



**United States Coast Guard Auxiliary
East District Southern Region
Operational Plan
2025 – 2026**



JANUARY 2025

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FOREWORD

From the 44th District Commodore:

I am pleased to present the 2025-2026 Coast Guard Auxiliary East District Southern Region (EDSR) Operational Plan. Since its inception, the Auxiliary has consistently proven its organizational resiliency and demonstrable capacity to handle significant challenges. Over the last decade the Auxiliary has considerably diversified its support to U.S. Coast Guard missions, units, and personnel. It has greatly assisted the Coast Guard in addressing mounting strategic concerns such as marine safety and security, environmental protection, and cyber security across the maritime transportation system.

The Coast Guard's respect and appreciation for the Coast Guard Auxiliary is well stated within the Coast Guard Auxiliary Policy Statement. It recognizes the tremendous service, sacrifice, and commitment that Auxiliarists readily provide the Coast Guard every day. The significant and valuable support that Auxiliary members provide to recreational boating safety, search and rescue, marine safety, culinary assistance, clergy, environmental protection, maritime domain awareness, waterways, coastal security, and many other Coast Guard missions have never been greater and remain essential to our Nation's maritime homeland security. The Auxiliary impact on non-traditional and diversified missions continues to evolve, the total results are yet unseen.

This Operational Plan charts the course for the East District Southern Region Auxiliary administration and program management during 2025 and 2026. It outlines the duties, responsibilities, and expectations of Auxiliarists as they deliver vital services and assistance to the Coast Guard in shaping, preparing, and applying its mission capabilities to the ever evolving 21st century mission expectations and yet unknown challenges. To boldly move into the future.

I am confident that the 2,100+ members of the Fabulous East Southern will demonstrate their organizational resiliency and capacity to handle the challenges that come our way as the Coast Guard Auxiliary evolves to meet the future needs of the Coast Guard and recreational boating public. Our members inspire and motivate daily to meet the challenges and missions while demonstrating the Coast Guard Core Values of **HONOR, RESPECT, and DEVOTION TO DUTY**.

I offer to each East District Southern Region member my sincere and heartfelt thanks for your continued dedication and participation. I wish you all the best as you carry out your duties and responsibilities in support of the Coast Guard and the Nation. Remember that safety in all missions is paramount. Your unparalleled support and dedicated mission focus are profoundly appreciated.

Very Respectfully,

Jim Thomas

James E. Thomas II
District Commodore
East District Southern Region
U.S. Coast Guard Auxiliary

EXECUTIVE SUMMARY

The operational plan of East District Southern Region will align with and support the National Commodore's strategic plan.

Now in its 85th year of operations, the U.S. Coast Guard Auxiliary, the approximately 21,000 strong uniformed volunteer component of the U.S. Coast Guard, embraces its mission and vision to be the best-trained, most valued maritime volunteer lifesaving 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 well-trained membership, 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 East 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 East District Southern Region Auxiliary will leverage technology and administration, allowing members to focus on missions and training. Members will train not just till they get it right, but until they cannot do it wrong. The East District Southern Region Auxiliary will provide resources for Flotillas to use that enhance recruiting and retention to meet Coast Guard needs, and it will define specific steps that support members, units, and the Coast Guard. The East District Southern Region Auxiliary will provide leadership training and nurture its culture via servant leaders.

To be Relevant, the East District Southern Region 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 all mission capabilities with Coast Guard training requirements. To provide the Auxiliary and Coast Guard with young, talented, educated, and well-trained leaders, the East District Southern Region Auxiliary will continue to promote the Auxiliary University Program.

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

As the East District Southern Region Auxiliary implements this Operational Plan, it will remain steadfast and committed to the 2025-2026 watchwords **RESPECT, PROFESSIONALISM, PROFICIENCY, and UNITY**.



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 mission excellence and to 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 21,000 professionals 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, faithfully execute assigned duties, and abide by the governing policies established by the Commandant.

The Auxiliary is a significant force multiplier that provides the Coast Guard with vital flexibility to bridge gaps and perform missions in the dynamic global maritime environment. Auxiliarists enthusiastically provide experience, talent, and facilities for an ever-expanding range of activities, including: Maritime Safety Outreach, Search and Rescue, Safety and Security Awareness Patrols, Disaster Response, Pollution Response, Recruiting, Cyber Security Support, Culinary Assistance, Health Services, Legal Services, and Religious Ministries. 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 mission execution and support so that we can maximize sustained excellence across all mission areas.

