

U S Department of Homeland Security

United States Coast Guard Auxiliary

Eighth Eastern Region



District Strategic Plan

2011 - 2012

28 July 2011

Introduction

This Strategic Plan provides a blueprint for the Eighth Eastern Region of the United States Coast Guard Auxiliary for the years 2011-2012. It describes the key strategic direction – aligned with the published vision and mission statements of the Commandant of the Coast Guard, the National Commodore, and the District Commodore along with the strategic plans of the Commander of Sector Ohio Valley.

The plan will be periodically reviewed and updated based upon feedback made while accomplishing the elements of the plan, and future changes in the environment.

This plan provides the District Commodore's strategic intent, direction, focus, and accountability for 2011 and 2012.

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Eighth Eastern Region

Table of Contents

Introduction.....	2
Mission Statement and National Commodore’s Vision Statement.....	4
Strategic Directions.....	4
Watchwords.....	5
Strategic Issues.....	6
Goals.....	6
Goal 1: Mission Effectiveness.....	7
RBS Strategies	
Response and Prevention Strategies	
Goal 2: Ready Volunteer Force.....	8
Maturing Membership	
Leadership Succession	
Member Training	
Diversity	
Recognition of Members	
Recruitment and Retention	
Goal 3: Effective Relationships.....	9
Coast Guard	
States	
International	
Maritime Industry	
Governance	
Goal 4: Knowledge Management.....	10
Branded Message	
Social Media Presence	
Innovative Technology	
Member Information	
Concluding Statement.....	11

The Mission of the U.S. Coast Guard Auxiliary

The primary mission of the U.S. Coast Guard Auxiliary is Recreational Boating Safety. We also have the mission to contribute to the safety and security of our citizens, ports, waterways, and coastal regions, as authorized by the Commandant of the United States Coast Guard. We will support the overall mission by improving the quality and delivery methods of our educational products. We will work with other like-minded organizations to improve the overall knowledge of the boating public to increase awareness of safety on the water.

National Commodore's Vision Statement

The Coast Guard Auxiliary will continue to meet America's ever changing needs through increased attention to recreational boating safety, security of America's waterways, and improved methods of educating the boating public.

Strategic Directions

- Continue to be the best all volunteer organization in the Nation (Goal 1)
- Continue to provide the best product on the market for the education of the boating public (Goal 1)
- Maintain the high standards of the organization to insure that we continue to maintain the integrity and dependability of the organization (Goal 1)
- Maintain a ready volunteer force to assist the Coast Guard and Sector Ohio Valley in times of emergency (Goal 2)
- Continue an aggressive recruiting program to include a diversity of members to insure the long-term growth of the organization (Goal 2)
- Continue to recognize the contributions of our members (Goal 2)
- Continue to meet the expectations of the Coast Guard and America's Boating Public to be the premiere safe boating organization (Goal 3)
- Work with other Federal Government Agencies, States and other partner agencies to support safe boating (Goal 3)
- Adjust our organization structure to best support the missions of the Coast Guard and to allow for the cooperation within to insure the organization operates at peak efficiency (Goal 3)
- Create innovative methods to use new electronic systems to improve the overall effectiveness of the organization (Goal 4)

Watchwords

The Watchwords for the Eighth Eastern Region are:

LEADERSHIP - A good leader should have a vision. You as a Fotilla Commander, Staff Officer, member or whatever position you hold should have a vision. What goals do you want to accomplish? What direction are we headed? What problems need fixing? We are in the people business. We need positive “can do” attitudes and members willing to offer solutions to identified problems. We need to provide our members with the leadership they want, need and deserve.

OPPORTUNITY - We must seek out opportunity. Make things happen. Be proactive rather than reactive. Don't wait for things to happen, and then wonder what happened. We in the Auxiliary have abundant opportunities to serve the boating public. We have skills we can put to use in our organization. The Sector, MSUs and MSDs need our skills to support and enhance their missions. Seek out opportunities and embrace them.

MEMBERS - Not membership. Yes, membership is important, but this emphasizes our members. It's all about the members. Nothing is accomplished without our fellow Auxiliarists. We are in the people business. To be successful, we need all of our members. We need Diversity. We need to value everyone – older, younger, and no matter who they are. We need them all to be a greater Auxiliary.

Strategic Issues

- Our membership is maturing faster than the rate of recruitment and qualification of younger members. Many of our mature members can no longer participate in the activities they once did, so participation /effectiveness levels are down in some program areas
- Leadership succession is the shortage of qualified members in the pipeline to enable smooth transitions to higher positions
- Training programs are in place; however, the delivery of those programs is not always effective
- Economic readiness influenced by the economy affects the members' ability to participate, the Coast Guard's ability to fund programs, and the Auxiliary's ability to perform at its best
- Increasing requirements and stringencies are diminishing the pool of operationally ready volunteers
- Loss of surface facilities since many members are not offering their vessels for use

Goals

- Promoting and improving Recreational Boating Safety
- Providing trained crews and facilities to augment the Coast Guard and enhance safety and security of our ports, waterways and coastal regions
- Supporting Coast Guard operational, administrative, and logistical requirements

The Commandant's Vision focuses on:

- Steady the Service
- Honor our Profession
- Strengthen our Partnerships
- Respect our Shipmates

Goal 1

Mission Effectiveness

In order to continue to be the best all-volunteer organization in the nation, we must have a clear definition of mission effectiveness, what we want to accomplish, and the impact of our actions on our customers and boating statistics.

