

OPERATIONAL PLAN 2023 – 2024

Ninth District Eastern Region



*RICHARD C. EVANS
RESPECT, COMMUNICATE, ENGAGE
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Introduction -

It is an honor to propose this 2023-2024 Operational Plan. Members of the Coast Guard District 9ER Auxiliary have demonstrated resilience and capacity to adapt to the demands of a rapidly changing (including pandemic) environment. We find ourselves at a crossroads in determining just how effectively and extensively we can support USCG Missions in a very “cautious” COVID workplace. Capitalizing upon the strengths and talents of our current membership is a necessary focus for our efforts toward success. Our energy should focus upon training, strengthening membership numbers and the services that comprise the data of our accomplishments. Strategies for communication, engagement and recruitment now rely heavily on the virtual environment we have come to use and work in since the onset of COVID 19.

The significance and value of Auxiliary support to recreational boating safety, search and rescue, marine safety, security and environmental protection, and collateral Coast Guard missions has never been greater. If elected, I will strive toward the goals and improvements contained in this plan.

This operational plan is aligned with National and District priorities for Auxiliary administration and program management. The duties, responsibilities and expectations for Auxiliarists provide support for our Active-Duty counterparts. These elements are evolving and building upon the experience and history of our predecessors. We will work to embrace new concepts and initiatives inclusive of building upon the Culture of Safety and the Women’s Leadership Initiative. The strong support Auxiliarists have demonstrated toward mission challenges and success is held in the highest regard by our Active-Duty Leadership. I look forward to our continued, unified efforts to nurture D9ER to prosper through service.

National Commodore's Watchwords:

Ready

The Auxiliary stands always ready to answer the Coast Guard's call to service. We train to the same standards as Active Duty in all areas, from on the water operations to Security fundamentals, Civil Rights Awareness and Workforce Resilience. Once qualified, the Coast Guard knows we have the knowledge and capabilities required to respond to Active Duty requests, be it surge, backfill or normal operations.

Resourceful

The Auxiliary is able to find and use varied ways to achieve its goals in service to the Coast Guard. It is not only resourceful. It is "Resource Full." Auxiliary members have a lifetime of experience in nearly every profession and walk of life and are able to employ those skills and talents to respond to calls to duty.

Resilient

Resilience is to be evident in our Devotion to Duty. We are Auxiliarists because we choose to volunteer to serve the Coast Guard, our Country and our Community. We remain steadfast in our commitment to serving the "common good". Regardless of the challenge, the Auxiliary will persevere and move forward.

National Commodore's Vision and Mission Statement

Vision

The United States Coast Guard Auxiliary – the best trained, most valued maritime volunteer organization in the world – highly effective during normal operations and ready for emergencies.

Mission

- To promote and improve recreational boating safety.
- To provide a diverse array of specialized skills, trained crews and capable facilities to augment the Coast Guard and enhance safety and security of ports, waterways, coastal regions; and,
- To support Coast Guard operational, administrative, and logistical requirements.



D9ER Vision and Mission Statements

Vision

The Ninth District, Eastern Region of United States Coast Guard Auxiliary will support the National Commodore's vision of being the best trained most valued maritime volunteer organization in the world, highly effective during normal operations and ready for emergencies.

MISSION –

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

- promote and improve Recreational Boating Safety.
- nurture and support development of 9ER leadership
- provide trained crews and facilities to augment the Coast Guard and enhance safety and security of our ports, waterways, and coastal regions.
- support Coast Guard operational, administrative, and logistical requirements.
- focus on selective recruiting to increase the functionality and membership of D9ER
- continue a stable financial condition of D9ER

COAST GUARD CORE VALUES.....

Honor: - *Embodies a way of life, an approach in dealing with others and ourselves.* 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 treat each other with fairness, dignity, respect and compassion.* 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: - *Our dedication and diligence to accomplish a goal or mission. We exist to serve; we serve with pride.* 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.....

RESPECT - All Auxiliarists must recognize and nurture the diversity, unique abilities, qualities and achievements of one another as well as those potential members who can bring positive outcomes to our efforts and missions. Listening is a fundamental skill be perpetually cultivated. Respect is our foundation for fellowship and the bonds necessary to work in concert and harmony.

