



# **Operational Plan 2019-2020**

**First District, Northern Region**

**Charles B. Grossimon  
District Commodore**

## Executive Summary

Herein find the Operational Plan for the First District, Northern Region encompassing the years 2019-2020. It is within the scope of the U.S. Coast Guard Auxiliary's Strategic Plan for the years 2018-2024. This plan, developed by the experiences of current, future and past leadership, charts our course and gives us waypoints as we utilize guidance from local, national U.S. Coast Guard and U.S. Coast Guard Auxiliary strategies and directives. By laying out the goals objectives and desired outcomes, we embark on a course to keep ourselves focused on the vital tasks we are charged with. By keeping ourselves on course, everyone who wears the uniform knows, we not only serve our Nation in the best possible way, the ultimate outcomes are the lives that are potentially saved by the work that we all do.

The First District, Northern Region with members in Maine, New Hampshire, Massachusetts and Rhode Island, is a vibrant Auxiliary District, with members participating at different levels in a wide variety of activities. Our members are active in the traditional or what we all know as "cornerstone" functions and are tasked more and more in non-traditional ways. The boating world is changing. The needs of the Active Duty and Reserve Coast Guard are changing, as well. It is incumbent upon members the U.S. Coast Guard Auxiliary to rise to the challenges and meet the current needs. With that in mind, The First District Northern Region works every day to analyze and prepare ways we, as an organization and as individuals can contribute to the greater cause.

As the Coast Guard assesses their needs for personnel, Auxiliarists in the First District, Northern Region work very hard to meet those needs. Whether it be Watchstanding, Food Service, Auxiliary Crew Members on Coast Guard Assets, Public Affairs Specialists, Emergency Responders, CPR Instructors, Marine Safety Specialists, Marine Engine Mechanics, Air Personnel and many more, members from the First District, Northern Region stand ready to assist with whatever the needs are.

Throughout the next several years, these needs will change. We will continue to assess and inventory our skill sets to integrate our skilled and qualified members to work alongside our Active Duty and Reserve counterparts.

The First District, Northern Region continues to provide excellence in the traditional Auxiliary "Cornerstones" of Operations, Public Education, Vessel Safety Checks and fellowship. The cornerstones are the base for all Auxiliary activities. Much of it encompasses mission areas unique to the Auxiliary while a significant part of it, now involves direct integration with the Coast Guard.

Paddlecraft in large numbers have been in our waters for the last two decades or more. What used to be a specialized sport has become mainstream. Because of their relative low cost and wide availability, the numbers of paddlecraft plying our waters have grown exponentially. Accidents and fatalities involving these craft have grown, to a large degree, as well. As a result of this situation, our focus in the last few years has been on paddlecraft safety. We get the message out in various ways. We go where the paddlers are to do outreach and gain their respect so our message is heard. Young children are taught the importance of wearing life jackets while on paddlecraft and other types of vessels. In recent years there has been a decline in

fatalities. In this area, the First District, Northern Region pushes forth to maintain this decline and keep our paddlers safe on the water.

### **U.S. Coast Guard Auxiliary 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.

### **U.S. Coast Guard Auxiliary 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.

### **First District, Northern Region Mission Statement**

- To promote boating safety, maintain our current skills and develop additional skills to ensure we are “Always Ready” to support the United States Coast Guard in all lawful activity as requested and authorized by the Commandant of the U.S. Coast Guard.

### **First District, Northern Region Vision Statement**

- The members of the First District, Northern Region embody a sense of excellence in all that we do. We are well trained professionals, and show mutual respect to those we serve, as well as, to our fellow members. As members we keep our lives in balance between family, our employment and our service in the Auxiliary. By doing so, we keep ourselves available for our missions for the long term. We maintain high standards to keep ourselves “Semper Paratus”, always ready to serve our nation, the Coast Guard and the boating public.



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, appearing to read "Karl L. Schultz".

KARL L. SCHULTZ  
Admiral, U.S. Coast Guard

## **Our Guiding Principles**

- Service to the Nation
- Duty to People
- Commitment to Excellence

The plan of the First District Northern Region with respect to our Guiding Principles.

