United States Coast Guard Auxiliary
Fifth District Northern Region (D5NR)
Commodore’s Business Plan 2019-2020

Commodore Thomas J. Dever
LEADERSHIP PHILOSOPHY

- I will listen.
- I will inspire others to achieve worthwhile goals.
- I know that humor keeps problems in perspective and groups of people together.
- I value integrity and will expect it of myself and others.
- I will succeed by delegating work and responsibility.
- I will support those to whom I have delegated responsibility.
- I will serve those I lead.
- I will reflect on my leadership and its implications on others.
- I will listen with respect to others.
- I am here to solve problems and will expect to have them and calmly address them.
- I will always explain “why”.

[Image of a person in uniform]
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SECTION ONE: INTRODUCTION TO THE DISTRICT 5NR OPERATIONAL PLAN

This district plan is intended to illustrate to our national USCG Auxiliary leadership and our Active Duty and Reserve teammates, the assistance and services that the Auxiliary component in the Fifth District Northern Region has to offer our teammates. As the world’s premiere volunteer maritime service we are committed to offering you superior readiness, capability and support.

This plan dovetails with, and supports, the USCG Auxiliary Strategic Plan 2016-2022 (available here: https://cgaux.org/leadership/documents/Strategic_Plan.pdf) and outlines the District 5NR specific efforts to be undertaken to implement that plan in 2019 and 2020.

I would like to thank the many dedicated volunteers in the Fifth District Northern Region of the US Coast Guard Auxiliary and the U.S. Coast Guard who have contributed to the development of this Operational Plan. This plan will guide our efforts for the next two years as we support the operations goals, priorities and missions of the Commandant of the USCG and the National Commodore.

This plan builds on the valuable contributions and initiatives of the District 5NR Commodores who have served before me. It is intended to focus on our current and future challenges and opportunities while respecting and building on their earlier successes.

We are committed to further developing, improving or completing the following on-going programs which were begun under earlier district leadership:

- Surface and air operational training missions with (or to assist) our active duty or other maritime partners;
- A focus on living the Coast Guard values of honor, respect and devotion to duty;
- Establishment of an Auxiliary University Program at Stockton University in Galloway, New Jersey;
- Full implementation and use of the Intervention and Investigation program created in 2018 to address member behavior when conflicts or disputes between members develop or when member behavior may be contrary to the Coast Guard’s Core values;
- Improving recruiting and retention.

Who we are:

The 1,929 members of the 5th District Northern Region are an increasingly important part of “Team Coast Guard”. As the volunteer, uniformed component of the USCG, strategically located in the center of the east coast, our district includes the entire State of Delaware, the eastern three-quarters of the Commonwealth of Pennsylvania and most of the State of New Jersey.

For administrative purposes, the 5th District Northern Region is divided into three Areas, each of which is led by a District Captain (DCAPT). Each of these Areas has its own unique characteristics:

- The Eastern Area (Divisions 7, 8, 16 & 18) is located along most of the New Jersey shore and also shares the Delaware Bay and Delaware River with the Central Area.
- The Central Area (Divisions 1, 4, 12 & 17) consists of Divisions along the west side of the Delaware Bay and on both sides of the Delaware River.
- The Western Area (Divisions 15, 19, 20 & 21) is the largest Area and is located in PA and northern NJ – an Area with numerous lakes and rivers.
What we do:

**We Serve the Public and assist our Active Duty and Reserve Teammates**

In addition to serving the public, the Auxiliary assists the Coast Guard throughout the District in all of the Authorized Missions and Programs. Please see Section Three for the National Missions and Programs.