COMMUNICATE - Auxiliarists must scrutinize all nuances of communication internal and external, including but not limited to, appearance, personal and public conduct, and personal expression, especially in the virtual environment. Teams cannot collaborate or share values with dignity and compassion unless standards are clearly evident. Purposeful behaviors demonstrated in the most positive light possible, are an on-going challenge.

ENGAGE - Actively serving as an Auxiliarist means participating, serving a meaningful purpose. Safety, image and recruitment as guiding principles to work toward, serve to unite Auxiliarists. Defining purpose, building relationships, inspiring others, sharing values and facilitating the work of others are responsibilities shared by all. Training, teaching, mentoring and teamwork draw us together. The best reward for Auxiliarists is to make better Auxiliarists.



TIMELINE/GOALS

If elected as District Commodore, goals for 2023 – 2024, are developed from SWOT Analyses conducted during my term as DCOS 2020-2022. Loss of activity, service hours and membership have held the Auxiliary in a prolonged period of diminished activity. The following goals are intended to address needs essential in revitalization of D9ER for the sake of recruitment and reactivation.

9ER's Strategic Goals Matched with the National Strategic Plan

1. Revitalize relationships with the Active Duty at USCG Sector Buffalo and D9ER Stations so they know who we are and allow us to know them.
2. Strengthen our image and presence in all types of Safe Boating Education, including:
 - Expanding efforts in paddle craft water safety
 - Extending our range of influence through crafted use of virtual presentation
 - Strengthen our public image through our presence in recreational and boating communities
3. There is an on-going need to improve communication up and down the Chain of Leadership. Communication to and among members needs to be direct. **Reporting activities as progress of program should be the standard upheld by all, as well as communicated to members for review and discussion.**

4. Aging membership – Seeking to engage diverse and younger individuals to bring personal satisfaction and rewarding experiences to the organization.
5. Public image needs to be strengthened through public education, Dockside Advising, Vessel Safety Exams, Auxiliary Patrols (on-the-water presence) and interaction with the public promoting recreational boating safety.
6. Continue development of new financial resources to reduce reliance on Coast Guard resources.

ACKNOWLEDGING THE NEEDS

These issues are not new or unique to D9ER. The changes sought can provide momentum to revitalize Auxiliarists through use of best practices and making genuine use of their talents to support the Active Duty through RBS, along with logistical as well as operational support. Leadership training for all membership, is one of the greatest opportunities Auxiliarists have to develop the line of succession as well as support motivation to move the USCG Auxiliary ahead.

The following responses suggest vectors for identifying and fulfilling our responsibilities:



Revitalize Communication with the Active Duty

Goal –

- Revitalize communication and involvement with the Active Duty.

Action(s)

- DCO and DCOS to regularly meet with Active Duty Leadership at District and Sector Levels to clarify, define and articulate the needs of the USCG. Through established channels such as ALC and AUCs, Auxiliarists will be informed and supported.
- Actively utilize gap analysis results as starting points to develop strategies to fill in the gaps between services provided by the Auxiliary and services requested by Sector/Active-Duty Leadership.
- Reporting to be communicated to membership to partner with and strengthen our image in the eyes of our active-duty counterparts. Work and report to substantiate the credibility of our talents and efforts.

All Auxiliary Members

Strengthen our Presence in Education for the Public

Goals-

- Train and achieve in the methods of educational communication to best serve Auxiliary membership and the public.

Actions-

- Actively work with Paddle Craft coordinators and trainers to advance Auxiliary involvement in the Paddle Craft community.
- Disseminate the best and newest practices for Public Education Courses.
- Mentor and involve instructors for success in face to face and virtual environments.

DCO, DCOS, DCAPTs, DCDRs

Effective, On-going Communication

Goal-

- Improve Communication (including reporting) up and down the COLM, Chain Of Leadership and Management.

