MEMORANDUM

From: Harry M Jacobs, DCO 11SR
Via: Commodore Marie M. Scholle, DNACO-MS and PACAREA Commodore
To: Commodore James E. Vass, Jr, NACO
Subject: District 11SR Strategic Plan - 2011-2013

Attached for your approval is the District 11(SR) Strategic Plan for 2011-2013. This plan was edited and enhanced by Al Verdi, DCOS, as part of his ASOC training experience.

Very Respectfully,

Harry M. Jacobs

Harry M. Jacobs
District Commodore
Eleventh Coast Guard District - Southern Region
# Table of Contents

1. Executive summary 3  
2. Introduction 4  
3. Auxiliary Policy Statement 5  
5. NACO Vision of success 6  
6. National Strategic Imperatives 7  
7. Summary of District Assessments (SWOT analysis) 8  
8. District Vision Statement 10  
9. District Strategic Issues 11  
10. District Goals and Strategies to accomplish those goals 13  
11. Attachment A: SWOT Analysis Detail 16
Executive Summary

Coast Guard Auxiliary District 11 (SR) is continuing the process of repositioning and reinforcing itself over the next 36-months (2011-2013) to perform the strategic imperatives, as set by the National Commodore, within the context of the economic challenges facing our Nation. The initial step was to review the current National Strategic Plan and District Strategic Plans for 2009-2011 to validate that the issues of concern raised in those documents have been, or are in the process of being, mitigated. The review confirmed that the issues of inadequate funding for fuel for patrols, specialized training to serve the needs of Sectors Los Angeles-Long Beach and San Diego, AUX District re-alignment (modernization), VHF Communications issues, and AUX officer training, have been, or are being addressed. However, an added Coast Guard D11 strategic imperative of expanding RBS and operational coverage into the northern reaches of D11(SR) challenged our District to make that course correction which is now well underway.

The Administrative Structure in D11(SR) is aligned with the Sectors by dividing the DSO disciplines into three major groups: Response, Logistics and Prevention. The initial structural change revolved around new administrative positions of District Directorate Chiefs (DDC’s). However, that plan proved stressful and, as a result, supervision of DSOs was assigned to District Captains (DCAPT’s) in 2010. Having experienced the resulting heavy burden on the DCAPT’s, a realignment to have DCAPT’s and DDC’s report directly to the District Chief of Staff (DCOS) was instituted successfully.

We continue to keep the District website current and a “one-stop shop” for information. The 7029H webform was implemented and with its gradual acceptance, District mission reporting is on the rise. District focus on ICS training and usage has resulted in all coxswains gaining ICS-210 qualifications and the use of ICS disciplines for OPTREX’s and other suitable events is rising thus improving proficiency of a growing cadre of members.

The District plans a recruiting campaign, which will result in a net 5% gain in membership, each year, for the next 3 years. The strategy being planned is to focus on geographical areas that are currently not being served by the Auxiliary, in addition to our urban and coastal areas, and in the diverse communities of both.
Introduction

This Strategic plan is prepared to identify the District priorities, measure the progress toward goals, and support the National plan. SWOT Analysis to determine District strengths, weaknesses, opportunities, and threats. A monthly “Balanced Scorecard” will be used to track progress. A quick reference “dashboard” indicator in the form of a GAR (green, amber, red) report will continue to be used.

Success will be measured by plotting monthly the key process indicators against four other Auxiliary districts with similar membership and against D11(SR) goals. The districts chosen are two on the Atlantic Coast and two on the Pacific Coast.
THE COMMANDANT OF THE UNITED STATES COAST GUARD
Washington, DC 20593

U.S. COAST GUARD AUXILIARY POLICY STATEMENT

The U.S. Coast Guard Auxiliary is our steadfast volunteer corps. Our Auxiliary Shipmates assist the Coast Guard with performing our many challenging maritime missions, with boating safety remaining as their core function. Proudly serving alongside our total workforce, Auxiliarists make it possible to more ably accomplish our missions – they are a true force multiplier.

Originally formed as the Coast Guard volunteer Reserve on June 23, 1939, the volunteer Reserve was renamed the Auxiliary two years later. The Auxiliary rapidly expanded as the United States entered WWII, and Auxiliarists assisted in many of the Coast Guard’s domestic missions, freeing up active duty Coast Guardsmen for wartime operations.