- **RBS Strategies**

The Auxiliary's primary function is recreational boating safety. Our RBS missions operate in alignment with the Coast Guard's National Recreational Boating Safety Program.

The entire focus of the Auxiliary RBS programs is to save lives through education in the classroom, on the docks, and knowledge management through boating partners. The maintenance and growth of the RBS program portfolio is vital to meeting the RBS mission. Our economic readiness to support these programs is also impacted by their cost versus revenue in the marketplace.

1. **Public Education**

Objective: Increase the number of PE classes and class hours in 2012.

2. **Vessel Safety Check Program**

Objective: Continue to grow this program at the local level.

3. **RBS Visitation Program:**

Objective: Continue to grow this program at the local level.

4. **Response and Prevention Strategies**

a. **Response** – We need to encourage our members to continue to participate in operations programs and to continue to offer their facilities for use.

b. **Prevention** – We need to encourage our members to obtain new qualifications and to stay current in existing qualifications.

Objective: Monitor the growth in member qualifications to ascertain the impact on the number of missions conducted.

It is imperative that we maintain high standards in the Auxiliary's programs to assure our customers of the integrity and dependability of our organization. The Auxiliary is committed to Mission Effectiveness and ensuring our members have the right skills to accomplish those missions to save lives and protect our maritime environment.

Goal 2

Ready Volunteer Force

Maintaining a diverse volunteer force that is qualified and ready to assist the Coast Guard during both normal routines as well as surge operations is a major goal of the Auxiliary. We will continually work toward developing our membership into The Best Team whose competencies match the current and future needs of the organization. Our leaders will anticipate organizational needs and develop the agility and flexibility to quickly provide the capacity and competencies required in a constantly changing environment.

1. Maturing Membership

Objective: Insure our aging members have assignments that are a “best fit” for their skills and abilities. Continue to recruit younger members.

2. Leadership Succession

Objective: Mentor our future leaders and encourage them to take leadership courses. Interview new and potential members about their leadership skills and their desire to fulfill those positions in the future.

3. Member Training

Objective: Maximize the amount of training available for our members. Qualified instructors desiring to teach facilitated courses should take a facilitation course until a facilitation module is included in the qualifications.

4. Diversity

Objective: Continue an aggressive recruiting program to increase the diversity of membership. Unintended disincentives to recruitment and retention of members with needed competencies must be identified and eliminated.

5. Recognition of Members

Objective: In order to maintain a ready volunteer force and the Best Team, the Auxiliary will provide appropriate recognition for outstanding performance within Auxiliary programs and for support of other organizations.

6. Recruitment and Retention

Objective: Continue to increase our efforts in recruiting and retaining our members. We need to develop the competencies and capabilities to quickly adapt to change across leadership cycles without detracting from current operations. The Auxiliary will manage continuous and accelerated change as a fundamental factor of mission performance. We will build and manage human capital to improve service agility and close the gap between organizational intent and execution by providing a Ready Volunteer Force.

Goal 3

Effective Relationships

1. Coast Guard

Objective: The Auxiliary will continue to meet the expectations of the Coast Guard for mutual benefit to our nation. The Auxiliary will work with the Coast Guard to identify and fill required equipment, resources, and training gaps for Auxiliary assigned missions.

2. States

Objective: The Auxiliary will work with the Office of Boating Safety and the Boating Law Administrators of each of the states to ensure that our courses meet their criteria, and that we are all supporting safe boating with the same message.

3. International

Objective: The Auxiliary will promote its image by means of communicating good will and international cooperation with other Coast Guards and volunteer Search and Rescue organizations through the sharing of knowledge.

4. Maritime Industry

Objective: The Auxiliary will work with members of maritime industries and other boating organizations and advocates to ensure our programs are fully supported within the public arena.

5. Governance

Objective: The Auxiliary will adjust our organization to the changes in the structure of the Coast Guard to best support its missions and to allow for the cooperation within ensuring that the organization operates at peak efficiency. We will strive to increase our skills in building partnerships to enhance our missions and the safety at sea.

Goal 4 Knowledge Management

1. Branded Message

Objective: We will deliver the Auxiliary branded message to our members as an identification tool. We will deliver the branded message to the public via a campaign through mass media including television, radio, public service announcements, and social media.

2. Social Media Presence

Objective: We will have a widespread social media presence to influence the behavior of audiences, partner with stakeholders, Coast Guard, industry, and other related sources.

3. Innovative Technology

Objective: Use new technology to improve overall effectiveness of educational programs for our members as well as the public. Enhance member training courses and public education with online, interactive modules that can be done individually or in an online “classroom” setting.

Objective: Obtain new sources of public and private funding to support advances in our technology base.

4. Member Information

Objective: Increase communications to members at all levels in the Region. Encourage Flotilla and Division IS to provide member training reports to members at unit meetings.

Concluding Statement

This Eighth Eastern Strategic Plan for 2011-2012 has been put forth so that our leadership, our members, the Coast Guard and our other partners can understand our strategic direction for 2011 and 2012.

The strategies and objectives listed for each of these goals will be developed further by leaders at all levels within the Eighth Eastern Region. In some instances national objectives have been included in this plan to help set the bar.

We have undergone many changes and change will continue as will the economic environment within which we function. With respect for our Shipmates of the Auxiliary, we will adapt and set our course to move ahead for steady, continuous growth and positive impact on maritime safety.