



USCG Auxiliary – Flotilla 013-02-01 Casco Bay Flotilla Strategic Plan – 2022

The Flotilla Commander and Vice Commander have developed this Flotilla Strategic Plan for 2022 by considering goals and strategies expressed in the National United States Coast Guard Auxiliary Strategic Plan for 2016-2022 issued on November 1, 2016, local resources and needs, and membership and leadership capabilities.

The overall theme for 2022 is “**Delivering on the Missions of the Auxiliary in a Changing World**”. This strategic plan seeks to acknowledge the reality that our missions need to be accomplished, even during times when our ability to be public facing is compromised for any reason - the persistence of the COVID-19 pandemic being the most immediately relevant reason. In keeping with the National Strategy, members of USCG Auxiliary Flotilla 02-01 should be the best trained, most valued maritime *professional volunteers* in our region. As a flotilla, we need to determine the best ways to deliver on the National, Regional and Local goals for the Auxiliary. We recognize that since the beginning of the pandemic we have been focused on how to proceed until such time as the pandemic is behind us. All the while, we have seen the impact of a reduced Auxiliary presence on the safety of the boating public. However, we have also seen significant “out of the box” thinking which has led to solutions that have helped us accomplish our missions, even in less precarious times, and will continue to do so. Our approach should shift to an assumption that we could be in the throws of a public health threat for some time, or again in future times. In area’s like public education, vessel examination, program visits, member and staff meetings, we have already implemented changes that have helped us to succeed. In every instance, we have seen results that lead us to believe that these efforts will augment our traditional approach, even if we can get back to our pre-pandemic methodology. Our goal is to permanently expand our toolbox, beyond our traditional delivery mechanisms, to meet all key Auxiliary missions and enhancement of the support provided to the USCG. The following is a summary of the planned strategies and initiatives for the coming year. They include general strategies and strategies for each staff officer position.

General Strategies

The Commander and Vice Commander have solicited input from Flotilla Staff Officers in January to formulate and align goals for 2022 consistent with needs and resources. In previous years, Flotilla 02-01 has enjoyed the benefits of effective recruitment activities that had resulted

in a strong increase in membership. Like many of our missions this area has felt the impact of COVID-19. This has made it even more important to view it as our collective duty to make sure that any new members are challenged as soon as possible with assignments and missions that captivate and motivate them. Every officer has needs and we must collaborate and communicate effectively as the challenge of a large flotilla membership requires. Staff meetings are critically important to make sure that each officer's messages and needs are communicated effectively and that we are unified in both our objectives and their execution.

Paddlecraft fatalities continue to be unacceptably high in the Northern District. National has requested that Auxiliary units work harder to reach the paddlecraft audience. This is arguably most important in areas like Casco Bay, that see more traffic, and where cold water risks are persistent. In response to this, Flotilla 02-01 has achieved one of the country's first AUXPAD Afloat programs, with a dedicated unit known as The Paddlecraft Safety Team. Their focus is to raise awareness and increase training in the Paddlecraft community. Leading this effort is a member who has more than 40 years of paddlecraft experience and who has successfully acquired the requisite credentials from the American Canoe Association. He has since built a team that has credibility not only within our flotilla, but around the district, and within the paddlecraft community. APPENDIX A contains the developing plans for this effort, its goals and executable components, for 2022.

Collaboration remains a top priority of this flotilla. The 2022 slate of Flotilla Staff Officers has many members with significant experience approaching their duties from a collaborative vantage point. We believe that finding ways to work together where our duties overlap within the flotilla or with other flotillas, SNNE, Station South Portland, and up the chain of leadership and management, will lead to better outcomes for the boating public and our active duty counterparts. We further believe that our members will have a more well-rounded and fulfilling experience.

Another area of focus in 2022 will be to answer to the priorities laid out by SNNE and Station South Portland. Local leadership has shown a desire and a commitment to work with our flotilla. We are being asked to augment local Coast Guard units in very specific ways, and we will work to meet those needs. Culinary assistants, gate watchstanders, radio watchstanders, and many marine safety roles have all been expressly requested, along with many different professional skills that our members possess. Two of the most important areas that the Casco Bay Flotilla has developed to answer to the needs of our active duty counterparts, were the development of our Auxiliary Chaplain Support Program (see APPENDIX B), and our Culinary Assistant Program (See APPENDIX C). The leadership team must continue to work together to find ways to meet ongoing needs.

Leadership along with key members of the flotilla will continue to develop an outreach and recruitment effort targeting local higher education institutions and younger members. Much progress has been made toward this important diversity objective, as 2021 saw the formation of a committee dedicated to standing up the State's first Auxiliary University Program (AUP), and the very successful rollout of a flotilla AUX-Scout program, overseen by an FSO-AS who works with youth professionally, has brought a 16 year old son into the program, and was the driving force behind meeting southern Maine's Sea Scout Unit leading to the successful charterer of the only Sea Scout Ship currently in Maine. At the turn of the year, we not only have a strong and active Sea Scout unit attached to our flotilla, but we also have our first two AUP remote collaborative units with one member attending Maine Maritime Academy, and the other a cadet at Norwich University. We have also made significant inroads at the University of Southern Maine, where we hope to complete standing up a unit.