A handwritten signature in blue ink, reading 'Linda L. Fagan'.

LINDA L. FAGAN
Admiral, U.S. Coast Guard

EDSR MISSION STATEMENT, VISION STATEMENT, HISTORY AND OVERVIEW

MISSION STATEMENT

East District Southern Region will provide a wide array of specialized skills, trained members, and capable facilities to augment the U.S. Coast Guard and enhance the safety and security of our ports, waterways, lakes, and coastal regions.

VISION STATEMENT

The East District Southern Region, members of the best trained, most valued maritime volunteer organization in the world. These volunteers are committed to improving recreational boating safety and augmenting the United States Coast Guard.

STRATEGIC PRIORITIES

- Optimize a highly skilled and resilient total workforce.
- Strengthen and advance training capabilities.
- Enhance direct support to Coast Guard capabilities.
- Bolster and expand key partner relationships.
- Maximize mission effectiveness and resource stewardship.
- Assist the Coast Guard with the rapidly growing Maritime Transportation System (MTS) as requested.
- Encourage on-scene support to the Coast Guard as requested.
- Create a district-wide culture of safety and continuous improvement.

GUIDING PRINCIPLES

- Service to the Coast Guard and the Nation
- Service to Community
- Duty to Members
- Commitment to Excellence

2025-2026 WATCHWORDS

- **Respect** – Central to the Coast Guard Core Values.
- **Professionalism** – The status, methods, character, or standards expected of a professional or a professional organization, such as integrity, reliability, discretion, evenhandedness, and fair play.
- **Proficiency** – Well advanced and current in any branch or skill; possessed of considerable acquirements, adept, with safety management a priority.
- **Unity** – Focus on what unites us, not what divides us.

COAST GUARD AUXILIARY HISTORY & OVERVIEW

Established by Congress in 1939 under title 14, chapter 23 of the U.S. Code, the United States Coast Guard Auxiliary is *Semper Paratus* (Always Ready). When the Coast Guard “Reserve” was authorized by an 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 the nation's navigable waters. Two years later on February 19, Congress amended the 1939 act with the passage of the Auxiliary and Reserve Act of 1941. Passage of 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 USC. When we entered World War II, 50,000 Auxiliary members joined the war effort as military teams. Many of their private vessels were placed into service in an effort to protect the U.S.

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 10 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.

COAST GUARD & AUXILIARY 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 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.

EAST DISTRICT SOUTHERN REGION HISTORY & OVERVIEW

East District Southern Region's area includes the states of North Carolina, Virginia, Maryland, and the District of Columbia.

Virginia =	39,594 sqm
North Carolina =	48,711 sqm
Maryland =	9,774 sqm
<u>Washington, DC =</u>	<u>68 sqm</u>
Total square miles =	98,147 sqm

Internal stakeholders within EDSR include Coast Guard Headquarters, Lant Area, East District, three Coast Guard Sectors, three Training Centers, two Base Commands, two Air Stations, four Aids to Navigation Teams, one Marine Safety Unit, sixteen Small Boat Stations, multiple Lant Area, East District, and Sector Cutters. External stakeholders within EDSR include Boating public, states and local communities, news media, marinas, commercial mariners, first responders, and other governmental agencies.



GUIDING PRINCIPLES AND PRIORITIES

To align with and build on the Commandant and National Commodore's guiding principles of Ready, Relevant, and Responsive, the East District Southern Region will adopt and prioritize as follows:

READY

- Provide tools for Flotillas to use in recruiting and retention programs. Provide support to the Flotillas by developing and distributing procedures and materials that enhance recruiting, retention, and unit management at the deck plate level.
- Utilizing Coast Guard and Coast Guard Auxiliary resources, identify and provide leadership development training to provide the Auxiliary with the best elected and appointed leaders possible. Policy and resources will emphasize leadership training that is as important as job qualification training.
- Within each sector and under the guidance of the respective District Captain, create a Flotilla Support Team to serve as a resource for underperforming flotillas
- Provide a district web platform experience to facilitate mission and people needs, improve the experience for members and leaders, maximizing efficiency and proficiency by automating processes, providing tools and access to information to allow focus on people and missions.
- Standardize, manage, and support Auxiliary financial policies, and reporting procedures. Define and implement sound financial processes and procedures district wide.
- Properly utilize the Coast Guard Auxiliary AUXDATA II database to meet mission and service needs. Maintain and track all Auxiliary units, members' facilities and mission activities to provide the Auxiliary and Coast Guard with the best management reports possible.