Today’s Auxiliary is defined by this same spirit of patriotism and volunteerism. Auxiliarists continue to lend their unique talents to assist with performing a broad range of Coast Guard missions. Their mission support efforts expand the reach and impact of Coast Guard operations, particularly boating safety initiatives.

The Auxiliary Service priorities include:

- **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.

We must always remember that it is through public spirit, patriotism and an uncommon sense of civic duty that the members of the Auxiliary give their time, facilities and services – they receive no compensation. Commanders, Commanding Officers, Officers-in-Charge and program managers shall continually strive to enhance Silver and Gold partnerships to further the work of the Coast Guard.

I am personally committed to ensuring we maintain an Auxiliary that is robust, well-trained, and always ready.

R. J. Parp, Jr.
Admiral, U.S. Coast Guard
National Mission Statement

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.
National Strategic Imperatives

- 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 ready to assist the Coast Guard 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 to the changes in the structure of the Coast Guard to best support its missions 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 education process (Goal 4)

National Goals:

Goal 1: Mission Effectiveness

Goal 2: Ready Volunteer Force

Goal 3: Effective Relationships

Goal 4: Knowledge Management
Summary of District Assessments

A SWOT Analysis was performed in May 2011.

1. **Strengths (Internal)**

   a. Operations / Service delivery – Skilled and well trained members and leaders in RBS disciplines, notably Public Education in addition to operational crews knowledgeable and trained in inland and coastal AORs. Tools available for enhanced communications including Everbridge and ICS run programs.

   b. Human resources – Members willing to participate in more programs. Senior members willing to recruit new younger members. Diversity management on the upswing.

   c. Organizational / Management – Improvements achieved in relations with DIRAUX. Span of control improved with fewer larger Divisions and more vertical District Board and Staff reporting. Senior leaders have taken advantage of advanced leadership courses.

   d. Technology / Facilities – Website enhancement at District level flowing down to most all units through WOW program. Information posited at District level driving members there for uniform communication flow. Increased use of e-meeting tools such as Skype realizing enhanced communication at great savings.

2. **Weaknesses (Internal)**

   a. Operations / Service delivery – More trailerable facilities needed to support mission shift to dangerous inland waters. Crews could be better qualified and proficient overall despite funding limitations impeding the foregoing. The two sectors in the District sometimes work at cross or inconsistent purposes with active duty knowledge of Auxiliary in their respective AOR’s in need of improvement.

   b. Human resources - The aging of the membership highlights the need for improved and different recruiting techniques and programs. Focus on diversity management and recruiting could be sharpened. Member’s awareness and compliance with personal appearance and uniform compliance needs improvement through training and leadership example in all units.

   c. Organizational Management – Communications concerns regarding span of control and pass down of needed and timely information flow is noted and steps have been taken to alleviate both. District staff realignment has improved both with plans in place to further streamline management.

   d. Technology / Facilities – OPFAC’s are aging and non-standardization of facilities is a challenge in having ready and readily interchangeable crews. More facilities are needed whether new applicants
or reactivation of existing ones. Communications needs improving through websites and judicious use of emails. Limited funds need to be used more of e-meeting and e-training software in balance with hardware, i.e. projectors, screens and computers tied to live displays.

3. Opportunities (External)

a. Service expectations – Partnership opportunities with non-government organizations (NGO’s) are available as state funding dries up. Partnering with federal, Coast Guard and state agencies created by MOU’s for rent free use of land and vessel facilities is growing.

b. Physical resources – External NGO’s and agencies have resources available and are actively seeking Auxiliary relationships. Need skilled grant proposal writers from within our ranks to be identified and to step up.

c. Readiness capability – Coast Guard is teaching ICS on a far broader scale. The enhanced mission shift to inland comes with an inland base of trained and experienced inland members with need now to increase facilities and crew availability, training and proficiency. Partnering opportunities as stated above are available and need to be exploited.

d. Technology – Corporate and NGO donation of equipment and less expensive computer software is available and must be exploited. Increased use of e-training tools and e-meeting software and acceptance by leadership is realizing great savings and improving efficiencies.

e. Economic readiness – The district is well funded as are many units with funds on the sidelines. Financial analysis of savings realized by increased use of e-based tools will yield view of more existing funds available for mission support. Shift toward increased self sufficiency is underway.

