

# U.S. COAST GUARD AUXILIARY



## STRATEGIC PLAN 2010 - 2011

# **UNITED STATES COAST GUARD AUXILIARY**

## **FIFTH COAST GUARD DISTRICT (NR)**

**Department of Homeland Security**

**Office of the District Commodore**

**John S. Witemeyer**

**1863 Eileen Way**

**Point Pleasant, New Jersey 08742**

January 2010

### **MEMORANDUM**

From: John S. Witemeyer, District Commodore D5-NR

From: Harold T Robinson, District Chief of Staff

To: Commodore Nicholas Kerigan, National Commodore

Subj: District Strategic Plan 2010-2011

Commodore Kerigan:

Attached is the Strategic Plan for the Fifth District Northern Region. It is intended that this plan will be updated periodically to meet the needs of our District as applicable to the Coast Guard Auxiliary and U.S. Coast Guard in an ever-changing environment in the post-9/11 era.

**United States Coast Guard Auxiliary  
Fifth District Northern Region  
Strategic Plan  
2010-2011**

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# EXECUTIVE SUMMARY

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The Coast Guard Auxiliary exists today because it is a cost-effective force multiplier to the active duty Coast Guard. In addition, it has the unique and historical mission to promote recreational boating safety to the boating public.

This strategic plan provides a basis for guiding and transforming the Fifth District Northern Region Auxiliary toward meeting both the present needs and the emerging roles of the Coast Guard Auxiliary in support of the U. S. Coast Guard and Department of Homeland Security.

The National Vision is, in essence, that of the Fifth Northern Auxiliary:

*“To meet America’s changing safety and security challenges, through a balanced allocation of resources toward our recreational boating safety and maritime domain awareness missions.”*

The district is far reaching in purpose and as diverse as the areas we service. The Eastern, Western, and Central areas have common missions in RBS (VE, PE, and PV), while differing in the areas of Coast Guard and state support. Our leadership must be flexible in guiding members to support our national vision.

The summary of district assessments—SWOT Analysis—pointed the way to selecting the key issues for the Fifth Northern District. These strategic issues are:

- **Operational/Service (Readiness and Emergency Response)**
- **Human Resources (Recruiting and Retention)**
- **Leadership (Succession)**
- **Organizational Management (including better Member Training)**
- **Technology/Physical Resources (Computers and Communications)**

As a volunteer organization we cannot continue to exist without a steady influx of new members to replace those who have retired, have deceased, dropped out, etc. As a result, there is a continuing need for recruiting and retention efforts.

It is most important that the leaders in 5NR continue to place emphasis on the “change of culture” theme to improve member participation, member training and in the long run, leadership succession. We also need to develop action plans for recruiting new members. We are already seeing some success from certain Divisions and Flotillas who are now adopting better ways to conduct meetings, with fewer reports, more member mentoring and training, and a focus on the mission and creative ways to enhance auxiliary activities and fellowship.

New members also need training in operational, technological, and leadership skills in order to have a high quality Auxiliary organization to meet the changing and expanding needs of the Coast Guard and the Department of Homeland Security. The Auxiliary must also be willing and ready to respond in times of emergency.

The Coast Guard Auxiliary has a proud heritage and reputation as being an important and valued partner of “Team Coast Guard.” In order to meet the expectations and to continue to enhance the mission capability of the U.S. Coast Guard, the Fifth Northern Coast Guard Auxiliary must also be “Semper Paratus.”



The U.S. Coast Guard Auxiliary, Fifth District Northern Region, is strategically located along the central eastern seaboard and encompasses the entire state of Delaware, the southern half of New Jersey, and approximately three fourths of the Commonwealth of Pennsylvania. This location while limited in its recreational boating activities to six or seven months as a result of seasonal weather patterns, presents a diverse range of operating areas. Included in these areas are the coastal and tidal waters of New Jersey and Delaware with bays, inlets, and small rivers as well as the Delaware River and Bay, The Susquehanna River and its tributaries and numerous reservoirs and lakes, some of which are sizable. Our District Flag represents this diverse area by symbolizing the seashore of Delaware and New Jersey, the Liberty Bell of the central Delaware River Valley and the mountains of western Pennsylvania.

The Delaware River and Bay is navigable by commercial vessels to a point south of Trenton, New Jersey. The ports of Camden, NJ; Philadelphia, PA; and Wilmington, DE are very active. The numerous oil refineries, located along the Delaware River, make these ports second only to Houston, TX, in this activity.

Approximately 2,600 Auxiliarists in this district support Sector Delaware Bay, Philadelphia, PA; a Sector Field Office and Air Station co-located at Atlantic City, NJ; The Atlantic Strike Team, Fort Dix, NJ; the Coast Guard Training Center, Cape May, NJ; and all of the related boat stations, detachments and ATON Teams; as well as the Uniform Distribution Center, Woodbine, NJ.