The key to success in any good organization is the depth and talent of its leadership team. Flotilla 02-01 leadership has been working for several years to encourage the development and assignment of Assistants to the Flotilla Staff Officers. The challenge of meeting unexpected vacancies continues to exist from year to year and the results are gaps in service and the inability to hit the ground running due to training and institutional knowledge requirements. Flotilla 02-01 will continue to work to appoint Assistant Officers to both help Staff Officers meet the demands of their positions, and when possible to allow all Flotilla Staff Officers to groom their successors. Although initially discussed to create resiliency, the concept has evolved to recognize that a Flotilla of over 100 members is a lot of work and Officers need help. Assistant Officer Positions are a great opportunity for new and existing members who have the required skills and dedication.

Inherent in the need for resiliency is the need to document a "Playbook" of procedures for each Flotilla Staff Officer position, VFC and the FC. While incoming officers always have the opportunity to build and improve on prior practices, such prior practices are not always known and as a result there is a setback in institutional knowledge. Since introduced in 2020, many officers have developed a written playbook, and will share that as they work to develop assistant staff officers and those next in line, before passing it off when they leave their position. Leadership will work with Flotilla Staff Officers that have not yet done this, to develop "Playbooks" of knowledge and procedures with respect to their position.

Like many goals, recruitment has suffered as a result of the COVID-19 pandemic. Prior to the pandemic, recruitment efforts were very successful. New systems had been established to track new members from the initial contact all the way through credentialing and uniforms. New mentoring procedures had been adopted and there is more accountability to make sure our new

members are not “lost along the way”. Also great progress was made to eliminate the parts of mentoring that were most burdensome to mentors. Like other priorities, we are continuing to work on ways to accomplish our recruiting goals in ways that aren’t just public facing, including discussion of the Auxiliary during virtual public education offerings, and then developing candidates through virtual orientations and virtual new member classes. Onboarding new members remains every members responsibility in the USCG Auxiliary. Successful recruitment must be followed by successful retention for new and existing members. The size of the flotilla makes it challenging to maintain personal contacts with everyone and ensuring that their expectations are being met. All members are encouraged to play a role, welcoming, and possibly mentoring new members, and communicating aspirations to leadership in a constructive manner. We want everyone to have a fulfilling experience in the USCG Auxiliary.

We are a professional volunteer organization. In 2022 we will continue to focus on professionalism, training to proficiency, proper uniform presentation and fostering understanding of Coast Guard customs and courtesies. In addition to what we learn, we will emphasize the contributions that the professional skills we bring to the auxiliary may also frequently be of considerable value to our active duty counterparts.

Staff Officer Strategic Plan Initiatives

Prevention

Flotilla Staff Officer – Public Education

Everett Henry

Goals

The FSO-PE will offer classes that are responsive to the needs of the public with respect to Recreational Boating Safety.

Although there have been efforts in the past that have not produced the desired results, an education committee will evaluate the possibility of partnerships, marketing efforts and the potential for offering classes in other locations, such as yacht clubs, marina's, boat membership clubs, and other venues where we are likely to find members of the recreational boating community who can benefit from our course offerings

Leadership will work with the FSO-PE to develop additional instructors, qualify instructors that are part of the way through the process, and increase the depth of training resources.

The FSO-PE will work with the Paddlecraft Safety Team to increase the depth of training opportunities.

COVID Impact

1. Meetings in person
2. Public facing education opportunities
3. Through a persistent legal issue, courses that result in NASBLA certifications, cannot issue the certificate if taught virtually

Solutions

1. Improved mixed meeting equipment, at live meetings, so Zoom participants have a better visual and audio experience.
2.
 - A. Work with leadership to establish a committee to rethink public education and delivery, with the goal of creating a plan that ensures the public has access to critical United States Coast Guard Auxiliary recreational boating safety classes both in an in-person format, or a virtual format.
 - B. Work with leadership and qualified Auxiliarists to deliver more virtual offerings to the boating public.
3. Continue to work towards offering our certificate courses in person, and when possible through virtual offerings. Work to resolve the often conflicting information about offering certificate courses virtually without a certificate being issued, and work towards an end result that not only allows certificate courses to be presented virtually, but allows the certificate to be issued at the completion, in the State of Maine (something that has been tied up with the Auxiliary's liaison to the State, due to health issues). The material presented in primary USCG AUX RBS courses, like "Boating Skills and Seamanship" is essential to the safety of the recreational boating public. This is especially true in areas like Casco Bay, which have area specific risks like cold water temperature, submerged hazards and high boating traffic. The need for this education should be differentiated from the separate goal of issuing a completion certificate. Classes should be offered regardless, both virtually and in-person when possible, until the legal roadblocks involved with issuing the certificate are resolved and both goals can be accomplished.

Flotilla Staff Officer – Vessel Examination
John Cuozzo

Goals

Evaluate new opportunities for Auxiliary members to expand the reach and scope of Vessel Safety Checks, including cross-training PV's who often find themselves at the facilities where VE's are occurring, and could add value during their time as VE's

Integrate the goals of the "Paddlecraft Special Ops Team" as it relates to training members and executing Paddlecraft Safety Checks.

Work closely with HR and leadership to create opportunities for new members to become qualified to perform Safety Checks

Highlight best practices.

Ensure ongoing reporting and tracking of VE activities.

COVID Impact

1. Meetings in person
2. Vessel Safety Checks are importantly done in person, and that may not be possible during a pandemic

Solutions

1. Improved mixed meeting equipment, at live meetings, so Zoom participants have a better visual and audio experience.
2. Continue to work through requests for VE's by offering an online, self check version. Proactively schedule self-check VE's through our partners to broaden the audience. Provide VE stickers to those through an attestation of completion.