4. Threats (External)

a. Service expectations – Aging membership exacerbated by pass down of myriad uniform and mandated training requirements. Holding their interest as volunteers and kick starting recruiting of new members in the face of the above is a great challenge. Mandated boater education by local governments will create PE competition at a level not seen before.

b. Physical resources – Diminishing use and offering of vessel facilities reaching a critical level jeopardizing support of the public safety and currency training of crews.

c. Readiness capability – Other community service organizations competing heavily in the volunteer community and governmental budgets shrink. Previously retired members returning to workforce to supplement incomes reducing volunteer time available. Increased technological demands of the Auxiliary and Coast Guard are impacting the response capability of older members.


d. Technology – Rapid rollout of software de jour is diluting standardization and impacting member training in keeping members proficient. The cost of software and the above proliferation reduces the number of members able to participate.

e. Economic readiness – Reduced Coast Guard budgets aggravates the declining liquidity of members. Need is clear to improve prioritization of spending to match the goals of the District.

**District Vision Statement / Desired Outcomes**

D11(SR) will remain the ready, proficient and dedicated augmentation organization for the Coast Guard and the boating public by improved utilization of existing resources and identification and implementation of relationships with like minded organizations. The Organization will continue to improve member training to foster higher proficiency levels and to adapt to a mission shift into geographical inland areas. Diversity awareness will remain on the rise as the District implements recruiting programs consistent with National Diversity goals in this District with an increasingly rich and diverse population base. The District will continue efforts toward increased self sufficiency by inter-unit cooperation and coordination thus exploiting existing trained personnel in all core disciplines of the Auxiliary. The Members are trained, dedicated and inspired to serve the high principles of Honor, Respect and Devotion to Duty always consistent with the National Commodore’s mission and vision statements and his strategic imperatives.
District Strategic Issues

Service Delivery and Expectations

D11SR has a consistent dedication to Recreational Boating Safety, particularly in the Vessel Safety Check mission. However, while efforts to increase focus on Public Education and Program Visitor missions have been made in past years, there is much opportunity to improvement. D11SR maintains a strong corps of qualified Instructors, however, does not keep pace with other Districts in offering multi-lesson or single-lesson public education courses.

Boating accidents continue at a high level on the sole-state waters of California and Arizona and along the Colorado River System. Coupled with a partial mission shift to cover such areas, a need for inland trained crews and coxswains and availability of trailerable boats has risen. Much of the membership is oriented to coastal operation and is not familiar with most of the inland rivers and lakes. Further, more paddlecraft accidents are occurring as boaters continue to enjoy aquatic related sports, but at a cost lower than experienced by power boaters. Members are not trained in paddlecraft sports. Finally, funding is not available to support the ability of coastal Flotillas to serve sole-state rivers and lakes nor to establish new flotillas in the affected inland areas. A further barrier to the effort to increase activity in non-coastal waters is the laborious effort needed to monitor data for location of patrols.

Human resources

Lack of member retention and aging members contribute to issues maintaining a ready, fully-trained force. While D11SR has had a strong, successful recruitment record, total number of members continues to be a concern; furthermore, the number of experienced boaters with vessel facilities continues to diminish. The average age of members is increasing and the lack of facility with new technology is an inhibiting factor to progressive growth.

Improvements in training are still needed, especially to go beyond minimum standards. Opportunities to experience “real life” implementation of training are lacking.

Organizational / Management

The size of the District’s administrative structure was difficult to control at the end of 2010 and starting in 2011. Not only were communications impeded to the deck plate, there were communication barriers among Bridge, Board and Staff. Though more needs to be done, an organizational realignment has been implemented reducing span of control in a number of areas that have alleviated many of these barriers. The reduction of the number of Divisions from 14 to 9 was a painful transition in terms of resource allocation and member morale. That period seems to be over with increased inter-unit cooperation in mission support and training.
The Coast Guard Auxiliary and D11SR will continue to experience organizational changes as alliances are developed with other Federal and State partners. Across the Auxiliary, a partnership with the US Power Squadrons has been implemented and has yet to be fully explored.

Physical, Technological and Economic Resources

The status of Operational Facilities within the District continues to be a major issue. Many Facilities are not used for missions for long periods of time, raising uncertainty during contingency planning efforts. Though the total number of surface facilities remains under the District goal, there has been a successful effort to increase the number of trailerable surface facilities.