**Districtwide:**

The Coast Guard Auxiliary assists the Active Duty and Reserve throughout the Fifth District Northern Region through several programs including the Air Program:

- Every week assists CG helicopter crews with Air Intercept training.
- Supports various CG Small Boat Stations by taking photographs of inlets and waterways to assist determining shoaling and waterway hazards after winter and after major storms.
- In winter assists Captain of the Port by photo-documenting ice conditions and accumulation in the Delaware River and Bay, the Chesapeake and Delaware Canal and tributaries.
Eastern Area

In the Eastern Area of the Fifth District Northern Region, the Coast Guard Auxiliary regularly supports Coast Guard units as follows:

**USCG Atlantic Strike Team**, based at 5614 Doughboy Loop, Fort Dix, NJ 08640 on Joint Base McGuire-Dix-Lakehurst near Trenton, NJ.
- Watch-standers support Coast Guard staffing requirements.
- Assist with organization and coordination of daily activities,

**USCG Station Cape May**, Cape May, NJ
- Provide in-port watch standing support onboard 87ft. cutters.
- Ombudsman for USCGC SHEARWATER.

**USCG Training Center Cape May** (TRACENCM), 1 Munro Avenue, Cape May, NJ
Home of the Coast Guard enlisted corps and the only enlisted accession point and recruit training center.
- Support for recruit graduations including, family greeters at graduations and family breakfasts. Members have obtained government driver’s licenses to drive visitors needing transport assistance.
- Provide family dinner and breakfast support by preparing and serving meals.
- Two members are among the Instructor cadre at TRACEN.
- Members active with Morale, Welfare & Recreation Unit (MWR).
- Members are pool lifeguards and gym assistants.
- Members serve as tour guides.
- Members driver recruits to & from off-base medical visits.

**USCG Station Barnegat Light**, 601 Bayview Avenue, Barnegat Light, NJ 08006
- Radio watch standing and other support.

**USCG Station Fortescue**, Creek Avenue, Bridgeton, NJ
- Support various CG/Community PA events.

**USCG Station Manasquan Inlet**, Point Pleasant Beach, NJ 08742
- Radio watch standing and other support.

Central Area

In the Central Area of the Fifth District Northern Region, the Coast Guard Auxiliary regularly supports Coast Guard units as follows:

Philadelphia Area

General Support
- Auxiliarists from both D5NR & D1SR are training to be AUX-ED Auxiliary Assistant Pollution Responders in conjunction with Sector reserve personnel training. The ultimate goal of this training is to enable the Auxiliary to augment Harbor Patrols (HARPAT) and perform pollution reconnaissance in areas near their homes, consistent with restrictions imposed by this qualification.
- Auxiliarists are providing support for the facilities/container inspections.
- An Auxiliarist is providing support needed to trace electrical wiring diagrams.
- Auxiliarists are providing support for Sector safety initiatives.
- Auxiliarists, under the DCACT-Central provide ice reports to the Sector from over a dozen locations along the Delaware River and C & D Canal, each morning when there are ice conditions.
Philadelphia Cutters
One Auxiliarist continues to provide in-port watch standing, underway helmsman, lookout, and quartermaster of the watch support for USCGC WILLIAM TATE.

ANT Philadelphia and Waterways Branch
- Auxiliarists draft discrepancy correction messages, enter data in USAIMS, and process marine event requests. So far this year 87 event requests have been processed.
- An Auxiliarist participates in daily inspections of boats, trucks, and facilities and provides chart updating training to non-rated personnel.
- An Auxiliarist has been drafting Notices of Proposed Rulemaking (NPRM) and Temporary Final Rules (TFR) in support of the federal rulemaking process.
- An Auxiliarist has reviewed and drafted an extensive Standard Operating Procedures (SOP) document to detail how marine events should be processed.
- Auxiliarists are now training to become qualified as Auxiliary Assistant Waterways Representatives (AUX-WM) and provide temporary support in Waterways.

Contingency Planning and Force Readiness
- An Auxiliarist provides specialist technical support for computer systems and a variety of software support initiatives.
- An Auxiliarist trains Coast Guard personnel and Auxiliarists in the use of conference room wireless networks and audiovisual equipment such as the video wall in the General Greene Conference Room.
- An Auxiliarist is a Fitness Instructor assisting Coast Guard and civilian employees in meeting their fitness and weight management goals.

Response
- An Auxiliarist is providing administrative support for Response.