### **Service to the Nation**

#### **Recreational Boating Safety/Paddlecraft – Public Awareness.**

**Vessel Safety Checks**-Vessel Examiners in First District, Northern Region will continue to increase the amount of Vessel Safety Checks in their various areas of responsibility. While continuing in the traditional areas of Vessel Safety Checks, increased emphasis will be placed on VSC's done on Paddlecraft. The District Directorate Chief-Prevention will track on a monthly basis, using information from AUXDATA all progress and report their findings.

Desired outcome: A declining amount of Paddlecraft accidents and deaths within the District. No adrift Paddlecraft would be found without an "If Found" sticker. The amount of Vessel Safety Checks will increase from year to year by a factor of 5%.

**Paddlecraft**-Working with CG to develop programs that support increasing 1NR activities in Paddlecraft areas. We will continue to develop Paddlecraft safety teams to go where the paddlers are to spread their safety message. We will continue to reach out to all members of the public via parade participation, school presentations and participation in public events using static displays and "Coastie" to attract attention to the message. The Auxiliary Unit Coordinator-Paddlecraft will report on a monthly basis progress in this area.

Desired Outcome: A continuance of partnerships between Coast Guard Auxiliary, Coast Guard and local area responders and agencies. An increase in the amount of citizens exposed to "the message" creating an awareness of the safety issues involved throughout the community.

**Surface Operations**-Emphasis will be place on increasing the cadre of qualified boatcrew members with a goal of increasing safety patrol, Aids to Navigation Verification and training missions on the water. In addition, the Chief of Response will conduct analysis of the decreasing number of Operational Facilities to attempt to determine specific reasons for this decline. Work with the DSO-HR to try to determine best way to recruit new members who already own potential facilities.

**Air Operations**-Working with the DSO-AV, we will ensure that all pilots meet the qualifications, safety and medical requirements to fulfill their missions.

Desired Outcome: An increase in the amount of boat owners who are willing to offer for use, their facility. An increase in the amount of members who have the opportunity to train in the program owing to an increase in the availability of facilities. Safety concerns, fitness for duty, and Team Coordination Training remain the most important factors in the program.

### **Incident Management/GAP Analysis and Standard Operational Planning.**

Referencing the First Northern Operations revised plan dated 14 April 2018, we continue to meet Human Capital needs of the Coast Guard and Auxiliary. The DSO-Incident Management of First Northern will identify Coast Guard specific needs and attempt to fulfill those needs. We will continue to communicate Auxiliary skills to the Coast Guard and participate with the Coast Guard in Sector Planning thus improving mission activities.

Desired Outcome The DSO-Incident Management of First Northern will identify Coast Guard specific needs and attempt to fulfill those needs. We will continue to communicate Auxiliary skills to the Coast Guard and participate with the Coast Guard in Sector Planning thus improving mission activities.

**Maritime Radio Communications**-Continue to develop and train watchstanders to integrate into Coast Guard environments. Working with the DSO-IM and the DSO-CM, we will encourage members to train and become familiar in a Maritime Radio environment and offer their talents to supplement the needs of various Coast Guard units. In areas where this is a limited Coast Guard presence, working with the Division Commander, the DSO-CM and SO-CM, we will work to maintain proficiency in the members conducting Radio Guard and will ensure the proper inspections and offer of use procedures are in place.

Desired Outcome: Members continue to train and qualify as Radio Watchstanders. Newer and experienced members realize the opportunities involved and train and qualify to assist the Coast Guard. Auxiliary operations programs with limited Coast Guard presence will maintain the equipment and the skills necessary to provide radio guard for Auxiliarists underway on Operational Facilities.

**U.S. Coast Guard Cutter Integration**-Work with Division Commanders to develop a training program in their area of responsibility to provide Auxiliarists to one or more local Coast Guard cutters to perform duties such as Gangway Petty Officer of the Watch, Fire Billet, Junior Officer of the Deck, Food Service, CPR training, and any other duty requested by Command that is not considered Law Enforcement or Combat related and considered permissible under the Coast Guard Auxiliary Manual (AUXMAN). The individual responsibilities would depend on the function involved but may include Flotilla and Division Commanders, and DSO-Food Service.