The need to move forward with technological improvements is being hindered by a lack of technological awareness, lack of standardization as “software de jour” is not strictly controlled, and members are continuously asked to contribute personal financial resources to make that transition.

As a counterpoint to this resistance to new technology, D11SR is also experiencing a growing call by the Members for additional e-learning and e-meeting tools, driven by diminished Coast Guard and personal funding, needs to be addressed within the next year as it is anticipated that net savings in accomplishing same will alleviate financial strains elsewhere in the organization.

Finally, methods of communicating to all levels of the membership continue to need to be improved, to ensure accuracy and timeliness of messages, and assist the members of D11SR to serve as responsive, ready and prepared members of Team Coast Guard.
**District Goals and Strategies**

**Service Delivery and Expectations**

**RECREATIONAL BOATING SAFETY**

The District will increase Vessel Safety Checks, Recreational Boating Safety Program Visits, and the number of students enrolled in Public Education classes by 5% each year for the next two years.

**Strategy Addressing Recreational Boating Safety Goal**

Develop an internal public affairs marketing campaign around two significant events, those being (1) the large number of regional boat shows occurring in the first calendar quarter of each year, and (2) National Safe Boating Week that offers an incentive for members to focus on prevention rather than response. Increase the involvement of DSO’s and their staff to instruct Division and Flotilla leaders on how to develop tactical plans and have Divisions and Flotillas develop tactical plans to attain numerical goals set by the District. Renew particular focus on the Public Education and Program Visitor programs by integrating 4th Cornerstone activities with these missions.

**OPERATIONS**

The District will increase safety patrols (MOM) on the sole-state waters of California and Arizona and on the Colorado River System by 5% a year for the next two years, while maintaining the current level of service to the Coast Guard and the boating public on the coastal waters. Further, the District will support unit development and enhancement in the inland areas deemed to be those with the greatest threats to public safety in a targeted and focused effort utilizing coordinated public affairs, human resources, operations and member training teams.

**Strategy Addressing Operations Goal**

Create an internal coordinated public affairs, human resources, operations and member training team(s) to deploy to targeted areas in need of new flotilla establishment or enhancement of existing units in the inland areas. The District will continue to expand ICS awareness and training opportunities for advanced qualification together with designation of activities to be conducted under ICS.

**Human resources**

**MEMBER RETENTION AND RECRUITMENT**

Increase membership by 5% each year for the next two years; improve the retention rate by 5% each year for the next two years.
Strategy Addressing Member Retention and Recruitment Goal

Establish Human Resources development programs in the areas of the AOR that have the greatest boating accidents and fatalities, the inland lakes and rivers by December 2012. In addition, focus on diverse communities in areas where we currently have a presence and in new areas. Assist our members in making that shift through verbal and written communication over the next 3-5 years.

Focus on four areas: (1) fellowship; (2) retention; (3) recruiting that targets boat owners; and, (4) training. Have one District and four regional fellowship events. Flotilla Commanders should make a special effort to contact members who do not show to meetings or other activities. The Human Resources Department will target boat owners as new members. Flotilla and Division leaders should use the Member Development Plan provided by National to improve the delivery of training to the member and to enhance retention.

Introduce the entire membership to the new aspects of ICS, MDA and MEP by December 2012.

Strategy Addressing Member Training Goal

Opportunities for implementing ICS for planned events should be expanded and encouraged throughout the District. Auxiliary Prevention Outreach Specialist (AUX-MEES) training to be provided at 2012 D-TRAIN event. Continue to provide training in personnel management and communication skills through training courses and encourage the general membership to participate in these class offerings. Engage the PCA to annually revise the Flotilla Commander and Staff Academy Training Programs.

Organizational / Management

Embrace existing partnerships and explore new opportunities to partner with Federal and State agencies.

Strategy Addressing Organizational / Management Goal

Develop ways to implement relationships with the US Power Squadrons and other agencies, and to assess their effectiveness.

Physical, Technological and Economic Resources

OPERATIONAL FACILITIES

Keep Auxiliary vessels and aircraft fueled, equipped, and ready to meet the CG needs in support of the ICS based Emergency Operations Plan. Increase total number of surface operational facilities, with particular focused on those that can be trailered.

Strategy Addressing Operational Facilities Goal
Though the Auxiliary is cost effective, the economic downturn in the nation has placed a financial burden on members. Maintenance funds for OPFACs along the coast may have to be limited to be reallocated with the balance diverted to serving vessels patrolling the inland waterways. Increase recruitment efforts for boat owners.