Flotilla Staff Officer – Program Visitor
Bill Muir

Goals

increase the total number of active program visitors, including cross-training VE's who often find themselves at the facilities of our program partners and could add value during their time as VE's

increase the number of total visits to program partners

coordinate with Marine Safety to establish additional training for program visitation members to enhance integration of the Program with the goals set forth in the Sector Severe Weather Plan.

COVID Impact

1. Meetings in person
2. Program visits are a public facing activity

Solutions

1. Improved mixed meeting equipment, at live meetings, so Zoom participants have a better visual and audio experience.
2. Rather than visit, check in with program partners by phone to assess needs, and provide relevant materials by mail. Make PV's available via Zoom for more in-depth conversations or concerns expressed by program partner's. Implement a QR Code alternative to paper brochures, held at point of sale, that boaters can "pick up" with a phone scan instead of a paper brochure.

Flotilla Staff Officer – Navigation Systems
Billy Thornton

There are 57 Private Aids to Navigation in Casco Bay and Flotilla 02-01 is responsible for verifying one third of these annually. However, these aids are distributed over a broad area and include aids up the New Meadows River.

Goals

verify the aids in conjunction with other boat crew training exercises with verification beginning in May and completion sometime in July. Discrepancies should be identified early in the season to maximize safety for the upcoming boating season.

Continue to assist in the verification of Private Aids to Navigation in Saco Bay as possible, though the distance is a challenge.

Exercise staff supervision and responsibility for chart updating patrols.

Inform appropriate flotilla members of developments.

When and if possible, schedule qualified Auxiliarists to perform specific activities in area of responsibility, including a specific time and place for the activity.

Maintain close liaison with the Division Aids to Navigation Officer (SO-NS) and Flotilla Vice Commander and submit a monthly activity report to each.

Advise the District Aids to Navigation Officer (DSO-NS), via the SO-NS, by 1 October each year of changes desired on chart distribution.

Coordinate and cooperate with the FSO-OP (currently the same staff officer) to ensure that every deployment of an operational facility for chart updating, inspection of private aids to navigation, and others, are performed under Coast Guard patrol orders.

Foster interest for members to maintain their own navigational publications in an up-to-date condition.

COVID Impact

1. Meetings in person

Solutions

1. Improved mixed meeting equipment, at live meetings, so Zoom participants have a better visual and audio experience.

Flotilla Staff Officer – Marine Safety
Jim Maxner

The FSO-MS will continue to build the Marine Safety program and to educate members on the mission.

Goals

Provide assistance and support as needed for:

- *USCG MS/EP missions designated as appropriate for Auxiliary participation;
- *Environmental outreach including the Sea Partners program;
- *Maritime security using America's Waterway Watch

Provide training and Workshops to foster interest and participation in MS activities.

Promote qualification in ICS courses to members to facilitate their ability to take part in exercises, drills etc. as active participants and as prerequisites for various qualifications in Marine Safety.

Promote activities to foster public awareness of environmental issues through:

AUX participation in area beach cleanups, AUX participation in local maritime group meetings, participation in drills and exercises, attending boat shows, coordinating with FSO-PB, FSO-VE, FSO-PA and FDO-OP.

Promote member qualification in Marine Safety programs, both AUX and Active Duty. Active duty missions that need qualified support, by members trained to professional standards, include UPV's, Commercial Fishing Vessel inspections, and marine investigation. Given the criteria to train to an active duty proficiency, members must be carefully selected in addition to willing to train to such a standard.

Interface with other Flotilla FSO-MS to foster cooperation and sharing of programs and ideas.

Interface with AUXLO and other active duty personnel to better meet the needs of Sector NNE.

Provide Sector MS personnel with opportunities for underway missions in coordination with FSO-OP.

Attend Flotilla Staff Meetings, Division Meetings and District Meetings as required.

Provide timely monthly reports to the VFC

COVID Impact

1. Meeting in person
2. Member Engagement

Solutions

1. Improved mixed meeting equipment, at live meetings, so Zoom participants have a better visual and audio experience.
2. Rather than deliver staff meeting reports at member meetings, use the opportunity to discuss member engagement relating to that report. Focus on member engagement at member meetings and leave full report, including problem solving, for staff meeting.

Flotilla Staff Officer – Auxiliary Scout
Ian Riddell

Goals

Establish and sustain supportive working relationships with the Auxiliary leaders and program managers involved with the AUXSCOUT program as executed by the division and other participating flotillas.

Establish and sustain supportive working relationships with cognizant Sea Scout leaders.

Mentor flotilla members to establish and sustain constructive relationships with local Sea Scout leaders and local Boy Scout councils that promote and facilitate a spirit of cooperation, open and candid conversation, and enhancement of the AUXSCOUT program.

Investigate any issues that adversely affect the flotilla's AUXSCOUT program, and facilitate the resolution of such issues.

Prepare and submit timely reports of all meetings with the Sea Scouts to the Division Staff Officer – AUXSCOUT (SO-AS) via the VFC and with copies to other FSO-ASs within the division. Prepare informative news briefs to keep the flotilla informed of highlights of its engagement in the AUXSCOUT program.

Conduct AUXSCOUT workshops and training seminars for flotilla members as needed.

Provide information to the division and other flotillas in the division about BSA conferences and workshops, encourage participation, and participate in applicable BSA training events whenever possible.

In keeping with healthy recruiting and diversity goals, seek to connect interested Sea Scouts or Sea Scout Leaders to their desired path within the Auxiliary, in the Flotilla, or direct them to any appropriate counterpart of other Flotilla's as necessary.

