. We treat each other and those we serve with fairness, dignity, respect and compassion. We encourage individual opportunity and growth. We encourage creativity through empowerment, and we work as a team.

***Devotion to Duty*** ~ We are volunteers that seek responsibility, accept accountability, and are committed to the successful achievement of our organizational goals. We exist to serve, and we serve with pride.

## 9ER's Watchwords

### WE SERVE THOSE WHO SERVE

“We Serve Those Who Serve” is a reminder that we are volunteers who support a military service. We must always show respect for that Service in our appearance and in our actions which always reflect back on that the Coast Guard and its Auxiliary.

When we serve in positions of leadership we must not forget that our principal function is to serve those members who are carrying out our missions.

This is a summary of Servant Leadership and an extension to the Auxiliary of Commandant Zukunft's words “I serve those who serve” spoken at Grand Haven, Michigan on 5 August 2017.



## **Goals**

The DCO's goals for 2019/20 are listed below and are taken from the SWOT analysis that was completed last year and matched with the NACO's Strategic Plan. I have pared the list down to what we believe we can accomplish in 2019 and we believe that 9ER would greatly benefit from improvements in the following areas.

### **9ER's Strategic Imperatives Matched with the National Strategic Plan**

#### *1. National Strategic Plan - Service to Nation*

- ❖ Strengthen presence in all types of Safe Boating Education.
- ❖ Expand efforts in Paddle Craft Water Safety.
- ❖ Meet Human Capital needs of the Coast Guard and its Auxiliary.

#### *9ER Tactical Issues and Objectives*

In 9ER we will strengthen our boating education program through encouraging course offerings beyond the basic ABS courses. We will target courses such as *Suddenly in Command, Weekend*



*Navigator, Navigating with GPS, Boating Skills and Seamanship and Sailing Skills and Seamanship* at more focused audiences such as yacht clubs and marinas where we already have a member presence. We will feature the Public Education courses at DTRAINS.

We have already established a committee of three (the OTO, DCAPT for Prevention, and a very knowledgeable paddle crafter) to lead 9ER in bringing together all the handouts, setting up Train the Trainer classes for paddle craft instructors, finding the best places to provide information to paddlers, creating Public Education bullet points and supplying VEs and OPs personnel with the best information on paddling available. The group developed a timeline and has already moved to the implementation stage. To most effectively reach the paddlecraft community we should develop strategic partnerships with groups such as the American Canoe Association and do joint educational offerings taking our content from our personal watercraft course and the *Paddlers Guide to Safety*.

We should direct our Dockside Advisors to visit paddlecraft launching sites to foster positive interactions with that community with a secondary goal of recruitment into the Auxiliary.

Continue to stress the use of platforms such as KOBO-TOOLBOX to capture and quantify our activities in addition to our standard AUXDATA entries.

We will continue to meet the human capital needs of the Coast Guard and its Auxiliary by recruiting a younger and more diverse members.

Programs such as Paddlecraft, Dockside Advising and AUP give us a new exposure to such groups. We also need to leverage our

membership in yacht clubs and marinas to be more visible at their events where we can interact with potential new members from the more traditional sailing and powerboat communities.

Reaching out to CG Recruiters by providing Auxiliary targeted recruiting materials will produce leads, at the same time we can supplement active duty recruiting efforts.

We will expand our use of a more focused gap-analysis to identify CG unit needs and recruit auxiliaries specifically to fill these needs. We have successfully done this in CS/FS by contacting Unit CSs, recruiting locally, doing joint AD/AUX training at the requesting station. We will also do focused recruiting/training for watchstanding at our small boat stations.

## *2. National Strategic Plan-Duty to People*

We will strive to simplify administrative procedures to meet overall Coast Guard service and member needs.

The current practice of monthly and quarterly reports throughout the organization is frequently criticized as burdensome.

Our plan will be to reduce monthly reports to the minimum AUXMAN requirements of an OPS normal report and then require a quarterly report that specifically addresses the goals of the National Strategic Plan and the District Operations Plan. This model will be used for staff as well as elected officers throughout Nine Eastern.