RELEVANT

- Meet Human Capital needs of the Coast Guard and the Auxiliary. Provide properly trained, qualified, and capable Auxiliary members to augment the Coast Guard's mission, service, and people needs.

- Utilizing the variety of resources available via the Auxiliary's Recreational Boating Safety Outreach and Public Education directorates, strengthen presence in all aspects of recreational boating safety education. Develop and deliver safe boating education, public affairs visibility, Vessel Safety Check (VSC) programs, and Partner Visitation programs that encourage and increase safe boating behaviors by the public.
- Broaden efforts in Paddlecraft Water Safety. Increase Auxiliary presence and relevance in the paddlecraft community by collaborating with interested stakeholders, including the American Canoe Association, to promote on-the-water safety and to reduce fatalities.
- Expand the Auxiliary University Program to meet mission and service needs. Provide the Coast Guard Auxiliary and Coast Guard with young, talented, educated, dedicated, and well-trained leaders to serve the American public.
- Increase support to the Sea Scout program to meet the needs of youth members and leaders. Help provide the training requested per policy.
- Enhance the relevance of the Auxiliary to its members and to the Coast Guard. Support and rollout national programs that support members, the Flotillas, and the Coast Guard.

RESPONSIVE

- Strengthen Auxiliary support to local Coast Guard units. Enhance the Auxiliary's relevance to the Coast Guard by focusing on the active-duty needs from local Auxiliary units as identified in the most recent Gap Analysis Report and supplemented by needs identified during the ongoing work with local units and stations communicated by Auxiliary Unit Coordinators (AUCs). This includes, but not limited to:
 - Maximize maritime radio communications support, capacity, and capabilities. Provide Coast Guard communications support, supplying qualified watchstanders and communication facilities, particularly in areas with limited active-duty presence and in response to major incidents.
 - Maximize Public Affairs (PA) support to East District, Sectors, Bases, Small Boat Stations, and other Coast Guard units as requested. Continue training and develop a cadre of PA certified Auxiliarists that the Coast Guard can call on for ceremonies and special events.
 - Maximize Culinary Assistance (CA) support, capacity and capabilities. Provide Coast Guard requested support ashore and afloat, supplying certified CAs to augment culinary services at units, onboard cutters and at special events.
 - Maximize Auxiliary Chaplain support, actively recruiting additional Chaplains when possible.

- All District Staff Officers (DSOs) will identify training in their specific mission area that can be made readily available to members and work with DSO-MT to bring that training to members.
- Member Training Staff (DSO, SO, FSO) in conjunction with the District Captain (DCAPT) will coordinate the planning of their Flotilla, Division, & Sector training events to maximize opportunities for member participation, while upholding quality training standards.

EAST DISTRICT SOUTHERN REGION 2024
Strengths, Weaknesses, Opportunities, & Threats
SWOT Survey – Top 5 Results

STRENGTHS

- 1) Positive name recognition of the U.S. Coast Guard.
- 2) Exceptional Coast Guard and Coast Guard Auxiliary training available for members.
- 3) CGAUX online meeting and training capability greatly improved since COVID-19.
- 4) Opportunity to augment and work alongside active-duty Coast Guard.
- 5) Varied skills and talents of members offer a broad variety of skills and talents to support and augment Coast Guard missions.