Incident Management Auxiliary Support Team
- Members of the Sector Delaware Bay IMAST participate in the National Hurricane Exercises. Members assist in planning for the exercise, staffing a check-in station assisting the Documentation Unit, provide support to the Marine Transportation System Recovery Unit (MTSRU) and the Sim Cell.

Quarterdeck Watch Standers
- Auxiliarists provide over 156 hours of support each month including weekday, weekend and holiday Quarterdeck watches.

SARDETs
- There are three SARDETS located along the Delaware Bay and River in the Central Area (from south to north: Bowers Beach, DE; Marcus Hook, PA & Bordentown, NJ) in the Central Area staffed entirely by Auxiliarists on every weekend from mid-May through early October. Each has one or more small boats with qualified coxswains and crew members and a land based facility with watch standers.

Western Area

Auxiliarists in the Western Area of the Fifth District Northern Region support the Coast Guard in other Areas, in the Air Program and by: staffing Station Long Level on the Susquehanna River. Because of distances to Coast Guard units, the focus is also on supporting state officials per their request on lakes and rivers and the public throughout this large area on inland lakes and rivers.
Open Requests for Auxiliary Support:
Units throughout Sector Delaware Bay continue to solicit assistance from interested Auxiliarists. Open solicitations as of the date of this report (July, 2018) include the following:

- The DIRAUX office is requesting at least one more Auxiliarist to assist with administrative duties.

- The SDB Incident Management Auxiliary Support Team (IMAST) is seeking Auxiliary volunteers to augment active duty and reserve personnel during response operations requiring activation of the Sector Delaware Bay Incident Command Post (ICP).

- Station Barneget Light has requested additional Auxiliary watch standers. Several Auxiliarists are currently in training to provide this support.

- ANT Cape May has requested an Auxiliarist to provide routine administrative support.

We Serve the Boating Public and our Maritime Partners

Our members are active in almost all of the authorized missions and programs:

- Academy Introduction Mission (AIM)
- Administrative Support to the Coast Guard
- Aids to Navigation (ATON)
- America’s Waterway Watch Program (AWW)
- Bridge Administration
- Contingency Preparedness
- Merchant Mariner Licensing
- Marine Environmental Protection and Safety (MEP)
- Operational Support to the Coast Guard (OPS)
- Port Safety and Security (PS&S)
- Public Affairs Support (PA)
- Public Education (PE)
- Recreational Boating Safety (RBS)
- Recruiting
- Search and Rescue
- Training for Sea Cadets and Sea Scouts
- Inspections of Commercial Vessels
- Waterways Management

CAPE MAY, NJ - Auxiliary Vessel Examiner (VE) James Brady (5NR) checks a boat owner’s documentation during a Vessel Check at a local marina. Coast Guard Auxiliary photo by Joseph Giannattasio.

CAPE MAY, NJ - Coast Guard personnel from USCG STATION CAPE MAY provide practical line handling tips for Auxiliary Boat Crew trainees. Coast Guard Auxiliary photo by Joseph Giannattasio.
Our Authority to Act

Established by Congress in 1939 under title 14, §§ 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 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 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.

On 19 October 1996, the Coast Guard Authorization Act of 1996 (Public Law No. 104-324, 110 Stat. 3901) was signed into law. This law was the first major legislation affecting the Auxiliary since its establishment in 1939. These amendments to 14 U.S.C. made the following major changes to the Auxiliary:

14 U.S.C. § 822 expanded the purpose of the Auxiliary to read, "The purpose of the Auxiliary is to assist the Coast Guard as authorized by the Commandant in performing any Coast Guard function, power, duty, role, mission or operation authorized by law." In addition, the legislation expanded the Commandant's authority to use the Auxiliary to assist other Federal agencies, State authorities, and local governments in areas in addition to recreational boating safety.

14 U.S.C. § 821(a) established an organizational structure for the Auxiliary and authorized the Commandant to grant the organization and its leaders such rights, privileges, powers, and duties consistent with 14 U.S.C. and other applicable provisions of law. The Commandant is also specifically authorized to delegate management of the Auxiliary to Auxiliary elected and appointed leaders to the extent considered necessary or appropriate for the functioning, organization, and internal administration of the Auxiliary.