Conduct an area "Safety at Sea" Weekend. - Organize a summer collaborative program involving Sea Scouts, active duty and Auxiliary Coast Guard personnel, and the public. This hands-on event will be a large scale, interactive event, that crosses organizations and missions, and creates fellowship between scouting, active duty and Auxiliary organizations. Exhibits include Fire suppression, damage control simulation, utilization of PPE's, etc. Open to the public, open to auxiliarists, open to sea scouts. http://auxbdeptwiki.cgaux.org/index.php/Safety_at_Sea_Weekend

Work with FSO-MS for collaborative opportunities that Sea Scouts can participate in, including formal training in prevention and marine and environmental protection missions, and less formal events like beach clean-ups.

COVID Impact

1. Meetings in person

Solutions

1. Improved mixed meeting equipment, at live meetings, so Zoom participants have a better visual and audio experience. Virtual meetings/training/improvements

Response

Flotilla Staff Officer – Operations

Billy Thornton

Operations will likely have 4 OPFAC's approved for use in the 2022 season. Paperwork and decals confirming operation will be received in early 2022. Additional OPFAC's will be solicited from incoming new members.

Goals

Once boats are in the water, trainees and boat crew will renew their proficiencies in the many underway tasks, especially lookout, helmsman, man-overboard, and line-handling associated with towing. Mishaps in other parts of the country are a reminder that boat crews be evaluated in their ability to meet the physical and skill requirements of their positions.

As new boat crew candidates rise, work to complete all of the shoreside tasks with assigned boat crew mentors and to acquire the necessary PPE (personal protection equipment) with which to outfit them so that they will be able to get underway without losing momentum or enthusiasm.

Through discussions with personnel and command at Station South Portland, identify needs for any specific missions or training opportunities involving the Auxiliary. In the past, the Auxiliary has provided platforms for marine observation, law enforcement evaluation, and 2 boat towing evolutions and other exercises for coxswain and crew training. As we did this, we would work to increase the ability of the Auxiliary to conduct weekday patrols while attempting to maintain the ability to meet weekend patrol needs.

Casco Bay is an active area with many marine events. Flotilla 02-01 is stretched thin in its ability to provide sufficient OPFAC's and crew. Meetings will be held with Station South Portland to discuss needs and expectations and efforts will continue to find new resources for both OPFACs and Crew.

Will meet with existing boat crew members to evaluate their continuing commitment to the mission and establish their availability and the status of PPE equipment.

Will work with Boat Crews and Facility owners to make sure that all equipment and facilities meet inspection requirements timely and that PPE, Risk Management and Operations workshops are held when needed.

Will exercise staff responsibility and supervision over all flotilla operations programs, including search and rescue (SAR), regatta, safety and/or air patrols, and keep flotilla members informed of all developments in the program.

Will maintain close liaison with the Division Operations Staff Officer (SO-OP), cooperating in every way, to ensure prompt and direct flow of information vital to authorized Auxiliary operational activities.

Will coordinate and cooperate with the Flotilla Member Training Staff Officer (FSO-MT) to develop and supervise training exercises in SAR procedures for Auxiliary facilities.

Will ensure that every deployment of an operational facility for any activity on behalf of the Coast Guard Auxiliary or Coast Guard is under Coast Guard reimbursable or non-reimbursable patrol orders.

Will maintain close contact with facility owning members to encourage operational activity and maintenance of uniformity and high standards.

Will maintain current records of Auxiliary facility characteristics including information useful for SAR as may be required to effectively discharge your responsibilities.

Will maintain close liaison with the Division Operations Staff Officer (SO-OP) and Flotilla Vice Commander and submit a monthly activity report to each.

COVID Impact

1. Meetings in person
2. The risk of Stand-down orders

Solutions

1. Improved mixed meeting equipment, at live meetings, so Zoom participants have a better visual and audio experience.
2. As a response mission, there are no known solutions to allow for surface operations in the event of stand-down orders.

Flotilla Staff Officer – Communications *(Vacant)*

The FSO-CM position is currently vacant and efforts are underway to identify a suitable candidate. The FSO-CM will build on successful programs initiated and implement the following goals.

Goals

Work towards raising awareness of Communications as it relates to the Coast Guard's ability to perform some of its primary functions; saving lives and property, i.e. Rescue 21, Radio Watch, Proper Radio Procedures, etc. through written articles and the offering of a TCO course.

Work to train members to augment the Station South Portland Radio Watchstanding effort

Initiate Communications Training Drills with Boat Crews to enhance proper communications procedures between boats and the Station, other boats and SAR operations.

Continue efforts to encourage Flotilla members to acquire a radio and offer its use as a facility to the CG.

Logistics

Flotilla Staff Officer – Communication Services *Everett Henry*

The FSO – CS will continue to maintain and improve the flotilla's website and provide communications that support all officers and flotilla activities.

Goals

Exercise staff responsibility and supervision over electronic communication services for the flotilla. Keep the flotilla informed of all developments in these areas.

Maintain the flotilla website ensuring compliance with Auxiliary web policies.

Maintain personal e-mail and Internet access.

Be registered in the national e-mail directory and keep registration information up-to-date.

Foster interest in electronic communication among the members. Encourage and facilitate the use of electronic communication throughout the flotilla.

Facilitate the information relay process between those members who have e-mail and web access capabilities and those members who do not yet have such access to electronic media.

Flotilla Staff Officer – Human Resources

Peter Poulin

The FSO-HR will work with leadership to develop recruitment goals for 2022 and continue to serve on the New Member and Member Training committee along with the Chief of Staff, Commander and FSO - Member Training.