These members are dispersed throughout 15 divisions and 87 flotillas in the Eastern Area (Divisions 3, 7, 8, 13, and 16), the Central Areas (Divisions 1, 2, 4, 6, 10, and 12), and the Western area (Divisions 5, 6, 11, 14, and 15).

An extremely good relationship exists between the Fifth Northern and the state boating law administrators of Delaware, New Jersey and Pennsylvania. There are Memorandums of Agreement between the U.S. Coast Guard Auxiliary and the states of Delaware, Pennsylvania, and New Jersey. Delaware assists financially with the Auxiliary SARDET in the state. The Pennsylvania Fish and Boat Commission has provided grants to Board, Inc., which provided money for expenses incurred by Auxiliarists doing vessel safety checks, public education courses and patrols in less densely populated areas of Pennsylvania.

The Coast Guard Authorization Act of 1996 further expanded the role that the Auxiliary completes for the Coast Guard and the Commandant has authorized the performance of any Coast Guard function, duty, role, mission, or operation to the Auxiliary. The only exception is law enforcement duties.

After 9/11, the Coast Guard responded by realigning its mission support systems to enhance readiness and mission execution. There are now Logistics, Prevention, and Response groups within Sector Delaware Bay. They are making good use of our Fifth Northern Coast Guard Auxiliarists in a variety of support functions. Whatever we can do to “free up” or help active duty Coast Guard members to do a maritime security mission is directly related to our Auxiliary vision.

In the post-9/11 era, we will continually be challenged to meet America’s changing maritime safety and security needs. We plan to balance our financial and other resources to support both Recreational Boating Safety and Maritime Domain Awareness missions.

# U.S. COAST GUARD AUXILIARY POLICY STATEMENT



THE COMMANDANT OF THE UNITED STATES COAST GUARD  
WASHINGTON, D.C. 20593-0001

## U.S. COAST GUARD AUXILIARY POLICY STATEMENT

The U.S. Coast Guard is America's maritime first responder and stands ready to protect the public from all threats and all hazards. All members of the Coast Guard forces play a critical role in every mission area – supporting maritime security, safety and stewardship. The Coast Guard Auxiliary provides capabilities and proficiencies that support these capacities and ensure we remain responsive to our communities and the Nation.

The Auxiliary is a force multiplier of vetted and trained volunteers devoted to the support of Coast Guard missions and provides a broad inventory of vital skills, assets, and experience for our units across the nation. As the leading volunteer organization in the Department of Homeland Security, it is an essential component of our daily operations and an effective resource primed to prevent and respond to catastrophes in the maritime region. Fittingly, the core strategic purpose of the Auxiliary is to continuously hone its expertise to perform three prioritized functions:

- (1) Promote and improve recreational boating safety;
- (2) Support Coast Guard maritime homeland security efforts; and
- (3) Support the Coast Guard's operational, administrative, and logistical requirements.

The Coast Guard Auxiliary shall remain *Semper Paratus*, providing a dynamic flexibility within its organizational programs in order to meet today's needs and tomorrow's challenges. Through focused partnerships and public outreach, it shall advocate and advance maritime domain awareness and the principles of safe boating. Its diverse assortment of vessels, aircraft, radio facilities, and vehicles shall be kept poised for the multi-mission tasking that characterizes Coast Guard operations. To its fullest measure, it shall engage opportunities to augment Coast Guard units through targeted recruitment and professional development among its membership.

Every commander, commanding officer, officer-in-charge, and program manager shall work closely with their Auxiliary counterparts to fully leverage the resources, skills, qualifications, and profound dedication that reside within the Coast Guard Auxiliary. Such focused collaboration is essential to our unwavering commitment to mission excellence in serving and protecting the public trust.

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Thad W. Allen  
Admiral, United States Coast Guard

## **National Mission Statement**

The mission of the U.S. Coast Guard Auxiliary is to contribute to the safety and security of our citizens, ports, waterways, and coastal regions, as directed by the United States Coast Guard. We will balance our missions in Recreational Boating Safety and Coast Guard Support with Maritime Homeland Security and other challenges that emerge as a result of our growing understanding of changes required in the post-9/11 era.

## **National Commodore's Vision of Success Statement**

The Coast Guard Auxiliary will continue to meet America's changing maritime safety and security challenges, through a balanced allocation of resources toward our recreational boating safety and maritime domain awareness missions.

