



**U.S. COAST GUARD AUXILIARY • DISTRICT 7 2023 –
2024 OPERATIONAL PLAN**

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INTRODUCTION

District 7 is the largest Auxiliary District with approximately (4,000) members. Our members function as trained volunteers who serve as a force multiplier in support the Coast Guard in a myriad of mission areas. District 7 has a large geographical area that includes the states of South Carolina, Georgia, nearly all of Florida, the Commonwealth of Puerto Rico, and the United States Virgin Islands. Our members actively support six Coast Guard Sectors, four Coast Guard Air Stations, 20 Coast Guard small boat stations, and eight Coast Guard Aids to Navigation Teams.

Our members perform in a wide variety of mission areas as well as providing thousands of hours of Safe Boating Education to the public. The following highlights some key critical mission areas and the number of facilities that are volunteered and certified for use:

- 501 Instructors
- 556 RBS Program Visitors
- 257 Boat Crew
- 17 Chaplains
- 31 Pilots/8 air observers
- 40 Marine Safety Specialists
- 283 PQS Certified Aids to Navigation Verifiers
- 87 Food Service Specialists
- 318 Telecommunication Operators
- 690 Vessel Examiners
- 129 Coxswains
- 2 PWC (Personal Watercraft operators
- 82 Interpreters
- 77 Watch Standers
- 119 Boats
- 31 Planes
- 127 Radios

The missions listed are not all-inclusive, and our volunteers serve in many other mission areas. The several-year patterns of declining participation in some key mission areas continue, and the past Pandemic accelerated this issue. A key strategic goal is to reverse this trend. The goals outlined in this plan provide the road map to implementing successfully our 2023 and 2024 objectives



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



National Mission Statement

- 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 the safety and security of our ports, waterways, and coastal regions
- To support Coast Guard operational, administrative, and logistical requirements

National Vision Statement

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

National Strategic Imperatives

- Increase Auxiliary membership through defined programs
- Develop recruiting efforts to provide a branded message
- Encourage retention of existing members through mentoring, awards programs, and similar active efforts to let members know that their efforts are needed and appreciated.
- Encourage diversity in recruiting.
- Promote communication among all levels of the Auxiliary.
- Promote the use of communication technology within the Auxiliary.
- Encourage training beyond the qualification and sustainment levels so that members can strive to become proficient in their activities.
- Stress core values and expected standards in adhering to membership oaths.
- Cultivate leadership skills and succession management.
- Ensure that qualification requirements reflect the mission for which the member is trained.
- Streamline the currency maintenance process.
- Define the numerical targets and develop a dashboard to track the progress of each strategic goal.

National Guiding Principles and Priorities

Service to Nation: Strengthen presence in all types of safe boating education; Expand efforts in Paddlecraft Water Safety; Meet Human Capital needs of the Coast Guard and the Auxiliary.

Duty to People: Provide a unified web platform experience to facilitate the mission and people needs; Simplify, standardize, and coordinate administrative procedures to meet service and people needs.

Commitment to Excellence: Identify and provide leadership development resources, tools, and training; Maximize maritime radio communications support, capacity, and capabilities; Align Auxiliary Interpreter Corps capabilities with Coast Guard requirements; Standardize, manage, and support Auxiliary financial policies and procedures; Expand the Auxiliary University Program to meet mission and service needs.



Core Ethical Principles

HONESTY – Be truthful, straight forward, sincere, and candid. Do not mislead or deceive.

INTEGRITY – Live by principles **and** show the courage of your convictions. Stand behind your beliefs, and put principle over expediency. Strive to be fair and equitable in all we do.

COMMITMENT – Keep your promises, be reliable, act, and accept responsibility.

TRANSPARENCY - .open and visible access to members on District decisions and communications.

FORWARD THINKING – Be open to new ideas in support of our goal to remain Ready, Relevant, and Responsive.

COMPASSION – Be considerate, kind, caring, charitable, and unselfish.

RESPECT – Be courteous, deferential, and tolerant to policies & procedures, individuals, and groups. Appreciate the freedom, dignity, and rights of others.

LEADERSHIP—Setting a positive example through a commitment to excellence and dedication to our members.

RESPONSIBILITY- Take full responsibility and ownership of the duties of our office.

ACCOUNTABILITY – Consider consequences and accept responsibility for actions and inactions, do not shift blame or make excuses. Correct errors and misunderstandings.