Actions-

- Continue the training of membership at Dtrain conferences in leadership skills. Ex. Flotilla Leadership Course, AUXLAMs etc.
- Find and or achieve new methods of communication for Auxiliarists to utilize.
- Continue to cut back on the duplication of messages. Ex. use of “reply all”.
- Seek a means to allow direct communication to every member of D9ER.
- The use of AUXDATA II is a forum for reporting and communication to be extensively nurtured and developed.
- Use of virtual meeting software; ex. Zoom, GTM, Teams, etc. have increased attendance and participation as well as diminished unnecessary travel. Continue working to perpetuate the benefits of virtual fellowship.

All Auxiliary Members

Aging Membership

Goal –

- Counter the impact of aging and diminishing membership. Stimulate the entrance of younger members into the Auxiliary with needed skills and the desire to serve.

Actions –

- Flotilla Commanders having success in recruiting should be asked to share strategies and experience.
- Communicate the successes and strategies of the national recruitment (Active Duty included).
- Identify and promote the factors that draw new Auxiliarists.
- Task DSO's to reach out to those who can specialize – Each one, Reach one, Teach one.

All Auxiliary Members

Public Image

Goal –

- Improve Public Awareness and Image of the Auxiliary – who and what we are.

Actions –

- Develop and consistently demonstrate strategies to communicate what the Auxiliary is and what it can provide the boating public.
- Develop vignettes of information to be used by any Auxiliary member or group to raise public awareness.
- Support efforts in specific areas such as operations, Paddle Craft, Public Education, PA, VEs, PVs and Recruiting.

Revenues

DCO, DCOS, DCAPTs, DSO-FN, DSO-LP, National Resources

Goal –

- Development of New Sources of Revenue.

Action-

- Develop and communicate to membership an outline of sanctioned activities and expenditures.
- Ensure every member understands financial limitations.
- Identify and list the acceptable fundraising activities for Auxiliaries.

CONCLUSION.....

EXECUTIVE SUMMARY

We will work to bring this vision into harmony and synchronize with the National Strategic Plan. 9ER's Strategic Themes should remain at the forefront of our efforts:

1. Respect for self and country, through service to others is a common starting point.
2. Cultivate leaders and an understanding of leadership that includes the considerations for diversity and the willingness to serve.
3. Meeting behaviors will continue to reflect honor, respect and devotion to duty.

4. Today's members (and potential members) need to find a niche that includes quick reward while keeping an eye to the future.
5. Strengthen ties to Sector through communication and service.
6. Identify expectations for motivation and reward along the age continuum of Auxiliary membership.
7. Engagement (with clear purpose) with others creates momentum for Auxiliary success.
8. Build bridges of communication to the public.
9. Serve a concerned and enlightened citizenry. All of us teach in one way or another.
10. Identify the priorities and interests of the public and our Active-Duty partners.
11. Deliver the RBS message to the public through PA events and activities.
12. Strive for high standards of academic, personal and professional conduct as part of the USCG Heritage and on-going Auxiliary life.

The themes listed above set high standards for Auxiliarists to strive for. Summary items 1-12 remain priorities requiring our perseverance to remain vital in times of pandemic, or other, unforeseen restriction. The themes listed above are an interactive matrix that relies on the unique personal skills of each individual. Creating momentum through active engagement begins as we each recognize and utilize our unique abilities to offer acceptable rewards to today's volunteers who

seek quicker gratification and immediate solutions. This is a paradigm contrasting with that of many senior Auxiliarists.

Recreational Boating Safety, RBS, remains job one. Interacting with the public, either face to face or virtually, is essential to future success. Participation in operations, education, and on-going teamwork, are three areas we excel in. We need to survey Flotilla Commanders and units that are having success in recruiting new members. We will strive for achieving greater success in securing new members. We must nurture our Auxiliary culture through our servant leaders who understand that to aspire to leadership positions is a crucial and formative role, not just seeking positions to be filled.

We need to track our rosters of membership, communicate frequently and effectively with all members as well as perpetuate an open and inter-active forum for membership. Sea Scouts, Paddle Craft programs and public education are opportunities we have at this time.

Succession planning and the responsibilities of leadership require discussion and attention at all levels of our Auxiliary. It is an honor to serve as part of the energy, knowledge and experience of the USCG Auxiliary. I wish each and every member of the Auxiliary “[Fair Winds and Following Seas](#)” as we pursue our work in ongoing U.S.C.G. support and dedicated mission focuses of support.