



**United States Coast Guard Auxiliary  
Fifth District Southern Region  
Operational Plan  
2023 – 2024**



May 1, 2022

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## **Foreword**

From the District Commodore:

I am pleased to present the 2023 – 2024 Coast Guard Fifth District Southern Region Operational Plan. The Auxiliary has consistently proven its organizational resiliency and demonstrable capacity to handle significant challenges. It has considerably diversified its support to Coast Guard missions, units, and personnel and has greatly helped the Coast Guard address mounting strategic concerns such as marine safety and security, environmental protection, and cyber security across the maritime transportation system.

The U.S. Coast Guard's respect and appreciation for our Auxiliary shipmates are buttressed by the U.S. Coast Guard Auxiliary Policy Statement. It provides the foundation of recognition and support for the tremendous service, sacrifice, and commitment that Auxiliarists readily provide the Coast Guard every day. The significance and value of Auxiliary support to recreational boating safety, search and rescue, marine safety, security, and environmental protection, maritime domain awareness, waterways and coastal security, and many other Coast Guard missions have never been greater and remain essential to our Nation's maritime homeland security.

This Operational Plan charts the course for the Fifth District Southern Region Auxiliary administration and program management. It outlines the duties, responsibilities, and expectations of Auxiliarists as they deliver vital services and assist the Coast Guard in shaping, preparing, and applying its mission capabilities to the 21st century mission challenges. I continue to wish you all the best as you carry out your duties and responsibilities in support of the Coast Guard and the Nation. Your unparalleled support and dedicated mission focus are profoundly appreciated.

Semper Paratus!

John C. Krogmann  
District Commodore  
Fifth District Southern Region  
U.S. Coast Guard Auxiliary

## **EXECUTIVE SUMMARY**

Now in its 83<sup>rd</sup> year of operations, the U.S. Coast Guard Auxiliary, the 22,800-strong uniformed volunteer component of the U.S. Coast Guard, embraces its mission and vision to have its people be the best-trained, most valued maritime volunteer organization in the world. The Auxiliary will continue to execute its responsibilities effectively and efficiently in support of operational goals and missions, during both normal operations and surge demands. It will continue to attract, develop, and retain a diverse and inclusive force, providing relevant and rewarding opportunities to its members.

Answering the call to duty in performance of its missions, the Auxiliary incorporates the guiding principles of the Commandant's Direction: Ready, Relevant, and Responsive.

This Operational Plan identifies the key challenges and opportunities the Fifth District Southern Region Auxiliary faces, as well as the objectives established to meet those challenges and take advantage of those opportunities presented.

To be Ready, the Fifth District Southern Region Auxiliary will leverage technology and administration, allowing members to focus on missions and training. The Fifth District Southern Region Auxiliary will provide tools for Flotillas to use that enhance recruiting and retention at the deckplate level to meet Coast Guard needs, and it will define specific steps that support members, units, and the Coast Guard. The Fifth District Southern Region Auxiliary will provide leadership training and nurture its culture via servant leaders.

To be Relevant, the Fifth District Southern Region Auxiliary will stress outreach. It will enhance prevention efforts in water safety, particularly for paddlecraft and education to the recreational boating public—in concurrence with the Strategic Plan of the National Recreational Boating Safety Program. To provide excellence in mission support to the Coast Guard, the Auxiliary will align its Interpreter Corps capabilities with Coast Guard requirements. To provide the Auxiliary and Coast Guard with young, talented, educated, diverse and well-trained leaders, the Fifth District Southern Region Auxiliary will continue to promote the Auxiliary University Program.

To be Responsive, the Fifth District Southern Region Auxiliary will strengthen its relevance to local Coast Guard units and will establish new mission capacity in support of multiple Coast Guard initiatives, including incident management capabilities. By doing this, the Auxiliary will continue to provide a capable, well-trained, and mission ready workforce.

As the Fifth District Southern Region Auxiliary implements this Operational Plan, it will remain steadfast and committed to the watchwords "NO EXCUSES."



THE COMMANDANT OF THE UNITED STATES COAST GUARD  
Washington, DC 20593

## AUXILIARY POLICY STATEMENT

The Coast Guard Auxiliary is the uniformed volunteer component of our Service. Guided by our Core Values of *Honor, Respect and Devotion to Duty*, Auxiliary contributions are paramount to excellence in mission execution and in facing our Nation's current and future challenges. The Coast Guard Auxiliary is an indispensable part of the Coast Guard Team.

Established by Congress on June 23, 1939 as the "Volunteer Reserve", the Auxiliary conducted many of the Coast Guard's domestic missions while the Active Duty and Reserve components were forward deployed during World War II. The Auxiliary has continued its great service to our Nation ever since.