USCG AUXILIARY DISTRICT 7 DIVERSITY AND INCLUSION POLICY

The United States Coast Guard Auxiliary strives to have a diverse workforce. Our mission success and core values require us to ensure our work environment enhances the potential and contribution of all our members by encouraging inclusion, equity, and respect.

District 7 is committed to achieving a diverse workforce whose composition includes the representation of all citizens, regardless of race, gender, color, national origin, sexual orientation, age, religion, people with disabilities, veterans, and individuals from various professional backgrounds. Embracing the tenets of diversity and respect for all is a moral obligation and a business imperative and readiness issue.

Our diversity mission is to create a stimulating, supportive environment deepening our members' knowledge and skills, providing them with resources, broadening their network to be successful, and supporting the next steps of growing an inclusive organization.

Our intent is to attract, mentor, and train members to serve the world's most efficient and effective maritime volunteer organization.

John W Holmes
John W Holmes
Commodore

Martin Scott Goodwin

Chief of Staff

Carolina Filgueiras

DSO-Diversity



Executive Summary

This Operational Plan provides an outline for the Seventh District United States Coast Guard Auxiliary for the years 2023 through 2024. This plan is the framework for developing what we will accomplish to be a viable asset to the United States Coast Guard and Coast Guard Auxiliary. District Seven has experienced a decline in membership over the past few years. Many traditional factors contribute to this issue (aging out, retirement, resistance to change, and economic decline). However, the past year and the pandemic exacerbated this issue.

Due to the loss of members, we must actively recruit members using new and nontraditional approaches if we are to reverse this decline. We must also improve our mentoring, training, and retention efforts. The loss of the institutional knowledge our more tenured members possess is significant. We will focus on retaining our tenured members as well as new recruiting efforts. Without successful recruiting, training, and retention programs, we will not be able to rebuild our membership. Our Sea Scout program currently has 2 successful ships and 3 in development as well. A key element of this plan is broader support for this and other youth-focused programs.

Mission # 1 is RBS, and the 25% increase in recreational boat ownership during the pandemic resulted in a commensurate increase in accidents and fatalities. Our goal for the next two years is to refocus on our core RBS missions and through public education programs, significantly reduce these preventable accidents. Our Paddlecraft program is now fully underway in our district, and this segment of the boating public is now being offered effective safety programs specific to this segment of the boating community.

The mandatory protection procedures in place for most of 2021 and part of 2022 for our members and the USCG due to the pandemic negatively impacted most direct support mission areas. The support our USCGAUX members normally provide to USCG stations was extremely limited. We continue to re-emerge and re-engage with our multiple USCG stations. A key goal of our 2023-2024 strategic plan is to reestablish all previous direct support missions to pre-covid levels.

The creative programs recently developed based on identified needs for direct USCGAUX support to the USCG include our extraordinarily successful culinary program and Chaplains program. New initiatives like Cyber security support and southwest border support will be part of our operations plan for our future, insuring that district 7 remains Relevant, Ready, and Responsive.

Our organizational strategy begins with the Strategic National Plan. The District Operational Plan was developed with that guidance and information gathered from district members. An assessment of specific District 7 issues was completed in May of this year (2022) with 27 requests for feedback resulting in over 20 replies. A small summary of this SWOT analysis is found on page 16.

Inter-related elements of the 2023-2024 Operational Plan

The operational mission goals in this plan support the USCGAUX National strategic plan developed for the period of 2022 to 2028.



All members need to be ever mindful of the 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 workforce. 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 military and civilian professionals who seek responsibility and accept accountability. We are committed to successfully achieving our organizational goals. We exist to serve. We serve with pride.

John W Holmes

John W Holmes

District 7 Commodore



District 7 Vision Statement

- To support our Core Mission of RBS in all aspects. To be a member-centric District focused on recruiting, training, and member support. To support The USCG as an effective force multiplier. To represent the Coast Guard and Coast Guard Auxiliary as a professional uniformed volunteer service in all aspects of our duties and responsibilities

District 7 Mission Statement

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

District 7 Watchwords

Inspire, Encourage, Instruct

- **Inspire** Our Members to do more, learn more, and become more.
- **Encourage** Our members to fully engage in all mission areas and to develop our future leaders.
- **Instruct** to share our collective knowledge and experience by training others to succeed and increase our members' skills and mission success.

District 7 Motto

We are Semper Paratus (always ready) on land, air, or Sea.