Goals

Collaborate with other Staff Officers to identify and enhance recruiting opportunities.

Identify new members that have specific interests and structure next steps and mentorship around those interests.

Work to identify and recruit a diverse pool of new Auxiliarists.

Enhance documentation that outlines all activities and forms used in the administration of the HR function.

Find and train an assistant

Continue use of the HUBSPOT tracking program for all prospective members, prospective members in our new member classes, new members in training, and other members looking to meet their minimum requirements.

Oversee mentoring performance and accountability.

Actively collaborate with all officers

Serve on the New Member Committee

Oversee the development and expansion of the Job Board, and send out the job descriptions as appropriate, such as when new opportunities become available or an opportunity seems like a good fit for a new or existing member.

Serve on the AUP Committee

Collaborate with the AUX-SA to look for Scouts or Scout leaders who may be interested in joining the Auxiliary

Look to match member goals to fill immediate needs in 2022:

- Assistant Staff and Staff offices
- Paddlecraft Safety Team
- Gate Duty
- Marine Safety
- Skill sets, professional or otherwise
- Incident Management
- Culinary Assistants
- Radio Watchstanders
- Chaplains

Maintain an HR playbook

COVID Impact

1. Meetings in person

2. Public facing event reduction and stand down have cut down on our ability to garner interest from new recruits

Solutions

1. Improved mixed meeting equipment, at live meetings, so Zoom participants have a better visual and audio experience.
2.
 - A. Seek out Community Oriented Organizations and share our value proposition and auxiliary materials, to promote the Auxiliary and attract like-minded, community oriented professionals
 - B. Survey and phone call to reach out to existing members that are disengaged, learn why, and work to reenergize members by connecting them to opportunities that they can do, matching both their level of comfort and their area of interest.

Flotilla Staff Officer – Materials *Bill Thompson*

Goals

Exercise staff responsibility and supervision over the procurement of materials including stationery, forms and publications for distribution to the flotilla officers and members and keep flotilla members informed of all developments in this area.

Maintain close liaison with the Division Materials Staff Officer (SO-MA).

Coordinate and cooperate with all staff officers in order to keep them supplied with the items necessary for the performance of their duties.

Maintain and disseminate, as required, listings on supplies and prices thereof, sources available, and information on procurement.

Advise all concerned of any changes or updates to all of the publications and forms.

FSO-MA is to order material from the ANSC as required and will take orders during the flotilla meeting.

Maintain organization of the storage closet and to consolidate all materials held by officers

Work with leadership to identify and recruit an assistant

Implement an inventory control program that documents all materials and equipment on hand at all times and tracks usage of materials by event.

Collect and redistribute uniform items from retiring and disenrolled members.

COVID Impact

1. Meetings in person
2. Logistical challenges regarding uniform procurement. People can't try things on, mailing is expensive, and uniform parts often don't fit.

Solutions

1. Improved mixed meeting equipment, at live meetings, so Zoom participants have a better visual and audio experience.
2. Work with leadership to develop a uniform distribution COVID plan.

Flotilla Staff Officer – Public Affairs

Mike Moloney

The Auxiliary has a compelling story to tell. Throughout the year our members patrol our waterways, save lives, conduct vessel safety checks, protect the environment, and teach boating safety classes. The goal of Public Affairs is to tell the story of what we do, through the use of effective communication. The Auxiliary is selling a product, and the product we sell is **Safety on the Water**. The mission of Public Affairs is to establish a positive connection between the Auxiliary and its various stakeholders. By presenting the values and work of the Coast Guard and Auxiliary in a positive light, Public Affairs creates public awareness, understanding, and trust. Public Affairs includes two significant components: media relations and community relations.

Target audiences include:

- The general public

- Community and civic leaders
- Students and educators
- Community organizations (Rotary, Kiwanis, etc.)
- Local media staff, journalists, bloggers, and reporters
- Auxiliary membership and leadership
- Potential new members

Goals

- a) Identify and recruit several Assistant FSO-PAs, each to specialize in one of the following sub-areas of public Affairs
 1. Print Media
 2. Broadcast Media
 3. Social Media
 4. Digital Photography
 5. Speakers Bureau
 6. Special Events (Boat Shows, Walking the Working Waterfront, etc.)
- b) Maximize USCG Auxiliary exposure at all boat shows in the region
- c) Look for new opportunities to bring the USCG and Auxiliary message to the public.
- d) Establish contact and expand existing relationships with local print, broadcast, and online media. Collaborate with WGME and other media outlets to create new opportunities for media coverage of the Recreational Boating Safety Week in May, the Walking the Working Waterfront event and various other USCG and Auxiliary activities.
- e) Take over the “Speakers Bureau” and actively seek opportunities to send Auxiliary members to other public service organizations to promote Boating Safety, Team Coast Guard and the recruitment of new members.
- f) Maintain the Flotilla Facebook and Instagram pages, regularly creating and sharing appropriate, relevant content, including the Paddlecraft Program blog.
- g) Work closely with the “Paddlecraft Special Ops Team” to bring the paddlecraft safety message to all events and public service announcements.
- h) Work with the new Assistant Officer to increase events highlighting use of “Coastie “and the Fire Extinguisher simulator and bring the overall PA program to a higher level than the preceding year.