# NATIONAL STRATEGIC IMPERATIVES

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## National Strategic Imperatives

- Provide continued focus on those unique roles and missions for which Congress, the Department of Homeland Security and the Coast Guard grant us the authority to fulfill.
  - Serve the country and its citizens, by participating in Auxiliary programs and activities.
  - Augment the Coast Guard and the Department of Homeland Security as requested.
  - Work with the states, partner agencies, and boating organizations, as well as, with the public.
  - Provide a capable, reliable, and sustainable workforce to fulfill any mission we agree to undertake.
  - Encourage a greater cooperation between the different levels of the organization leadership to support the recruitment and retention of our volunteers.
  - Value the contribution all members, regardless of their level or type of participation.
  - Seek members, who have the interests, skills, capabilities, and dedication to serve in any role, and in any manner, that contributes to our goals and is consistent with our Auxiliary traditions and our values of Honor, Respect, and Devotion to Duty.
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- **Auxiliary leadership will:**
    1. Articulate our vision to the membership.
    2. Provide strategic and tactical leadership.
    3. Obtain resources critical to our continued success.
    4. Recognize and capitalize on opportunities to execute national and local initiatives.
    5. Be at the forefront of our efforts to expand member training and member recruitment.
    6. Foster programs in support of Internet education and commerce.
    7. Take responsibility for creditable results.
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- Allocate resources across our national and district structure to support the balance mission requirements in support of the Coast Guard and the Department of Homeland Security.
  - Provide continuous updates to the Auxiliary business plan that address the financial and other resource realities of our traditional and emerging roles.

## NATIONAL STRATEGIC IMPERATIVES, continued

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This section provides a short list of strategic imperatives that are the cornerstone principles of the Business Plan. These imperatives include the need to manage transformation, achieve balance, focus, and ensure accountability.

- **Transformation.** It is obvious that the Auxiliary is going through a period of the transformation. The Auxiliary should embrace and seek to manage this transformation. As noted in transformation guidance offered by the *Department of Defense* (DOD); we “must anticipate the future and wherever possible help create it.” According to retired Navy Vice Admiral Arthur Cebrowski, there are three distinct parts to transformation-based strategies. First is a *focus on core missions*—seek ways for continuous improvement. Second is a series of small exploratory jumps, where an organization pushes out the boundaries of a core competency and tries to create something new. Third is placing a few big bets, programs, or projects with high risks, but commensurate rewards.
- **Balance.** The Auxiliary needs to develop an appropriate balance between its two major missions of MHLS and RBS. As noted by COMO Seibert, “It is important that we view these two mission areas—Homeland Security and Recreational Boating Safety—as not conflicting but complementary to each other. Our new responsibilities do not comprise an ‘either/or’ scenario, but rather an opportunity to accomplish our RBS mission, as well as our new MHLS mission. One cannot be sacrificed for the other.”
- **Focus.** The Auxiliary needs to maintain a clear focus—and communicate this focus effectively to them membership. In broad terms, the key balanced mission areas are MHLS and RBS—other activities exist to support these key mission areas. Maintaining focus means simplifying organizational structures (where necessary), prioritizing programs, and making the fundamental choice whether to enhance, maintain, or retire present programs based upon their importance, opportunities, and available resources.
- **Accountability.** The Auxiliary is a volunteer service. In this sense, members determine their own level of activity and may accept or decline to participate in authorized activities. Nonetheless, as has been observed, “Once you raise your hand, you are no longer a volunteer.” That is, volunteers must remain accountable for their actions. If the Auxiliary is to be a *reliable* component of Coast Guard Forces, its members must be *accountable for their commitments*. Among the various initiatives included in the Strategic Plan is the development of an improved management objectives system to facilitate Coast Guard and Auxiliary planning, increasing the likelihood that the Auxiliary will provide necessary support and member recognition. Accountability applies at all levels of the Auxiliary, but particularly at the leadership levels.

## DESIRED OUTCOMES

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- Per the National Vision and mission statements, maintain a balance of our core RBS and Coast Guard support missions with emerging Maritime Homeland Security initiatives.
- Boosting the number of Surface and Aircraft facilities will give the District a better overall SAR package.
- Ongoing training of the District, Division and Flotilla Staff officers makes more of our appointed officers contribute to the overall health of the Auxiliary.
- Members are proficient in use of computers, and as a communications and information tool, computer training is available in all areas of the District on an ongoing basis.
- Changes in our meeting formats to include more training and less business will make for better attendance and more proficient members. Operational training on an ongoing basis will align our operational members to the active duty Coast Guard requirements.
- Moving our spring and fall conferences to a central location and having much more interesting training, presentations, exhibitions and fellowship has an immediate impact on increasing the attendance and participation of our members. This is bringing all areas of the District closer together.
- Our improved readiness capabilities, including emergency response plan, notification system, surge plan, and radio communications will make our District more responsive and more efficient to respond to emergencies.