COMMUNICATION

Improve communication between the District leadership and the membership by updating the District website by the end of 2012 to stay real time current in available features, publishing four District Newsletters each year for the next two years, and encouraging members to access the weekly 2-meter radio administrative net for the latest information. Changes in policies and procedures will be verbally explained to the membership prior to issuing a written notice of change.

Strategy Addressing Communication Goal

Establish a DSO-Innovation position to explore and assist with implementing new systems to improve communication for Auxiliary business and training activities. Emphasize and increase existing one-to-one communication and the use of newer, approved technology that allows a person to see and talk with a person or a group by computer by December 31, 2012 using SKYPE and other standardized tools.

Assure continuity of CS Staff management to keep the District website in cutting edge condition with all reasonable and necessary features needed to keep the membership informed of new and existing Auxiliary policies and other pertinent operational activities.
## Attachment A – SWOT Analysis (MAY 2011)

### Strengths (Internal)
- **Operations / Service delivery**
  - Training is excellent if members are motivated
  - Have been able to meet increasing CG needs
  - Increased use of ICS
  - Augment local CG units
- **Human resources**
  - Highly motivated, dedicated, passionate members
  - Broad skills and knowledge
  - People genuinely care for one another / unity
  - Active duty likes us
  - Becoming more diverse
- **Organizational / Management**
  - Well-defined structure
  - Structure is geographically- and program-based
  - Leaders provide momentum during change
  - Good relationship with DIRAUX
- **Technology / Facilities**
  - Skype / potential web conferencing system
  - Everbridge
  - Newer members with high skill levels
  - Improved on-line training and info

### Weaknesses (Internal)
- **Operations / Service delivery**
  - Many members don’t go beyond min standards
  - Lack of operational facilities, esp. small facilities
  - Lack of funding for travel, outreach
  - Non-standard facilities creates limitations
- **Human resources**
  - Declining physical abilities of members, esp. crew
  - Poorly-defined recruitment program
  - Members in high positions not being professional
  - Don’t use talents of members to full potential
  - Not diverse enough
- **Organizational / Management**
  - Need better / “practical” training for leaders
  - Need better succession planning (include appointed)
  - Poor communication between mid-level to deckplate
  - Leaders seen as not following the rules
- **Technology / Facilities**
  - Insufficient tech training esp. for older members
  - Some members resist on-line meetings
  - Historical dependence on hard copies
  - Non-standard and aging surface ops facilities

### Opportunities (External)
- **Economic**
  - Need to increase efficiency /organize activities
  - Change policy to allow for more outside funding
  - OPS budget should allow for per diem
  - $180K District reserves
- **Physical resources**
  - MOUs to allow AUX access to facilities
  - Partner with agencies for $ and non-$ resources
  - Additional resources avail during an emergency
  - Need more trailerable surface facilities and PWCs
- **Readiness capability**
  - Members geographically dispersed
  - Exercises to put ICS into practice
  - More sharing with active duty units
  - High availability of AUX training
- **Service expectations**
  - Assist USCG and states/inland agencies
  - Partner with non-government agencies to promote RBS
  - Use accident data to target PE
  - Focus on communities besides boating public
- **Technological**
  - Technology access besides personally purchased
  - New/less expensive software
  - Improve/expand electronic communications, meetings, training and sending data

### Threats (External)
- **Economic**
  - Cost of resources for members
  - Lack of $ for training and travel
  - Reduced budgets everywhere, at all levels
  - Demands on CG/AUX funds increase; $ is decreasing
- **Physical resources**
  - Declining access to meeting/classroom space
  - Declining repair of facilities – no $ for maintenance
  - Not enough or correct type of resources
  - Many resources not in “normal” Div AOR
- **Readiness capability**
  - Cost of maintaining facilities and uniforms
  - Aging members don’t properly self-assess abilities
  - Lack of “real life” opportunities to use training and ICS
  - Increased time constraints on members
- **Service expectations**
  - Not well-defined to members
  - Too many CG training requirements
  - Differing attitudes of old and new members
  - Mandatory public training will inc PE competition
- **Technological**
  - Improper implementation “leaves a bad taste”
  - Too many e-mails
  - Too many leadership positions – use technology
  - Little use of AUXplusPE – missed marketing opportunities