14 U.S.C. § 823(a) designated each Auxiliary organizational element and unit, when acting within the scope of assigned responsibilities, as a U.S. instrumentality for certain matters related to non-contractual civil liability. While assigned to duty, Auxiliarists are considered to be Federal employees for certain purposes. For example, an Auxiliarist may be entitled to the same legal protection afforded other Coast Guard personnel in the event a third party sues the Auxiliarist for claims allegedly arising from acts committed by the Auxiliarist acting within the scope of assigned duties.

14 U.S.C. § 827 and 828 clarified that Auxiliary vessels and aircraft, while assigned to authorized Coast Guard duty, are deemed to be public vessels and aircraft of the U.S. and of the Coast Guard. In addition, qualified Auxiliary pilots while assigned to duty are deemed to be Coast Guard pilots. All these provisions provide greater liability protection to Auxiliarists while assigned to authorized Coast Guard duty.

14 U.S.C. § 821(c) authorized the Auxiliary National Board and the Boards of any Coast Guard Auxiliary district or region to form a corporation under State law in accordance with the policies established by the Commandant. These corporations are not deemed to be Federal instrumentalities.
SECTION TWO: EXECUTIVE SUMMARY

This Operational Plan describes the capabilities and goals of the Fifth District Northern Region of the US Coast Guard Auxiliary for 2019 and 2020. The Auxiliarists in this strategically located district represent almost one tenth of all the Auxiliarists in the country and serve in a very active coastal and inland lake and river area. Our district includes many recreational boating opportunities and boaters, important oil refineries and important ports along the Delaware River.

More than 90 million tons of cargo moved through ports along the Delaware River last year, bringing in $85.6 billion in business revenue and personal income across the tri-state region, according to a recent study. More than 90 million tons of cargo came through terminals, which generated $2.6 billion in state and local taxes. The Delaware River is being dredged and deepened by 5 feet. Anticipating the increase in imports and additional job growth the deeper port will bring, other projects are underway. For example, the Diamond State Port Corp. is negotiating with United Arab Emirates-owned Gulftainer to develop a $500 million container facility five miles north of the Port of Wilmington, DE. In Philadelphia, PhilaPort just invested $93 million in the South Port Auto Terminal for automobile shipments. Petroleum is a major commodity in the region, bringing in $1.01 billion in revenue last year.

As the uniformed volunteer component of the United States Coast Guard, we embrace its vision to have its people be the best trained, most valued maritime volunteer organization in the world. We will be prepared to effectively meet Mission needs, Service needs and People needs. We will execute its responsibilities efficiently in support of operational goals and missions, ready to meet normal operations and surge demands. We will work to attract, develop and retain a diverse and inclusive force, providing relevant and rewarding opportunities to our members.

Answering the call to duty in performance of its missions, the Auxiliary incorporates the guiding principles of the Commandant’s Direction 2014: Service to Nation, Duty to People, and Commitment to Excellence.” This Operational Plan is intended to support the national strategic plan and identifies the key challenges and opportunities District 5NR Auxiliary faces, as well as the objectives established to meet the challenges and take advantage of the opportunities presented.

In its Service to Nation, this Auxiliary district “will stress outreach, including enhancing efforts in water safety, particularly for paddlecraf; education to the recreational boating public in concurrence with the Strategic Plan of the National Recreational Boating Safety Program; and establishing new mission capacity in support of multiple Coast Guard initiatives, providing a capable and well-trained workforce.”