- i) Support and publicize the activities of the various components within the Flotilla, such as Public Education, Vessel Examination, Marine Safety, Operations, etc.
- j) Create and distribute regular press releases highlighting newsworthy activities of the Flotilla.
- k) Assist Flotilla Staff Officers who are interested in doing so to write a series of feature articles on the various roles within the Auxiliary (Operations, Watch Standing, Auxiliary Food Service, Auxiliary Chaplain Service, etc.) as a means of highlighting the service of individual Auxiliarists, and attracting and recruiting new members
- l) Highlight National Safe Boating Week in May by creating and promoting opportunities for media coverage
- h) Organize Flotilla participation in area Boat Shows, Walking the Working Waterfront, and other PA events
- j) Identify and capitalize on new Public Affairs opportunities as they occur
- k) Coordinate Flotilla PA efforts with Sector NNE PA Officer LCDR Ryan Koroknay
- l) File monthly PA reports to the Division PA Officer and VFC

COVID Impact

- 1. Meeting in person
- 2. Public Affairs events are often in person, and when events are cancelled prevention messaging opportunities are lost.

Solutions

- 1. Improved mixed meeting equipment, at live meetings, so Zoom participants have a better visual and audio experience.
- 2. Significant efforts have been made, and will continue to be made, to utilize our non-public facing PA tools and messaging. We will continue to develop and maintain media relationships, and maximize our Social Media presence.

Flotilla Staff Officer – Information Services

Erik Rider

Goals

encourage membership to record time contemporaneously and to report on a monthly basis by sending a monthly reminder.

remind members of the importance and financial value associated with reporting time and will provide periodic training on how to record time and develop an appropriate habit.

help to keep track of CORE training of new members and renewal of CORE training for existing members by providing a periodic training report.

Report time at staff level, enter bulk hours, and be a resource to members having questions or difficulty entering hours.

Work with leadership to identify and bring on an AFSO-IS

Stand up FSO's in Boothbay and other flotilla's that don't have them, and Augment the DSO-IS until issues are resolved at the flotilla level.

COVID IMPACT

1. Meeting in person.

Solutions

1. Improved mixed meeting equipment, at live meetings, so Zoom participants have a better visual and audio experience.

Flotilla Staff Officer – Membership Training

Eric Dexter

The FSO-MT will continue to work with all staff officers to coordinate all training initiatives. The FSO-MT will serve on the New Member and Member Training Committee and work with SNNE and Leadership to concisely identify and communicate flotilla training needs and opportunities. The Vice Flotilla Commander will work to assist the FSO-MT in all initiatives related to member training, new member mentoring and credential tracking projects.

Goals

- Maintain an overall schedule of all training events for the flotilla.
- Supervise all training events for the flotilla.

- Collaborate with Division Member Training officer and other flotillas in the Division to determine training needs, identify resources and implement coordinated training events.
- Motivate new and existing members to seek a higher level of service by engaging in training events that meet their interests and the needs of the Team Coast Guard.
- Develop specialty training opportunities for flotilla members in coordination with other flotilla Staff Officers.
- Report successes and challenges up the chain through the VFC and the SO-MT.
- Encourage and direct new members to complete required training on a timely basis.
- Help monitor and provide training to members who risk being in REYR.
- Maintain records as necessary and establish follow up for proper submission of completion certificates and timely credentialing.
- Maintain an ongoing schedule of AUXOP classes that permit members to achieve AUXOP credentials in a sequenced manner.
- Work with FSO-MS to reestablish Marine Safety Specialty courses as an offering to members interested in the Prevention side of our mission and the Trident device.
- Work with FSO-PE to create a member engagement plan to train new instructors.
- Work with FSO-PV to create a member engagement plan to train new Program Visitors.
- Work with FSO-VE to create a member engagement plan to train new Vessel Examiners.
- Work with FSO-HR, as well as new and existing members, to meet the needs of the flotilla and our active duty counterparts at Station South Portland, and SNNE.
- Ensure all training opportunities as well as all CORE training is up to date and accurate.
- Report monthly to VFC and SO-MT

COVID IMPACT

1. Meeting in person.
2. In person training has been difficult when dealing with regulations at all levels: Auxiliary, Coast Guard, Federal, State, local, business, organizational and personal.

Solutions

1. Improved mixed meeting equipment, at live meetings, so Zoom participants have a better visual and audio experience.
2. Offer and promote virtual member training events, and provide self study alternatives being careful not to overuse self-study options in a way that might deter engagement, fulfillment or fellowship with members.

Flotilla Staff Officer – Publications

Rebecca Losh

Goals

The FSO-Publications will build on the 2019 initiatives with respect to Meeting Notices. The FSO-Publications will work with the Flotilla Commander and the outgoing FSO-PU to enhance the planning process for the Meeting Notice and increase the sourcing of articles and pictures.

COVID IMPACT

1. Meeting in person.
2. In the absence of in-person meetings and events, gathering material for use in a monthly publication has been more difficult and time consuming.

Solutions

1. Improved mixed meeting equipment, at live meetings, so Zoom participants have a better visual and audio experience.
2. Participate in virtual meetings to gather material, and utilize written records from the monthly reports of staff officers. When more information is needed, work directly with staff officers to complete the information slated for use in publications.

Administration

Flotilla Staff Officer – Secretary

Sue Wickson

Goals

The Secretary will provide minutes of all staff and flotilla meetings. The Secretary will work with the Vice Commander, the FSO-Communications Services and FSO-Publications to assure that minutes are accurate and made available to Flotilla members. Minutes will be forwarded to FSO-Communication Services for publication. The Secretary will be responsible for sending notes and cards to grieving and ill members and other occasions, when appropriate.