The spirit of volunteerism and patriotism that called the first Auxiliarist to duty continues today in the more than 24,000 professional men and women who faithfully execute assigned Auxiliary missions across our Nation, its territories, and in foreign countries where U.S. engagement is enhanced by Auxiliary services. Upon enrollment, Auxiliarists pledge to support the Coast Guard Auxiliary and to faithfully execute assigned duties, and to abide by the governing policies established by the Commandant. Auxiliarists are a crucial force multiplier for sustained Coast Guard mission excellence.

Auxiliarists enthusiastically provide experience, talent, and facilities for a wide range of activities including: Maritime Safety Outreach, Search and Rescue, Safety and Security Patrols, Disaster Response, Pollution Response and Recruiting. These activities enable the Coast Guard to successfully execute all of its missions, and they do it as volunteers!

The Auxiliary missions are:

- 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 our ports, waterways and coastal regions;
- To support Coast Guard operational, administrative, and logistical requirements.

I charge all Commanders, Commanding Officers and Officers in Charge to continually strive to include the Auxiliary in both mission execution and mission support so that we can maximize sustained excellence across all mission areas.

A handwritten signature in black ink, reading "Karl L. Schultz". The signature is fluid and cursive, with a prominent flourish at the end.

KARL L. SCHULTZ  
Admiral, U.S. Coast Guard

## **MISSION STATEMENT, VISION STATEMENT, HISTORY AND OVERVIEW**

### ***Mission Statement***

While utilizing the diverse and unique skills of its Members, the mission of the United States Coast Guard Auxiliary Fifth District Southern Region is to promote and further recreational boating safety, and to assist the United States Coast Guard, as called upon, in the administration of the logistical and operational endeavors that it undertakes.

### ***Vision Statement***

Fifth District Southern Region is comprised of dedicated individuals who offer their time and talents, in support of the United States Coast Guard and in the furtherance of improved recreational boating safety.

### ***Fifth District Southern Region Auxiliary History & Overview***

Established by Congress in 1939 under title 14, chapter 23 of the U.S. Code, the U.S. Coast Guard Auxiliary is Semper Paratus (Always Ready).

When the Coast Guard "Reserve" was authorized by act of Congress on June 23, 1939, the Coast Guard was given a legislative mandate to use civilians to promote safety on and over the high seas and our Nation's navigable waters.

Two years later on February 19, 1941, Congress amended the 1939 act with the passage of the Auxiliary and Reserve Act of 1941. This Act designated the Reserve as a military branch of the active service while the civilian section, formerly referred to as the Coast Guard Reserve, became the Auxiliary under title 14, chapter 23 of the United States Code.

Today, Auxiliarists are authorized to perform operational, recreational boating safety, member service, information technology, and other missions and programs authorized by the Commandant.

The Fifth District Southern Region Auxiliary has a presence in the states of Virginia, Maryland, North Carolina, and the District of Columbia.

Under the direct authority of the U.S. Department of Homeland Security, through and by the direction of the Commandant of the U.S. Coast Guard, the Auxiliary's operating levels are in four organizational levels: National, District, Division, and Flotilla.

- National – Comprised of the National Board and the National Executive Committee, the National-level organization of the Auxiliary is responsible for the administration and development of the governing policies established by the Commandant of the Coast Guard. Day-to-day, it manages the missions, programs, and policies.
- District - The District provides administrative and supervisory support to Divisions and promotes District and National policy. (Auxiliary districts parallel Coast Guard districts and may be further sub-divided into regions within the district.)
- Division - Flotillas in the same general geographic area are grouped into Divisions. The Division provides administrative, training, and supervisory support to Flotillas and promotes District and National policy.
- Flotilla - The Flotilla is the basic organizational unit of the Auxiliary. It is comprised of at least ten qualified members, who perform the day-to-day activities of the unit. Members and facilities are based in Flotillas; every Auxiliary member belongs to a Flotilla.

**FIFTH DISTRICT SOUTHERN REGION 2022**  
**Strengths, Weaknesses, Opportunities & Threats**  
**SWOT Survey – Top 3 Results**

***STRENGTHS***

1. The diverse and talented Members of our District are enthusiastic and dedicated individuals who strive to answer when called upon by the United States Coast Guard and who continually go above and beyond in answering the call.
2. Our Members have a healthy and engaging relationship with the Active Duty and their trust in our District readily apparent.
3. Our Members are constantly seeking out and pursuing new and additional ways of improving their talents so as to benefit and appropriately further the work of the United States Coast Guard.

***WEAKNESSES***

1. The failure of a few individuals within our Membership to follow through in their duties results in a poor reflection of our District as a whole.
2. The reluctance of certain Members to fully return to “business as usual” as a result of the COVID-19 pandemic.
3. The quality of work is, at times negatively impacted due to the failure of individuals to properly adhere to the Chain of Leadership/ Management.