We see enhanced communication all the way down the District to the individual member as critical to maintain our level of energy and focus on our goals. We encourage the use of Everbridge at the Division level on a regular basis to maintain the skills necessary for its emergency use. All Divisions will be charged with checking

their member rosters against the Everbridge message lists so that we can delete retired, resigned and deceased members.

DCO, DCOS and DCAPTs will increase their visibility at the Division level by more frequent visits and participation in Marine and public affairs events.

Members deserved to be recognized for their hours of service. Our DCOS and the awards committee will work to ensure that they will more actively solicit award submissions. In addition, ribbons for AUXOP, member service and sustained auxiliary service awards will be kept up to date.

### *3. National Strategic Plan - Commitment to Excellence*

9ER will continue to develop leadership skills beginning at the flotilla level. Both annual DTRAINS will feature either AUXLAMs, a flotilla leadership academy or the equivalent to ensure that we have highly skilled and motivated candidates to advance up the Chain of Leadership.

Our successful AUP program sited in the eastern end of the District provides us with the skill set and human resources to duplicate the program in other Divisions in 2019.

We will continue to grow and expand our targeted augmentation program at Coast Guard units utilizing our successful gap analysis.

We have seen success in the food service area and see opportunities with watchstanding and the interpreter corps program.

The work done this year by the DCOS has clarified the appropriate route through the Auxiliary Association to allow unsolicited donations from the public and to permit members themselves to donate.

We will expand the Dockside Advising program throughout all Divisions in the District.

We will do targeted recruiting to support stations such as Erie, Pa. that do not currently have a significant Auxiliary presence.

The institutions of “station small” has created an opportunity for Auxiliarists to function as caretakers and guardians of these Coast Guard properties when they are not staffed by Active Duty personnel.

The Auxiliary has been asked by the Sector Commander to help with station and grounds maintenance using the Skills Bank and our local knowledge base. We will develop a uniform SOP for this program throughout the District We will strive to meet these needs on a unit by unit basis.

Based upon the recent MOU signed between the Auxiliary and Sea Scouts (BSA) and the recent SOP document, our District program began with three of our Divisions working with three Sea Scout Ships. After our Spring DTRAIN, which highlighted our efforts and featured four key Sea Scout leaders who provided day long training, we have now expanded this to working with six ships and are in early discussions about sponsoring a new Ship.

We are looking to expand our radio communications capability on the Erie Canal, finger lakes and Oneida lake to include three operational radio stations.

## ASSETS

Active Members	775
Vessel Examiners	198
Marine Dealer Visitors	079
Instructors	156
Boat Crew	080
PWO	008
Coxswain	051
QE	012
Air Observers	006
Aircrew	006
Co-Pilots	001
First Pilots	003
Aircraft Commanders	009
Active Surface Facilities	075
Active Air Facilities	011
Active Radio Facilities	007



## BUSINESS PLAN

## BUSINESS PLAN

The elements of our business plan enable us to more effectively execute the 9ER Operational Plan.

Per our 2017 SWOT analysis our most important strengths are:

- Dedicated and experienced leadership group
- Overall strong working relationship with all of our Active Duty units
- An adequate number of well trained and knowledgeable members
- Strong Vessel Examiner and innovative Dockside Advising programs
- Well regarded Public Education courses
- Flexibility to work with marinas, yacht clubs and paddle sports groups
- Adequate number of air and surface facilities at this time

Also, per that SWOT analysis the significant challenges that we face now and in the future are:

- Aging membership
- Increasing number of training, documentation and administrative requirements
- Leadership development and current depth of leadership.
- Inability to meet Coast Guard needs from its Auxiliary, volunteer work-force
- Lack of social media expertise

To achieve our goals which derive from the District Strategic Plan will require a review of our current resources.

