

# Operational Plan 2021 – 2022



**U.S. Coast Guard Auxiliary  
District 7**

V:2021.1

**U.S. COAST GUARD AUXILIARY • DISTRICT 7 2021 –  
2022 OPERATIONAL PLAN**

*This page was intentional left blank*

# Contents

<b>Introduction.....</b>	<b>3</b>
<b>USCG Auxiliary Policy Statement .....</b>	<b>4</b>
<b>National Mission Statement .....</b>	<b>5</b>
<b>National Vision Statement.....</b>	<b>5</b>
<b>National Strategic Imperatives .....</b>	<b>5</b>
<b>District Seven Auxiliary Diversity and Inclusion Policy .....</b>	<b>6</b>
<b>Core Ethical Principles.....</b>	<b>7</b>
<b>Executive Summary .....</b>	<b>8</b>
<b>Coast Guard Values.....</b>	<b>9</b>
<b>District 7 Vision Statement .....</b>	<b>10</b>
<b>District 7 Mission Statement.....</b>	<b>10</b>
<b>District 7 Motto .....</b>	<b>10</b>
<b>District 7 Watchwords.....</b>	<b>10</b>
<b>Accountability for National Goals.....</b>	<b>11</b>
<b>Goals.....</b>	<b>12</b>
<b>District Commodore Leadership Philosophies.....</b>	<b>15</b>
<b>WE WANT TO KNOW – Summary of Survey Results.....</b>	<b>16</b>
<b>Operational Plan Glossary .....</b>	<b>17</b>



## Introduction

District 7 is the largest Auxiliary District with has over forty-three hundred (4,300) members. All members are dedicated volunteers serving and assisting the boating public while supporting the Coast Guard in their mission areas. Seventh District's geographical area includes the states of South Carolina, Georgia, nearly all of Florida, the Commonwealth of Puerto Rico, and the United States Virgin Islands. Our members proudly volunteer their time and resources to support six Coast Guard Sectors, four Coast Guard Air Stations, 20 Coast Guard small boat stations, and eight Coast Guard Aids to Navigation Teams.

Members are trained to perform in a wide variety of missions; to be Semper Paratus (always ready). Following are the numbers of members who are certified in major mission areas, and the number of facilities which are volunteered and certified for use:

- 781 Instructors
- 510 RBS Program Visitors
- 360 Boat Crew
- 12 Air Observers/crew
- 36 Pilots
- 50 Marine Safety Specialists
- 189 Aids to Navigation Verifiers
- 117 Food Service Specialists
- 575 Telecommunication Operators
- 824 Vessel Examiners
- 242 Coxswains
- 11 PWC (Personal Watercraft) Operators
- 38 Air Crew
- 116 Interpreters
- 344 Watch Standers
- 212 Boats
- 31 Planes
- 244 Radios

The list of all missions and certified members in missions not listed here is much longer, and clearly reflects the degree of dedication our members have invested in supporting the United States Coast Guard and our recreational boating public.

Given the strain that current budgets have placed on the Coast Guard and Coast Guard Auxiliary, one of our biggest challenges and top priorities will be to maintain and strengthen the support that we have pledged to our core programs. Due to budget constraints, even more programs have been given to the Auxiliary to support the Coast Guard. New programs like the Clergy Support, Financial Educators and the Aux Build program are but a few of these new programs. The goals and strategies outlined in this Plan do not begin to address all we will do and accomplish during 2021 and 2022. The big picture is that we will strive to strengthen all our missions in a culture of continuous improvement.



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".

KARL L. SCHULTZ  
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 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 – highly effective during normal operations and ready for emergencies.

## National Strategic Imperatives

- Increase Auxiliary membership through defined programs
- Develop recruiting efforts to provide 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 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 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, candid. Do not mislead or deceive.

**INTEGRITY** – Live by principles, show the courage of your convictions. Stand behind your beliefs, and put principle over expediency. Walk the talk.

**COMMITMENT** – Keep your promises, be reliable, take action, and accept responsibility.

**LOYALTY** – Be faithful, supportive, adhere to accepted cases, and pledge allegiance.

**FAIRNESS** – Strive to be equitable, be open-minded to people and ideas, recognize and overcome prejudice, do not discriminate on an improper basis.