Desired Outcome: Qualified members train for and support the needs of local Coast Guard cutters, and integrate such that they are considered part of the ship's crew. They will be charged with not only representing the Auxiliary to the best of their ability, but also that of the U.S. Coast Guard.

**Maintain personal contact with Leadership at all levels within the Coast Guard.** The District Commodore will schedule meetings with First Coast Guard District Commander or representative. Whenever practicable the District Chief of Staff will be included, informed and up to speed on any developments. Encourage the District Chief of Staff, and the District Captains along with the Auxiliary Sector Coordinators to maintain steady communication with Coast Guard leaders at their respective levels. District Captains will ensure that Division Commanders who have a Coast Guard unit in their Area of Responsibility will maintain a healthy relationship with their Coast Guard counterparts, as well. This will mean, not only supporting the unit as a whole, but also individual Coast Guard members who may need assistance where Auxiliary members can be of assistance.

Desired Outcome: A strong partnership exists between Auxiliary and Coast Guard Leadership. An atmosphere of cooperation, trust, and respect are demonstrated not only in words, but in actions, as well.

## **Duty to People**

### **New Member Recruitment, Retention, Mentoring and Leadership Program**

Working with the DSO-HR, we will continue “New Member” Recruitment, Retention, Mentoring and Leadership program initiated in 2016. New members are the lifeblood of our organization and experienced members provide continuity, experience, mentorship and, indeed, inspiration for our newer members. The DSO-HR will track on a monthly basis the statistics showing new members and exiting members and will report the same. An increase in overall membership by a factor of 5% would be favorable.

Desired outcome- an increase in overall membership by a factor of 5% would be favorable.

### **Improve Communications at all levels within the District**

The District Commodore and the District Chief of Staff will be responsible for implementation of the following.

1. When practicable and when funding allows hold one or more Face to Face Executive Committee meetings.
2. Encourage District Captains and District Directorate Chiefs to communicate with Staff and Elected Officer in their chain by conducting regular meetings via teleconference or in person.
3. Communicate the Mission, Vision, and Desired outcomes by posting on District Website.
4. Empower Elected and Appointed Positions to act and resolve issues at their levels that are within their area of responsibility.
5. Open appointed District positions to all members.
6. Schedule one on one meetings with each District Captain and Division Commander.
7. Schedule one on one meetings with the District Directorate Chiefs.
8. Attend at least one meeting in each Division.
9. Attend all Division Changes of Watch.
10. Maintain an “Open door” policy where anyone in the District may contact the District Commodore when using the Chain of Leadership has failed.

# **Commitment to Excellence**

## **Reinforce the Coast Guard Core Values to all Elected and Appointed Officers.**

We will ensure that this is implemented by maintaining frequent communications with all members. As much as possible and in keeping with privacy and confidentiality concerns, we will be transparent and true to our word. The atmosphere in and the culture of the District will be one of Respect and Diversity where all members feel comfortable, included and respected.

## **Development of a “Leadership Definition” and what it means to “become a leader” and promote this to all Elected and Staff Officers.**

The District Captains and the District Directorate Chiefs will ensure that all leaders within their area of responsibility feel that their efforts are appreciated and will have the opportunity to receive encouragement and guidance for their personal ascension. The District Captains will oversee the succession planning of the Divisions and Flotillas to ensure that leaders will be available in future years.

The District Commodore, District Chief of Staff, and the DSO-Member Training will encourage those who might benefit to seek out training i.e.: AUXLAMs, AMLOC, ASOC and other C-Schools, in order to enhance their skills for the betterment of all.

## **Develop objective/action plans that support the National and Coast Guard Strategies.**

The District Commodore and the District Chief Staff will ensure the First District, Northern Region implements all plans, actions, and desired outcomes which are supportive of programs and directives of The Commandant of the U.S. Coast Guard and The National Commodore of the U.S. Coast Guard Auxiliary.

This document will be reviewed on an ongoing basis and will be revised as necessary.

In everything we do, we will be mindful of the Core Values of the United States Coast Guard: HONOR, RESPECT, and DEVOTION to DUTY.