ACCOUNTABILITY FOR NATIONAL GOALS

Goal: Develop trained watch standers and trained TCO operators for monthly HF and VHF nets to support Rescue 21 outages and act as a force multiplier for USCG and USCGAUX telecommunications missions.

The DSO-CM and appointed ADSO staff will be responsible for overseeing and implementing this goal and shall advise monthly on the progress.

Goal: Develop and deliver safe boating education courses in the D7 AOR with a 10% increase in attendance annually year after year.

The RBS Committee (DSO-PE, PV, PA, VE) will oversee and implement this goal monthly and shall advise monthly on the progress.

Goal: establish Paddlecraft FSO positions in all divisions that are trained to service the educational needs of this boating community.

The DSO-PE and DSO-OP, and the SO - Paddlecraft will be responsible for overseeing and implementing this goal and shall advise quarterly on the progress.

Goal: Provide qualified members to augment the mission, service, and people needs of the Coast Guard.

The DSO-HR and DSO-MT will be responsible for overseeing and implementing this goal and shall advise monthly on the progress.

Goal: Promote the Auxiliary University Program to university, Auxiliary, Reserve, and active duty communities.

The DSO MT and DSO PE will collectively review with local Divisions and DCAPT all potential university programs that meet the requirements for this program and develop a minimum of two additional UP programs within 2 years.

Goal: Develop an AUXSCOUT program in 5 additional divisions in D7 over the next two years.

The DSO-AS will be responsible for overseeing and implementing this goal and shall advise monthly on the progress with support from the ADSO staff.



Goals

The following District officers will lead the goal efforts, lend support, and provide innovative and creative ideas, information, and relevancy collaborating with other officers, teams, members, and partners to achieve positive results:

- Recruiting and Retention – District Staff Officer – Member Training (DSO-MT) & District Staff Officer – Public Affairs (DSO-PA)- District Staff Officer Human Resources (DSO-HR)-District Staff Officer AUXSCOUT (DSO-AS)
- Recreational Boating Safety (RBS) –District Directorate Chief, Prevention (DDC-P)
- Coast Guard – District Staff Officer – Emergency Management (DSO-EM), Auxiliary Sector Coordinators (ASCs), DSO-HR, and DSO-MT.
- Marine Safety (MS)/Marine Environmental Protection (MEP) – District Staff Officer-MS (DSO-MS) & appropriate ADSOs-MS
- Technology Efficiency – District Directorate Chief – Logistics (DDC-L), District Staff Officer-CS, & additional members on the Technology Team.

1. To recruit, mentor, and train new members.

- A. Recruit, mentor, and train members in all RBS areas, increasing members by 10% and certifications by 5% per year.
- B. Use the gap analysis research to identify Flotilla and concerns and implement solutions based on member feedback.
- C. District Member Training Staff Officers Train Division Staff Officers on using the local unit resources to develop and implement targeted recruiting and mentoring programs in units. Increase the number of active mentoring programs by 15% per year.
- D. DSO-MT and ADSOs-MT assist divisions and flotillas to develop targeted recruiting plans. In support of recruiting and mentoring programs.
- E. Improve retention rates of tenured members through awards and recognition of these members.
- F. Recruit skilled radio communications operators in Tampa, Orlando, Miami, Atlanta & Charleston, increasing certified TCOs by 5% per year. Explore opportunities to recruit operators in Puerto Rico and the Virgin Islands.
- G. DSO-AS will train and assist SO-AS officers with increasing AUXSCOUT units by 1 for each division.
- H. ADSO-OP/AUXPAD will coordinate and recruit qualified AUXPAD members and work with the OTO to certify qualified operators and integrate them into the paddle craft community by 5% per year.



2. Improve our education and information to the recreational boating public with the goal of reducing accidents, injuries, and deaths on the water.

- A. Identify two projects per year to be defined, planned, and implemented by the District RBS Committee toward this goal.
- B. Create new radio announcements and messages, television spots and interview opportunities, social media postings, texts, and articles to educate, inform and publicize our RBS messages and missions.
- C. Increase the variety of Public Education (PE) classes taught in each Division (DIV) by two each year
- D. Increase the number of PE students, Vessel Examinations (VE) & Program Visits (PV) by 5 % per year.
- E. Contact and establish active relationships with external boating safety organizations to partner on projects, missions, and events. These organizations could include:
 - a. U.S. Power Squadron
 - b. National Safe Boating Council
 - c. Corps of Engineers
 - d. State Navigation Districts
 - e. State Fish & Wildlife Commissions
 - f. Local. regional NOAA units
 - g. Other identified regional and local boating safety organizations
- F. Educate certified Vessel Examiners and those members striving for certification as a Vessel Examiner on how to conduct a thorough and proper vessel examination on Paddle Craft.
- G. Train PE Instructors on Guide to Paddlecraft Safety classes and increase paddle craft inspections by 3%