WEAKNESSES

- 1) Decreasing membership has created challenges to perform in the two primary mission areas, recreational boating safety and support of our local Coast Guard units. This decrease has also impacted our ability to attract candidates for elected and appointed leadership positions in our flotillas, which has resulted in recycling of current and previous members in these positions.
- 2) Losses of operational facilities, coxswains, boat crews, and qualification examiners make it difficult for many Flotillas to keep operational members certified. Two-boat training challenging to schedule in many Flotillas. We cannot always meet the operational requests from Coast Guard Sectors and Small Boat Stations.
- 3) Losses of air facilities, air commanders, air crew, air crews, and flight examiners are making it difficult for the AUXAIR program to meet the needs of Coast Guard Air Stations Elizabeth City and Atlantic City.
- 4) We have so many various missions that we have lost focus on “core” missions. Lack of clear message or vision to the general public.
- 5) Public Education (PE) is outdated. Each State and other boating safety organizations offer online boating safety courses, and some states offer free courses. This makes competing for students difficult and revenue from PE virtually impossible.

OPPORTUNITIES

- 1) Current shortage of active-duty personnel is creating unprecedented opportunities for CGAUX augmentation. CGAUX members can obtain Coast Guard PQSs and work side-by-side with active-duty personnel in mission areas that were never available before.
- 2) Auxiliary University Program (AUP) and Sea Scouts creating a lot of excitement within the Flotillas that are involved with these programs. The growth in direct Commissioning and joining the Coast Guard from AUP and Sea Scout programs is impressive. These youth programs are becoming a major recruiting tool for the Coast Guard.
- 3) Auxiliary Emergency Management (EM) and Marine Safety (MS) capabilities are highly needed but often under-utilized by the Coast Guard. Getting more CGAUX members involved in EM and MS PQSs could be a tremendous growth opportunity.
- 4) A professional appearance during Public Affairs events provides a great opportunity for introducing the public to CGAUX missions. There is opportunity to tell the CGAUX story, expand this recruiting effort, while promoting Public Education (PE) classes and Vessel Examination (VE) events.
- 5) Provide Flotilla and Division Commanders with more resources to make the job easier and enhance the desire to hold these offices.

THREATS

- 1) Mission requests from the Coast Guard are increasing at a time when membership and participation has been decreasing. Unfulfilled requests can lead to a reduction in future requests from the Coast Guard.
- 2) Constantly changing guidance is fatiguing to members, which can lead to a reduction in participation. Some members feel that it is easier to let a certification lapse than it is to learn a new manual.
- 3) We must keep our technology (websites and databases) current and up-to-date. Outdated and/or not functioning systems are a morale killer.
- 4) The increased demand for training concurrent with reductions in Coast Guard funding has created a conundrum that needs to be addressed if we are to continue as a viable force multiplier for the Coast Guard. The Auxiliary must improve economic readiness by searching out alternate income sources via grants, donations, bequests, corporate support, etc. Asking members to self-fund training opportunities (i.e. C-Schools) can, and will, have a less than positive impact on recruiting and retention of members.
- 5) Our aging membership challenges our abilities to perform more strenuous missions, adapt to changing technologies, and to fully participate in some Auxiliary activities.

SUPPORT FOR THE U.S. COAST GUARD EAST DISTRICT STRATEGIC PRIORITIES

The U.S. Coast Guard East District Commander created six strategic priorities that align with the Coast Guard's Strategic Priorities: Maximize readiness today and tomorrow, address the Nation's complex maritime challenges, and deliver mission excellence everywhere. The East 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.

Our responsibility will be, to the greatest extent possible, to support these priorities. Within these six priorities, there are many opportunities for Auxiliary involvement. For example, included in the *Optimize a highly skilled and resilient total workforce* priority is the following reference: "Incorporate Reserve and Auxiliary into plans to fill critical billets for: Hurricane Response, Transfer Season, Critical fills throughout the East District." We are currently involved in and supporting this priority through a number of our mission areas. Our involvement will grow in the years ahead through our work in the Incident Management / Emergency Management efforts being led by our District Staff Officer – Emergency Management and his team.

A second example is the *Strengthen and advance resilient capabilities* priority, our Aux Air support of the Rotary Air Intercept Mission (RWAI) is ongoing and is expected to continue in the years ahead. Likewise, our traditional support of East District units through training, backfill and related activities will continue.

Additional examples abound throughout the remaining four priorities. *Bolster and advance key relationships* including the recreational boating public, state and local government agencies, and citizen groups. These all support the East District priorities. Our Maritime Observation activity, our ATON / PATON missions, our Operational Facilities all support the *Maximize mission effectiveness and resource stewardship* priority. Our ATON / PATON missions also support the *Safeguard and cultivate a rapidly growing Maritime Transportation System (MTS)* priority as does our monitoring of legislation being proposed at the state levels within the East District. The sixth priority, *encourage on-scene initiative and continuous improvement* really needs no comment other than yes, we should all support this priority to the fullest.