In its Duty to People, District 5NR “will streamline organization processes, technology and administration to remove roadblocks to productivity, allowing members to focus on missions and training, in line with the Coast Guard’s Human Capital Strategy’s priorities: Meet Mission Needs, Meet Service Needs, and Meet People Needs.” We will always keep in mind that our Auxiliarists are volunteers who must feel that their missions are worthwhile, that they are accomplishing worthwhile goals and that their time is well spent. We should never forget that fellowship and fun are essential to recruiting and retention of good members.
In its Commitment to Excellence, District 5NR “will establish new leadership training and nurture its culture via servant leaders. To provide the Auxiliary and Coast Guard with young, talented, educated, diverse and well-trained leaders, the Auxiliary will expand the Auxiliary University Program. To provide excellence in mission support to the Coast Guard, the Auxiliary will align its Interpreter Corps capabilities with Coast Guard requirements and will enhance its abilities in maritime radio communications support.”

Please note: Because this District 5NR Operational Plan closely supports the national Strategic Plan, wording in quotes above is taken directly from the Strategic Plan 2016 – 2022.

CAPE MAY, NJ - District 5NR Coast Guard Auxiliarists train and qualify as in-port watch standers onboard CG 87ft. cutters. Coast Guard Auxiliary photo by Joseph Giannattasio.

Specific Coast Guard Auxiliary Air patrols are utilized to report observed ice conditions to the Coast Guard Sector Delaware Bay command center. Coast Guard Auxiliary photos by Judy Redlawsk.
SECTION THREE: MISSION STATEMENTS

National Mission Statement

1. To promote and improve Recreational Boating Safety

2. 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.

3. To support Coast Guard operational, administrative and logistical requirements.

Vision

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 – National, comprised of the National Board and National Executive Committee, is responsible under the governing policies established by the Commandant of the Coast Guard for the administration and policy direction for the Auxiliary. The National Staff manages the missions, programs, and policies.

- District - The District provides administrative and supervisory support to Divisions and promotes District and National policy.

- 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 and is comprised of at least 15 qualified members, who perform the day-to-day activities of the unit. Members and facilities are in Flotillas; every Auxiliary member is part of a Flotilla.
District Mission Statement

The US Coast Guard Auxiliary Fifth District Northern Region supports the National Board’s Mission Statement. We will recruit, train, support and inspire members:

1. To promote and improve Recreational Boating Safety

2. 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.

3. To support Coast Guard operational, administrative and logistical requirements.
SECTION 4: SUPPORT OF NATIONAL LEADERSHIP’S GUIDING PRINCIPLES AND PRIORITIES

STRATEGIC IMPERATIVES (National)

District 5NR will support the National Strategic Plan 2016 – 2022 (including the Guiding Principles and Priorities quoted below):

Service to Nation

- **Strengthen presence in all types of Boating Education**
  Monitor the Auxiliary’s Public Education products, modifying and expanding delivery of courses and products to proliferate safe boating behaviors within the recreational boating safety community.

- **Expand efforts in Paddlecraft Water Safety**
  Increase Auxiliary presence and relevance in the growing paddlecraft community by collaboration with informed stakeholders, including the American Canoe Association, to promote on-the-water safety and reduce fatalities.

- **Meet Human Capital needs of the Coast Guard and the Auxiliary**
  Provide qualified members to augment the mission, service and people needs of the Coast Guard.

Duty to People

- **Provide a unified web platform experience to facilitate meeting mission and people needs.**
  Implement tools and technology to simplify and standardize Auxiliary procedures.

- **Simplify, standardize and coordinate administrative procedures to meet service and people needs.**
  Establish a formal and coordinated administrative function of management of the tools, processes and information.

- **Provide timely Auxiliary background checks.**
  Establish a formal and coordinated administrative process that facilitates timely and DHS compliant background checks.

Commitment to Excellence

- **Identify and provide leadership development resources, tools and training.**
  The best volunteer organization needs the best leaders, whether elected or appointed. Policy and resources will emphasize leadership training that is as important as job qualification training.

- **Maximize maritime radio communications support, capacity and capabilities.**
  Implement effective and reliable Coast Guard communications support, particularly in areas with limited active duty presence.

- **Assign Auxiliary Interpreter Corps capabilities with Coast Guard requirements.**
  Accurately meet specific Coast Guard interpretation requirements by identifying each Auxiliary interpreter’s skills according to the Coast Guard’s standard classification system.