## **Reporting of Results**

Without the ability to measure results during the year and present them, via reports, to the membership, this plan could not be successful.

- Monthly Reporting
  1. Flotilla Commanders and Staff Officers report monthly to the Division their accomplishments, objectives vs. actual, updates and concerns.
  2. The Division will then combine the Flotilla reports along with Division elected and staff reports in the same format. These Division report is sent to the District Captain and the individual staff offer reports are sent to the respective District Staff Officers.
  3. The respective District Directorate Chief will collect the reports from the District Staff Officers. District Captains will collect the Division Commander Reports. Each (DDC and DCAPT ) will produce two reports, an Executive Summary and a compilation of the individual

DSU and DCDR reports. The DDC will send reports to the District Chief of Staff and the DCAPT sends reports to the District Commodore by the second Friday of each month.

4. The District Chief of Staff compiles reports into 4 files and distributes them to the membership via the District Board and Staff prior to the Executive Committee teleconference.

- Quarterly Reporting

1. The District Commodore reports to the Deputy National Commodore-LANT AREA, East

## S.W.O.T. Analysis

### Strengths

1. Dedicated members
2. Members bring broad experience
3. Members willing to train and qualify for the function they need to do
4. Pride in volunteerism
5. Members passionate about the missions.

### Weaknesses

1. Some members aging beyond capabilities
2. Recruiting and retention
3. Lack of members wanted to go into elected leadership
4. Lack of Leadership skills
5. Lack of younger people going into Boat Crew.
6. Mandated Training percentages.

### Opportunities

1. More integration with Coast Guard
2. Paddlecraft outreach/AUXPAD
3. Recruiting programs
4. AUXFS/AUXFE implementation
5. Public Affairs efforts
6. Training for Elected and potential leaders.

### Threats

1. Reduction in funding of training, meetings, DTRAINS etc.
2. Amount of Facilities decreasing, cost, etc
3. Membership declining-Recruiting
4. Public Education customer base declining
5. Disposable volunteer time for members.

# Leadership Philosophy

Charles B. Grossimon as District Commodore

- The First District, Northern Region will:
- Always be mindful of the U.S. Coast Guard Core Values of HONOR, RESPECT and DEVOTION to DUTY and incorporate it in all we do.
- As officers at any level, we will set a good example of leadership in appearance and in the way we act.
- Be a leader but maintain humility.
- Maintain a line of open communications.
  1. Be ready to hear all sides of all issues.
  2. Have that difficult conversation.
  3. Be respectful of opposing views. Value the advice of those who have gone before.
  4. Keep members at all levels informed via reports or Q&A, whenever possible.
- Promote Diversity
  1. Maintain a culture of inclusion and mutual respect for all members.
  2. Value the diverse backgrounds our members bring to our District.
- Strive to improve ourselves
  1. Encourage training at all levels. Be open to members training needs.
  2. Continue to strive to improve District Training (DTRAIN) Leadership Development Academy (LDA) and Sector Training (STRAIN).
- Encourage personal growth amongst members but hold people accountable.
  1. Empower those in positions to make their own decisions and place trust in those decisions.
  2. Encourage members to grow by encouraging them to keep on learning.
  3. Promote ascension to higher office.
- Be respectful of our members' time and commitment levels.
  1. We are unpaid volunteers who are here to serve.
  2. Enjoyment, satisfaction and reward are our "pay".
  3. Be honest about time conflicts.
  4. Value all those who give as much or as little of their time.
- Recognize and give credit where it is due.
  1. Simply, credit goes to whoever did the work.
  2. Applaud those who have worked hard and have done well.

## Leadership Definition

- As leaders we motivate our teams to achieve their ends, remembering we serve the people we lead by being empathetic, inspiring, a good mentor and always striving for improvement.

## Becoming a Leader:

### Characteristics of a good leader

- **Strong Communication Skills.** A leader needs to be able to communicate well with the shipmates who are doing the work.
- **Passion & Commitment.** Enthusiasm for the mission. When you are excited, your shipmates become excited.
- **Positive Attitude.** A positive attitude is contagious.
- **Innovation.** Think outside the box.
- **Collaboration.** Include others in your decisions and planning.

## Semper Paratus