**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.

**CIVIC DUTY** – Willingly perform assignments and a fair share of the work. Abide by rules and laws; participate.

**PURSUIT OF EXCELLENCE** – Identify deficiencies. Do your best at all times, take pride in your work, always strive to improve.

**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 not only a moral obligation, but also a business imperative and readiness issue.

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

It is our intent to attract, mentor and train members to serve the most efficient and effective maritime volunteer organization in the world.

*Patricia McMenamin*  
Patricia McMenamin  
Commodore

*John W. Holmes*  
John W. Holmes  
Chief of Staff

*Carolina Filgueiras*  
Carolina Filgueiras  
DSO-Diversity



## Executive Summary

This Operational Plan provides an outline for the Seventh District United States Coast Guard Auxiliary for the years 2021 through 2022. This plan will act as the framework for developing what we as a district need to accomplish to be a viable asset to the United States Coast Guard and Coast Guard Auxiliary in completing missions and goals. District Seven has experienced a decline in membership of about 9% since 2016. Many factors are responsible for these losses. Many members are retiring due to age, increased demands on required training and other causative factors. Also, we are not being successful in our recruitment of younger members for a variety of reasons. We hope the implementation of the AUXSCOUT program will help alleviate this situation in the near future.

Due to the loss of members, we must actively recruit quality members with skills, experience, and talents who can contribute in areas where we have gaps. Recruiting is vital to our being able to fulfill our missions. We must also improve our mentoring, training and retention efforts. The loss of knowledge and talent of current members is hard to replace. We need to show our appreciation for the many tasks performed by our members. Without successful recruiting, training and retention programs, we will not be able to re-build our membership.

Our number one mission area is the Recreational Boating Safety (RBS) Program. The newest challenge for this program is Paddlecraft. There is a steady increase in boating fatalities due to Paddle Craft accidents. We must be vigilant in our efforts to increase our public education classes, vessel safety checks and our marine dealer visits to educate and inform the boating public about all types of boating safety.

Our relationship with the Coast Guard is improving in many areas. Much of this is due to the GAP analysis to find and fill the needs of the active duty. When Auxiliarists work closely with the active duty stations and personnel, a trust factor is created and appreciated by both the Auxiliarist and the active duty to the betterment of all members.

As environmental factors such as hurricanes continue to negatively impact our planet including our marine resources, we have an obligation to improve the quality and quantity of our efforts to educate and inform our fellow citizens on how to reduce the human footprint that is such a factor in this picture. The marine safety program is becoming a much more important partnership between the Auxiliary and the active duty Coast Guard. District Seven is increasing the awareness of the need for additional members to get involved in the marine safety program.

Our organizational strategy begins with the Strategic National Plan. Working with that guidance and information gathered from district members, the District Operational Plan was developed. An assessment of specific District 7 issues was completed, organized and prioritized in 2020 as a part of the SWOT analysis. A brief summary is included.

*Inter-related elements of the 2021-2022 Operational Plan*

The four operational mission areas listed under GOALS, with emphasis on technology, support the National Strategic Plan, and the District Seven vision and mission statements and watchwords. These mission areas are all inter-related, and collectively form our focus for the next two years.

**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 professionals, military and civilian, who seek responsibility and accept accountability. We are committed to successfully achieving our organizational goals. We exist to serve. We serve with pride.

PatriciaMcMenamin  
District 7 Commodore



## District 7 Vision Statement

- To recruit, train and maintain members to serve as the most effective and valued maritime volunteer organization in the world.

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

## District 7 Watchwords

**Embolden, Enable, Empower**

- **Embolden** new and current members to rise to their potential in fulfilling our mission and activities.
- **Enable** members through education, training, creativity, skills and opportunities for leadership.
- **Empower** members to become active participants to carry out missions and operations of the most esteemed maritime volunteer organization in the world.

## District 7 Motto

**The Super Sensational Seventh District Auxiliary – Where opportunities don't just happen, we create them!**

## ACCOUNTABILITY FOR NATIONAL GOALS

**Goal:** Determine the requirements for implementing optimal communications support, supplying qualified watchstanders and facilities to provide maritime radio communications coverage, particularly in areas with limited Coast Guard presence.