- **Standardize, manage and support Auxiliary financial policies and procedures.**
  Define and implement sound financial process and procedures Auxiliary-wide, under a Chief Financial Officer. Provide qualified personal financial counseling to new Coast Guard members in support of the Coast Guard’s move to a blended retirement plan.

- **Expand the Auxiliary University program to meet mission and service needs.**
  Provide the Coast Guard Auxiliary and Coast Guard with young, talented, educated, dedicated, diverse and well-trained leaders to meet the service’s operational and mission support needs.
• Enhance the Coast Guard’s Auxiliary information system of record to meet mission and service needs. Provide the Auxiliary and Coast Guard with a secure and capable information system that meets the service’s operation and mission support needs.”

**District’s strategic imperatives:** District 5NR will support the National Strategic Imperatives and support the District Commander’s imperatives.

District 5NR will work toward meeting the needs of the District Five Commander and Director of Auxiliary (DIRAUX) five years from now:

- Increasingly, over the next five years, the Coast Guard will need members who have training in multiple areas. Members will need to have ICS training and a working knowledge of ICS. Leaders and mentors will have to make sure that mandatory training is completed promptly after each new member joins;
- There will be an increasing need for Pollution Responders and Watch Standers – encourage members to obtain this training and qualification;
- In District 5NR, there is already an increasing need for office skills, software skills, health and fitness instructors and translators;
- There is an increasing need for administrative assistance, especially for the outlying units;
- Recruit, train and retain new members!

CAPE MAY, NJ - Coast Guard Auxiliarist Judy Dempsey assists a student during a Boating Safety Class conducted by the Cape May flotilla (5NR). Coast Guard Auxiliary boating courses provide instruction to boaters at all levels, from the fundamental to the advanced; classes are taught by experienced and knowledgeable instructors committed to the highest standards of the U.S. Coast Guard. Coast Guard Auxiliary photo by Joseph Giannattasio.
SECTION FIVE: DISTRICT OBJECTIVES

A plan to overcome concerns and achieve District 5NR goals

An important aspect of good leadership is to have clearly stated, clear goals that are understood by those being asked to achieve them. A good leader should also offer solutions or guidelines and the means to accomplish the goals while allowing for innovation and initiative on the part of those tasked with accomplishing them.

The following goals (in bold type) and proposed solutions are just that – goals, and one way to achieve them. In keeping with the Coast Guard’s long and highly successful history of allowing properly trained and qualified unit officers to take responsibility for the way their units accomplish the missions they are given, Auxiliary officers are encouraged to take the initiative and to offer their own ideas to accomplish goals - based on their own experience, available expertise and knowledge of local conditions. District goals will be set by the Commodore in consultation with the Chief of Staff and District 5NR Executive Committee (EXCOM) to meet the goals established by our national leadership but their achievement is up to all of us. Unit leaders must report their efforts through the Chain of Leadership and Management so that efforts and accomplishments can be measured and successes shared and to allow assistance to be offered where appropriate.

When goals have been accomplished, they may be removed or modified in updated versions of this document. The goals which are currently a priority and proposed solutions are:

Service to Nation

Paddlecraft Safety
Throughout our district but especially in the Western Area, we will focus on paddle craft safety efforts.

Recruiting and retention of new members

There may be nothing more important to us than recruiting and retention to augment the mission, service and people needs of the Coast Guard. Increasing diversity will be important. Recruiting and retention must be our top priority. We will push for all new members to be assisted by mentors – a proven successful strategy.

Meet Human Capital needs of the Coast Guard and the Auxiliary

Identify, encourage and train qualified members to augment the mission, service and people needs of the Coast Guard.