COVID IMPACT

1. Meeting in person.

Solutions

1. Improved mixed meeting equipment, at live meetings, so Zoom participants have a better visual and audio experience.

Flotilla Staff Officer – Finance
Mario Cardoza

Goals

Develop a budget for 2022 early in January and submit it to the Flotilla for approval at the February meeting.

Render quarterly reports that compare actual expenditures to budgets.

Update the Flotilla Commander regularly on member dues and delinquencies.

Develop and document standard procedures to facilitate future transitions.

Have established billing, follow up procedures and timelines for member dues collection.

Initiate communications to other successful flotillas to inquire about best practices with respect to funding sources and use of funds.

Work closely with the FSO-PE to assure proper accounting of revenues from public education events.

COVID Impact

1. Meeting in person.

Solutions

1. Improved mixed meeting equipment, at live meetings, so Zoom participants have a better visual and audio experience.

Flotilla Staff Officer – Diversity *(Vacant)*

The FSO-DV position is currently vacant and efforts are underway to identify a suitable candidate.

The FSO-DV seeks to create a Positive Environment for all members, value all members and their contributions and talents, promote individual success and carry out diverse outreach activities in the Community.

Goals

- Publish at least one article on diversity awareness per year.
- Conduct one in unit diversity member training session per year.
- Create a recruiting plan that includes outreach in underrepresented local communities.
- Work to sustain an inclusive organization.
- Provide adequate access to meetings for members and potential members with disabilities.
- Participate in the planning and administration of fellowship activities.
- Help to recognize and celebrate the achievements of the Flotilla and Flotilla members.

COVID Impact

1. Meeting in person.

Solutions

1. Improved mixed meeting equipment, at live meetings, so Zoom participants have a better visual and audio experience.

Appendix A

The AUXPAD Program

The Flotilla AUXPAD Coordinator has developed this Paddlecraft Safety Program Strategic Plan for the 2022 calendar year to dovetail and work in alignment with the goals as outlined in the National United States Coast Guard Auxiliary Strategic Plan, the Flotilla Commanders Strategic plan for 2022, and the USCG Auxiliary Paddlecraft AUXPAD Program Guide.

AUXPAD Program Scope

The Auxiliary Paddlecraft Safety Outreach Program, or AUXPAD, is a two pronged program designed to deliver safety messages to novice and occasional paddlers.

AUXPAD Ashore will include traditional dockside Auxiliary boating safety activities, such as public education, public affairs, literature drops at vendors, and vessel safety exams.

AUXPAD Afloat is the second, more advanced element, in which qualified members of the Auxiliary will go on the water in kayaks to deliver safety messages to novice and occasional paddlers.

It is our intention to continue and expand AUXPAD Ashore activities in 2022, and commence AUXPAD Afloat activities in 2022.

AUXPAD Purpose

Paddle sports are the fastest growing segment of the recreational boating market in the US. The cost of a new, low-end kayak and paddle is well within the reach of millions of potential boaters, with the cost of a used kayak, canoe or paddleboard even lower. Unfortunately, as participation has grown, so have the number of fatalities and accidents relating to paddlesports. The purpose of the AUXPAD Program is to educate this community about safety practices.

Target Audience

The target audience of the AUXPAD Program are new paddlers, novice paddlers, and occasional paddlers.

Program Message

The AUXPAD Program has three major safety messages for the public:

1. The need to have and wear a proper life jacket
2. The need to be prepared and have proper safety equipment
3. The need for general awareness about all aspects of paddling safety, including situational awareness and the need to practice skills

AUXPAD Ashore Outreach Activities (2021)

The goal for 2022 is to continue to build upon the momentum created in 2021 for the AUXPAD Ashore Program. This will involve the continued training of the 2 recruited members of the Paddlecraft Safety Team. We will also seek to recruit an additional 2-4 team members recruited from existing or new Auxiliary members who have an interest in and experience in paddle sports and participation in the “**Paddlecraft Safety Team**” dedicated to this mission. Each member of the team will be asked to work towards qualification in the USCGA Program Visitor (PV), Vessel Examiner (VE), and Instructor Training (IT) programs.

In 2022, the AUXPAD Ashore Program will engage in outreach RBS activities targeted towards recreational paddlecraft. AUXPAD Ashore activities will consist of:

a. Maintaining contact with paddlecraft retailers within our Area of Operations, initiating outreach to those retailers, and providing safety literature to those retailers for distribution to the boating public (under the umbrella of the Program Visitor program). Once the paddlecraft vessel safety check program and classroom education schedules have been established, events will be promoted through these Program Partners. The goal for 2022 is to maintain a partnership with a minimum of six or more retail locations within our Area of Operations. In 2022 we will look to expand this to include area Public Libraries as a way to get kayaking safety information directly into the hands of the paddling public.

b. Promotion of safety courses and materials, creation of promotional displays (including existing life jacket safety educational materials), and conduct a paddlecraft vessel safety check program (VSC) (under the umbrella of the Vessel Examiner program). Initially the promoted safety courses will consist on online USCGA approved instructional videos targeted towards novice and beginner paddlers. The goal is to conduct a minimum of three paddlecraft vessel safety check events in the summer of 2022, ideally with events in June, July, and August.