***OPPORTUNITIES***

1. There has been an increased need of the United States Coast Guard for competent and qualified Membership to step in and assist in the operation and management of numerous missions.
2. The potential to return to “business as usual” is now at hand.
3. There exists a vast array of social media outlets which assist in the furtherance of our Mission.



## ***THREATS***

1. The shift in our culture that has led to our society being less inclined towards volunteerism, and the potential affects on our Membership.
2. The challenges associated with efforts to stay abreast of the rapidly changing technology.
3. The effects of the aging of our Membership and the continual need to pivot and make accommodations associated therewith.

## **COAST GUARD 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. We work as a team.

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

## **DISTRICT COMMODORE'S WATCHWORDS**

### **"NO EXCUSES"**

We, as Members, have been provided with the necessary resources to get the job done. There is no acceptable reason for our failure to respond when called upon to assist in the furtherance of the missions of the United States Coast Guard.

## **GUIDING PRINCIPLES AND PRIORITIES**

### ***READY***

-We as Members stand ready to assist due to our continued efforts to stay current in our training, education and qualification.

-As a District, we will provide each Flotilla with the necessary resources to undertake any given mission.

-We will instill within our Membership the necessary framework to ensure excellence in the administration and operations of tasks presented.

### ***RELEVANT***

-We will be properly trained so as to serve as a viable asset.

-Having been properly and thoroughly trained, our Members will be fully accessible to the United States Coast Guard in the undertaking and furtherance of its work.

-We will seek out opportunities to be useful and available, whether it be serving in the Paddle Craft/ Water Safety Program, the Culinary Assistance Program or the Sea Scout Program.

***RESPONSIVE***

-Frequent and regular meetings with the Active Duty will be held in an effort to maintain a District presence and to keep open the lines of communication.

-All necessary educational information will be provided to our Members so that they may serve as a resource to the boating community.

-We will ensure that all Vessel Examiners and Program Visitors will possess the necessary materials to fully and appropriately undertake their duties.

## **OVERSIGHT AND IMPLEMENTATION**

- Collaborate when a task is to be accomplished – build a team, incorporate fellowship.
- Align the task with regulation, policy, Auxiliary leadership, District, or local Coast Guard commands.
- Engage partners, public, other Auxiliary units, and all stakeholders as necessary to get the aligned task accomplished.
- The Chief of Staff of the Fifth District Southern Region will be responsible for the coordination and oversight of Operational Plan and will appropriately report to the District Commodore.

## **SUPPORT FOR THE FIFTH DISTRICT STRATEGIC PRIORITIES**

The Fifth Coast Guard District Commander created six strategic priorities that align with the Coast Guards' Strategic Priorities: Maximize readiness today and tomorrow, Address the nation's complex maritime challenges, and Deliver mission excellence everywhere. The Fifth District Strategic Priorities include:

- Optimize a highly skilled and resilient total workforce.
- Strengthen and advance resilient capabilities
- Bolster and expand key relationships.
- Maximize mission effectiveness and resource stewardship.
- Safeguard and cultivate a rapidly growing Maritime Transportation System (MTS).
- Encourage on-scene initiative and continuous improvement.

We will strive to uphold and further these six strategic priorities by fully taking advantage of all the educational and training opportunities that have been presented to our District. Through the National Staff and the Coast Guard, we have the necessary resources available to us and we will pursue them to the fullest.

Our District has long taken to heart these six principles and has worked as a team to further each and every one. Coast Guard Support Missions are at an all-time high. We will not let up. Our District has a great team in place, from Radio Watch Standing at a Coast Guard station to being in the Sector Command Center, we are working together with the shared goal of putting into everyday practice these six guiding principles. Working as a team, we will continue to get it done—no excuses!

## **LEADERSHIP GOALS FOR 2023**

Throughout the year 2023, we will strive to:

1. Always listen to every point of view.
2. Approach a situation with an open mind.
3. Focus on ways we can excel.
4. Make “our presence” irreplaceable.
5. Exceed prior numbers for all Missions in our District.
6. Take all actions to enhance/ further the reputation of the U.S. Coast Guard.
7. Make “NO EXCUSES”!

## **EXECUTIVE COMMITTEE (EXCOM)**

The District Executive Committee (EXCOM), comprised of the District Commodore, the District Chief of Staff, the District Captains from Sector Maryland-National Capital Region, Sector North Carolina and Sector Virginia, the Immediate Past District Commodore and the Director of Auxiliary, is, per the Auxiliary Manual, “. . . charged with managing Coast Guard Auxiliary day-to-day operations and meeting according to district standing rules.” EXCOM meetings are held monthly on a schedule established by the District Commodore in consultation with other EXCOM members. In-person meetings are typically held during spring and fall District Training events, online during non-District Training event months and as deemed necessary and appropriate per the District’s Standing Rules.