MEMBER & LEADERSHIP STANDARDS & EXPECTATIONS FOR 2025 & 2026

Standards provide requirements, guidelines, or characteristics that can be used consistently to define what an organization is, how business will be conducted, and how its members will treat each other and those they come in contact with. Standards define a common language to measure conduct and evaluate performance. Standards establish an expectation for our members and leaders.


Below are the Member & Leadership Standards for the **Fabulous East District Southern Region**:

- 1) Honor, Respect, and Devotion to Duty.
- 2) Humble Servant Leadership with a focus on the Members.
- 3) The behavior you walk past is the behavior you accept.
- 4) Professionalism in all situations.
- 5) Be respectful above all else, even when you disagree.
- 6) Recognize different communication styles. We are not all alike.
- 7) Create a welcoming environment. Reach out to new members.
- 8) Listen to every point of view.
- 9) Follow the Chain of Leadership and Management (CoL/M) at all times.
- 10) Personal agendas have no place in the Coast Guard Auxiliary.
- 11) Say *"let me see how I can"* rather than *"I can't"*.
- 12) Ask *"how may I help"* rather than *"that's not my job"*.
- 13) Take the additional step rather than accept *"that's good enough"*.
- 14) Be reliable.
- 15) Sharpen your active listening skills.
- 16) Check your own interpretations. Perhaps what you think you heard is not what was really said or intended. Ask for a clarification.
- 17) Appreciate and acknowledge good efforts. Suggest and help write a deserved member award.
- 18) Be confident and humble at the same time.
- 19) Leave every position better than when you acquired it.
- 20) Make "our presence" irreplaceable.
- 21) Make sure that all actions enhance the reputation of the U.S. Coast Guard & Auxiliary.
- 22) Show positive growth in all mission areas.
- 23) Respect, Professionalism, Proficiency, and Unity.
- 24) Enjoy and make the most of each opportunity to serve.
- 25) Remain Semper Paratus

"Change is inevitable in life. You can either resist it and potentially get run over by it, or you can choose to cooperate with it, adapt to it, and learn how to benefit from it. When you embrace change, you will begin to see it as an opportunity for growth." **Jack Canfield**

EDSR 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. EXCOM in-person meetings are typically held during spring and fall District Training events, one in the winter and summer, online during non-District Training event months, and as deemed necessary and appropriate per the District’s Standing Rules. The EDSR EXCOM Chain of Leadership Management (CoL/M):

DCO	DCAPT >	DCDR >	FC				
	DLO	DSO-FN	DSO-SR	DFSO	PDCA	AUP	AWARDS
DCOS >	DDC >	DSO >	SO >	FSO			

EDSR OPERATIONAL PLAN OBJECTIVES

Incorporate the National Commodore’s 2024-2028 Strategic Plan into meeting key challenges and embracing opportunities via this East District Southern Region Operations Plan. Oversight and implementation of these plans will be undertaken by the District Commodore with the support of the District Executive Committee (EXCOM) and communicated to the district membership. The East District Southern Region Chief of Staff (DCOS) will be responsible for the coordination and oversight of this Operational Plan and will report appropriately to the DCO.

DCO & DCOS will visit as many of the 15 Divisions and 67 Flotillas as possible, DCAPTs will visit each of their Sector’s five Divisions as often as possible. DCAPTs will hold monthly online meetings with DCDRs/VCDRs. DCOS will hold monthly online meetings with DDCs/DSOs. DCO/DCOS will hold quarterly meetings with all 15 DCDRs/VCDRs. EXCOM will hold online meetings with general membership at least twice a year.

SPECIAL THANKS

Special thanks to three special EDSR Commodores for their leadership, guidance, and mentorship over many years. Each are humble, servant leaders who always put the members first. Their contributions to EDSR are invaluable, and have propelled the district to a position of national excellence. A sincere thank you to each of these fantastic leaders, a part of them continues within this 2025-2026 Operations Plan.

Commodore Michelle Thornton
Commodore Allen Fredd
Commodore John Krogmann