**The DSO-CM will be responsible for overseeing and implementing this goal and shall advise Quarterly on the progress.**

**Goal:** Develop and deliver safe boating education that proliferates safe boating behaviors in order to increase public demand for traditional and e-courses.

**The RBS Committee (DSO-PE, PV, PA, VE) will be responsible for overseeing and implementing this goal and shall advise quarterly on the progress.**

**Goal:** Increase Auxiliary presence and relevance in the Paddle craft community.

**The DSO-PE and DSO-OP 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 quarterly on the progress.**

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

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

**Goal:** Implement the new Auxiliary Sea Scouts MOU to promote a closer working relationship with Ships within the District and assist Auxiliary units with ways they can incorporate these scouts into Flotilla training and activities.

**The DSO-AS will be responsible for overseeing and implementing this goal and shall advise quarterly on the progress.**



## Goals

The following officers will lead the goal efforts, lend support, and provide innovative and creative ideas, information, and relevancy working 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 and certifications by 2% per year.
- B. Use gap analysis “Needs” to assist flotillas and divisions in developing and executing targeted recruiting plans to support Coast Guard units
- 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 2% per year.
- D. DSO-MT and ADSOs-MT assist divisions and flotillas to develop targeted recruiting plans. Increase the number of active mentoring programs by 2% per year.
- E. Train on “best practices” of retention. Improve retention rates by 2% a year.
- F. Recruit skilled radio communications operators in Tampa, Orlando, Miami, Atlanta & Charleston increasing certified TCOs by 2% 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 activities by 2% per year.
- H. ADSO-OP/AUXPAD will coordinate and recruit qualified AUXPAD members and work with the OTO to certify qualified operators and intergrate them into the paddle craft community by 2% 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 one each year
- D. Increase the number of PE students, Vessel Examinations (VE) & Program Visits (PV) by 2% 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. Dominican Republic Coast Guard Auxiliary
  - h. 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. Provide a 4-hour course for the recreational boating public on paddle craft safety equipment and boating safely.
- G. Train PE Instructors on Guide to Paddlecraft Safety classes and increase by 2%.

**3. Provide the “gold standard” of logistical, operational, and administrative support to Coast Guard units.**

- A. Ensure current assets and needed assets (gap) analysis information is reviewed on a semi-annual basis 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, 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 officers on the 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 with on-going 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 2% per year.
- F. Qualify two Aux in ICS 300 and 400 in each Division.



## **District Commodore Leadership Philosophies**

- > Treat all members with respect, honesty, dignity and professionalism**
  
- > Keep an open line of communication with members**
  
- > Promote and embrace diversity**
  
- > Promote and embrace change within the district**
  
- > Continue to actively participate in Auxiliary missions and events**
  
- > Encourage members to have fun while accomplishing tasks**
  
- > Strive to accomplish the goals set forth in the National Strategic Plan**
  
- > Recognize and reward members who go above and beyond the normal**



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

### **Strengths**

- A diverse group of Auxiliarists with a wide variety of skills and talents
- Well trained members eager to support the Coast Guard and other agencies
- Recreational Boating Safety programs

### **Weaknesses**

- An established infrastructure to support new member engagement and overall member retention
- Decline of membership and loss of resources, especially surface facilities
- Preparing and training qualified new leaders for elected and staff positions

### **Opportunities**

- Assisting the Coast Guard and the general boating public
- Partner with other agencies
- Increase the use of and training on technology in departments and missions

### **Threats**

- Limited personal time constraints on newer members
- Lack of funds for buildings, facilities, and lack of surface facilities
- Today's technology is too new for older members and too old for newer members

## Operational Plan Glossary

Acronym	Description
AUX	Auxiliary
AUXPAD	Auxiliary Paddle Craft (Program)
AUXOP	Auxiliary Operations (Advanced Program)
AWW	American's Waterway Watch <a href="http://americaswaterwaywatch.uscg.mil/home.html">http://americaswaterwaywatch.uscg.mil/home.html</a>
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