3. Provide qualified support to logistical, operational, and administrative Coast Guard units.

- A. Ensure current and needed assets (gap) analysis information is reviewed semi-annually by meeting with sectors and units to discuss and update.
- B. Identify, develop as needed, and provide training programs to ensure the district can provide qualified members to meet the needs of sectors and boat and air stations as identified in the gap analysis.
- C. Obtain information from the Coast Guard on their standards of training and performance for areas and positions identified for needing Auxiliary backup, fill-in, and surge Operational Support.

4. Improve and increase the use of technology for mission efficiency and effectiveness.

- A. Train officers on the use of Zoom, Join Me, Go-To-Meeting, Go to Training, Free Conference Call, etc., and computer security.
- B. Post division and regional training sessions in a calendar format on the D7 website.
- C. Train members on the proper use of social media: Facebook, LinkedIn, Instagram, etc.



5. Develop partnerships, programs, and trained members in marine safety and marine environmental protection.

- A. Provide annual training in the Sea Partners program in each Sector.
- B. Increase the number of relationships with local schools by 2% per year to educate students on marine safety and environmental protection.
- C. Develop and maintain partnerships with local marine safety and environmental organizations to promote better visibility of ongoing issues.
- D. Qualify at least one member in each division as an Uninspected Passenger Vessel (UPV)/Commercial Fishing Vessel Examiner (CFVE) verifying officer.
- E. Increase UPVs and CFVEs by 5% per year.



District Commodore Leadership Philosophies

- > Inspire our members to achieve our goals and vision**
- > Recognize and reward those who contribute to mission success**
- > Promote and embrace diversity**
- > Foster individual and team success and develop our future chain of leadership**
- > Open transparent communications**
- > Encourage the 4 cornerstones of Member Services, RBS, Operations/Marine Safety and Fellowship**
- > Support the Goals and vision of our National Plan**
- > Adapt to the needs of our members, The boating public, and The United States Coast Guard.**



Strengths, Weaknesses, Opportunities, & Threats SWOT Survey Top Three Results

Strengths

- All Divisions can and do actively support and participate in our RBS missions
- Our Culinary Assistance program is in demand and excels in USCG support.
- Our District is diverse in membership and offers opportunities to volunteer in multiple activities in support of the USCG and the boating public.

Weaknesses

- The aging out of many long-term members and recycled leadership.
- Declining Surface and Air Assets.
- Economic issues impacting members' financial resources.

Opportunities

- Streamline application process time frame.
- Other agency support with Operational Radio Facilities
- Tap into increased boat ownership for recruiting purposes.

Threats

- Loss of interest due to the pandemic.
- Local USCG units not understanding USCGAUX capability.
- Loss of several meeting locations for Flotillas recently and reluctance to meet in person.

Operational Plan Glossary

Acronym	Description
AUX	Auxiliary
AUXPAD	Auxiliary Paddle Craft (Program)
AUXOP	Auxiliary Operations (Advanced Program)
AWW	American’s Waterway Watch http://americaswaterwaywatch.uscg.mil/home.html
BC	Boat Crew
CFVE	Commercial Fishing Vessel Examination/Examiner
COX	Coxswain
DCAPT	District Captain (East = E, North = N, West = W)
DCOS	District Chief of Staff
DCO	District Commodore
DDC	District Directorate Chief (Logistics = L, Prevention = P, Response = R)
DIV	Division
DSO	District Staff Officer
FL	Flotilla
HR	Human Resources
IT	Instructor
MEP	Marine Environmental Protection
MS	Marine Safety
NOAA	National Oceanic & Atmospheric Association
PE	Public Education
PV	Program Visitation or Program Visitor
QE	Qualifying Examiner
RBS	Recreational Boating Safety
RFO	Ready for Operations (Training Course)
SO	Division Staff Officer
SWOT	Strengths, Weaknesses, Opportunities, & Threats – Used for analyses of an organization
TCT	Team Coordination Training
UPV	Uninspected Passenger Vessel
VE	Vessel Examinations or Vessel Examiner