Suitable locations will be identified, and will likely consist of popular paddlecraft launch sites such as the Eastern Prom Boat Launch in Portland, Willard Beach in South Portland, Kettle Cove in Cape Elizabeth, the Falmouth Town Landing in Falmouth, and Retail Partner locations.

c. The continuation of a Classroom outreach and instruction component (under the umbrella of the Public Education program). Auxiliarist involved in the AUXPAD Ashore Program have identified partner locations for Paddle Craft Public Education Program classes (specifically an expanded version of the USCGA Paddlesports America “A Guide to Paddler’s Safety” introductory class), with the goal being to deliver this class a minimum of three times in 2022.

Potential partner locations in 2022 could include the Portland and South Portland Adult Ed. Programs, the Portland Recreation Center, the YMCA, area Public Libraries, and Retail Outlets.

We will continue to partner with the other Flotillas in the Division to expand the reach of the AUXPAD message.

d. Continuation of the successful monthly Facebook blog, featuring a different aspect of paddlecraft safety each month.

- e. Assist FSO-VE in conducting Paddlecraft VSC training for all VE's at beginning of boating season.
- f. Creating and delivering an AUXPAD/ Paddlecraft training component at the annual S-Train (similar to V-Train in 2021).
- g. Coordination with USCG Active Duty activities and personnel. The goal for 2022 is to establish good communication with USCG Active Duty personnel to make them aware of these outreach efforts so they can assist in spreading the word and to dialog about possible roles for Active Duty personnel.
- h. Coordination with other USCG Auxiliary AUXPAD information available through my.cgaux.org. In 2020 and 2021 multiple contacts were established throughout the Division with other Flotillas looking to establish a Paddlecraft program. The goal for 2022 is to continue outreach and coordination with other flotillas across the country in order to implement best practices.

AUXPAD Auxiliarist Qualification Requirements

Auxiliarists participating in the “**Paddlecraft Safety Team**” AUXPAD Ashore Program in 2022 will need to be qualified in the Program Visitor program, the Vessel Examiner program, and have completed the requirements of the Instructor Training qualification before teaching the USCGA Paddlesports America class. Members will also complete the Introduction to Risk Management Course.

Auxiliarists participating in the “**Paddlecraft Safety Team**” AUXPAD Afloat Program in 2022, in addition to the above qualifications, will be required to demonstrate ACA L-1 and L-2 coastal kayaking skills. Skills will need to be demonstrated semiannually to an AUXPAD Qualifier (AQ).

Auxiliarists designated as AUXPAD Qualifiers, that is, supervisors, will be required to hold currency as ACA L-1 and L-2 coastal kayak instructors.

The goal for 2022 will be to have 1-3 AUXPAD Qualifiers in the Flotilla, and 3-6 AUXPAD Operators who have been evaluated to possess ACA L-1 and L-2 coastal kayaking skills. The further goal for 2022 will be to establish a schedule of AUXPAD Afloat Safety Patrols subject to approval by appropriate USCG Auxiliary and USCG chain of leadership and command.

2022 AUXPAD Budget

The 2021 budget for AUXPAD activities will consist of \$990 to pay for the cost of having 2 Auxiliarist participate in the 4-day course required to gain currency as an ACA L-1 and L-2 Coastal Kayaking Instructor (typically \$495 ea.). Total request is for \$990.

Appendix B

The ACS Program

Goals

Build a relationship with Chaplain Supervisor. As this changes every couple of years, it is important in the work, to make sure this relationship is made early and nurtured.

Respond to crisis situations and provide RM and other support for our active duty counterparts

Provide Pastoral counselling to our active duty counterparts and their families

Administer faith group specific religious rites according to the manner and form of the ACS's RO, at the request of individual coast guard member or their family members

Keep in touch with other Directorate Chaplains, for idea exchange, and to check on personal well-being

Work with HR and the branch chief to connect others in the religious community to the flotilla for ACS and other Auxiliary systems, programs and missions, as desired.

Provide appropriate religious elements for official ceremonies like retirements and change of watch

Complete annual ACS training

Perform auxiliary lay leader functions

Submit monthly reports to active duty supervisor and to the VFC

COVID Impact

1. Meeting in person

Solutions

1. Improved mixed meeting equipment, at live meetings, so Zoom participants have a better visual and audio experience.

Appendix C

The Culinary Assistant Program

MISSION: The AUXCA Program serves to support the U.S. Coast Guard and the U.S. Coast Guard Auxiliary for all culinary needs. Our active duty

Early in 2021 the AUXFS Program underwent major changes. Originally established as a program in direct support of the U.S. Coast Guard galleys both on land and at sea, it became evident that a broader application was needed. As a result, the AUXFS program underwent major changes and was renamed the Auxiliary Culinary Assistance Program (AUXCA), with two levels of Auxiliarist proficiency; AUXCA-1 Specialist and AUXCA-2 Specialist. The AUXCA-1 duties are in direct support of the Coast Guard and may also assist the Auxiliary. The AUXCA-2 would support Coast Guard Auxiliary events only, and is not eligible to work in or for any Coast Guard unit, cutter or event.

Goals

Support the U.S. Coast Guard and the U.S. Coast Guard Auxiliary for all culinary needs.

Promote and provide culinary assistance to Coast Guard units (both at Station South Portland and aboard the Cutters that moor there) and to Auxiliary units.

Support the Coast Guard National Strategic Plan.

Encourage and be a resource to members wishing to train and maintain to a high degree of proficiency to support the CG and the Auxiliary.

COVID Impact

1. Meetings in person
2. The risk of Stand-down orders

Solutions

1. Improved mixed meeting equipment, at live meetings, so Zoom participants have a better visual and audio experience.

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2. As food can not logistically be prepared and served in a virtual meeting format, there are no known solutions to allow for food service operations in the event of stand-down orders.