## PERSONNEL

Our most valuable asset is our people. Our current active membership is 775 which has stabilized after the declines which most Districts suffered. We are now beginning to see membership growth. As indicated earlier we foster growth in our members who are encouraged to select one or more “career paths” in the Auxiliary. All are encouraged to participate in our flotilla leadership program or AUXLAMs. All flotillas are encouraged to use the sections from the BQ2 course as member training topics. We are identifying potential members from our new programmatic activities such as Dockside Advising and paddlesports.

In addition, our two annual DTRAINS which are attended by approximately 25% of the District membership offer one or two C schools and up to 10 other classes thus making it the Districts premier training event.

Air Pilots	13
Aircrew	12
Coxswain	51
Boat Crew	80
PWO	08



## MARKETING PLAN

We will focus on adding exit interviews and questionnaires in all areas where we contact the public to ensure continuous “product” improvement. We will also query our active duty units through the Gap Analysis and other tools to ensure that we meet/exceed their expectations.

## PRODUCTS AND SERVICES

Although Job Number One remains recreational boating safety, the Auxiliary under Public Law is legally authorized to participate in all non-military and non-law enforcement missions that the Commandant directs. The Auxiliary must have the flexibility to create new programs such as clergy support, translator corps, health care support, AUXBUILD, etc. as the need arises. We remain a highly skilled and vetted workforce that the Coast Guard can always call upon.

## CUSTOMERS

Our motto “We Serve Those Who Serve” clearly states that we as leaders of the Auxiliary support the Coast Guard in all of our authorized missions. We also serve our members as they strive to serve Coast Guard and Country. We serve our maritime partners such as local government marine agencies and recreational boating groups both public and private.

## MANAGEMENT AND ORGANIZATION

The District holds four Board and EXCOM meetings annually, two of which occur at the Fall and Spring DTRAINS. In addition, the Board meets by GoToMeeting monthly and the DCO/DCOS have scheduled weekly SKYPE meetings and additional ad hoc meetings throughout the week.

The DCAPTS have District staff direct reports grouped under Prevention, Response and Logistics. They also have a geographic responsibility for the Divisions. They report to the DCO through the DCOS. DCDRS report directly to the DCO. In addition, the DCOS chairs the Awards Committee.

Ad hoc committees have been formed to facilitate new program development. These include Paddlecraft and Dockside Advising. Also, a GAP Analysis Group reaches out to Stations OICs and Unit Commanding Officers to assure that we meet/exceed their expectations for Auxiliary support.

We have identified Public Affairs as the “Point of the Spear” meaning the initial point of contact for the general public. We intend to offer PA C Schools regularly at DTRAIN with the goal of formally trained PA officers in each Division and Flotilla. We see this as a primary tool to enhance our diversity and recruit a younger and more focused work force as well as to increase the visibility of the Auxiliary with the boating and general public.

## FINANCES

The District has been financially stable with a slowly growing balance sheet, through prudent management and donations from our own members. Current cash reserves are approximately \$120,000 with an annual budget of \$60,000. We have begun transitioning a portion of our long-term assets into CD’s which pay a higher rate of interest.

Our finances have allowed us to invite outside instructors and representatives of our partners and customers. No dues increase is anticipated.



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## NINE EASTERN REPORTING STRUCTURE

DCO	DCOS	DCAPT Response	DCAPT Prevention	DCAPT Logistics
DCDRs	DCAPT's	Aviation (AV)	Program Visitor (PV)	Communication Services (CS)
Aux. Sector Coord. (ASC)	All Staff Officers	Communications (CM)	Public Affairs (PA)	Food Service (FS)
Diversity (DV)	Awards Committee	Incident Management (IM)	Public Education (PE)	Human Resources (HR)
Finance (FN)		Marine Safety (MS)	Vessel Examiner (VE)	ID Team (ID)
Legal (LP)		Navigation Services (NS)	Coastie Coordination	Information Systems (IS)
District Flight Safety Officer		Operations (OP)		Materials (MA)
Chief Qualification Examiner		Uninspected Psngr. Vessel (UPV)		Member Training (MT)
Aide				Publications (PB)
EASTWIND				