Duty to People

Better utilize our District Captains (DCAPTs):

With all of their experience, leadership skills, relationships with members in their Areas and ability to inspire members, our three DCAPTs can be better and more fully utilized than may have sometimes been the case in the past. Going forward, DCAPTs will have more responsibility for their Areas and will have the ability to take action as the direct contact in the chain of leadership and management for the four division commanders in their area. DCAPTs will be expected to:

- Visit one or more of their division’s meetings each month and promptly report to the DCO and DCOS via a memo or phone call as appropriate, information that is important for the district leadership to know;
• Make sure that communication is flowing both ways along the chains of leadership and management. Clear up any miscommunications that are noticed or work with the division commanders to make sure that information is making it to members (the deck plate) and the DCAPT;
• Keep the District Commodore and Chief of Staff informed of any weaknesses or conflicts developing in flotillas or divisions in your Area so that help or corrective action can be offered before the situation becomes too difficult to address;
• Encourage DCDRs to make their division and flotilla meetings more interesting and attractive to new and younger members. Help DCDRs to plan meetings that are focused on training, obtaining qualifications, activities or to invite good speakers. Encourage DCDRs to minimize the time spent on routine business as much as possible. Serve as a resource for the Area DCDRs. Develop a list of relevant speakers in your area that can be shared with the other DCAPTs so that you can all assist DCDRs in making their meetings more interesting.

Continue to advertise and offer opportunities to all qualified members:

Continue the efforts begun under DIRAUX and Commodore Kyper to make opportunities for training and service available to all qualified members.

Publish “Help Wanted” notices on the D5NR website and send email notices to members advertising opportunities for training and service.

DCAPTs and DCDRs will advertise opportunities when they visit units. We will make every effort to see that all members have a “fair shot” at opportunities to train and serve.

Continue to rebuild the Air Program:

The District Directorate Chief for Response (DDC-R) and EXCOM will continue to work with the District Staff Officer for Aviation (DSO-AV) to rebuild the air program. We will focus on recruiting pilots, owners of fixed wing and rotary wing aircraft and members interested in serving as aircrew. We will work to minimize delays in the qualification process while maintaining the highest standards and safety at all times.

“Nip” personnel problems “in the bud” and before they spread to other members:

Assist elected and appointed leaders in identifying and addressing personnel problems before they become big problems or draw in other members. In the past few years, problems of this nature have done considerable damage to morale and unit effectiveness. Insist that members follow the Chain of Leadership and Management.
Commitment to Excellence

Mobile Radio Unit

We will work to develop a mobile radio unit that will be available in the district and nationwide to assist in emergencies. This will be part of our effort to implement effective and reliable Coast Guard communications support, particularly in areas with limited active duty presence.

Interpreters

We will actively recruit potential interpreters as members.

Auxiliary University Program

Once we have completed the establishment of the Auxiliary University Program at Stockton University we will begin to establish a second program in our district.

Funding and develop a sustainable plan for funding two D-Trains each year

Develop a plan with an active development Special Project Officer, in compliance with AUXMAN’s prohibition on solicitation to educate and welcome outside donations. Create a carefully educated team to meet with appropriate community members. Encourage memorial donations.

Present elected officer training each fall

This will be done by our Past Commodores or with the Past Commanders Association. Instructors will travel to a location near each division for a Saturday training event.

Sector Delaware Bay & Station Philadelphia Visits

Follow-up this past spring’s very successful event at Sector Delaware Bay with a fall visit for members to the Sector. Members spent the day visiting the cutters, Station Philadelphia and the departments at Sector and left with a new awareness of our role in Team Coast Guard. They met the Active Duty and Reserve members who made the presentations and left with a new level of enthusiasm. This was especially valuable for new members and members who live too far away to easily visit or work at the Sector or Station.

CAPE MAY, NJ - Coast Guard Auxiliary Boat Crew trainees receive practical Radio Communications guidance from the “pros” at the Radio Room at USCG STATION CAPE MAY. Coast Guard Auxiliary photo by Joseph Giannattasio.
SECTION 6: LIST OF TACTICAL ASSETS

People
District 5NR had 1,929 members on 28 July 2018.

Facilities

Boats: The district has 133 boats which have been accepted as facilities and are available for orders.

Aircraft: The district has 3 aircraft that have been accepted as facilities and are available for orders.

Radio Facilities: 150

Vehicles: 20