



# **Strategic Plan D17**

**2011-2015**

**Michael Morris  
D17 Chief of Staff**

# Table of Contents

Letter of Transmittal to the National Commodore.....	3
Executive Summary.....	4
Introduction.....	5
Mission Statement of the Coast Guard Auxiliary.....	6
Vision Statement of the Coast Guard Auxiliary.....	7
National Commodore’s Vision of Success.....	8
Strategic Imperatives.....	9
Guiding Principles.....	10
Desired Outcomes.....	11
SWOT Analysis.....	13-14
Action Plan.....	15-20
Goal 1.....	15
Goal 2.....	16
Goal 3.....	17
Goal 4.....	18
Goal 5.....	19-20
Implementation.....	21

Letter of Transmittal  
To  
National Commodore  
From  
District 17

Our intent with this document is to update the present Strategic Plan that Roy Stoddard, Commodore D17, had previously submitted. Working from a recently completed SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis we have included five goals in this plan.

We face many of the same challenges as do the other Districts as well as some of our own unique opportunities. We will continue to work through the issues of Recreational Boating Safety, Public Education, Membership and Operations. At the same time we will work hard to broaden our impact across the State of Alaska through an evolving Rural Outreach program.

This District has continued to grow over the past several years and it will be our desire and stated goal to sustain

that growth while delivering a quality program by highly qualified Auxiliarists to Alaska's boating public.

# Executive Summary

The Coast Guard Auxiliary exists today because we are a cost-effective force multiplier for our active duty Coast Guard partners. In addition, we have the unique and historical mission of promoting Recreational Boating Safety (RBS) to the boating public.

This strategic plan provides a basis for guiding, transforming and propelling District Seventeen Auxiliary toward meeting both our present needs and our emerging roles of support for the Coast Guard and the Department of Homeland Security.

District 17's missions are far-reaching and diverse. We have common missions throughout the District which include Recreational Boating Safety and Rural Outreach. Yet, our three Divisions differ in their approach to Operations and Training. Our leadership is committed to being flexible in guiding our members and supporting them in their missions while at the same time we align ourselves with National Visions and Goals.

Based on the most recent SWOT we have selected the following key issues for D17:

- Public Education
- Membership needs and Readiness for Emergency Responses
- To remain the premier safe boating organization in the State of Alaska
- Technology
- Outreach to rural Alaska

We have laid out a comprehensive plan that will benefit not only the Auxiliary and the US Coast Guard, but also our partners and the boating public of Alaska.

# Introduction

This Strategic Plan provides a blueprint for the United States Coast Guard Auxiliary District 17 for the years 2011 through 2015. It describes to the leadership the key strategic imperatives-aligned with the published vision and mission statements along with the District Commodore's watchwords and directions.

The plan will be periodically reviewed and updated based upon feedback from cognizant Coast Guard authority, the National Executive Committee, the District Executive Committee, District Commodore, progress made while accomplishing the elements of the plan, and any future organizational changes.

This plan provides for District 17's Commodore's strategic intent, direction, focus and accountability for 2011 through 2015.

# Mission of the U.S. Coast Guard Auxiliary

The primary mission of the U.S. Coast Guard Auxiliary is Recreational Boating Safety.

We also have the following missions as authorized by the Commandant of the United States Coast Guard:

- Contribute to the safety and security of our citizens, ports, waterways and coastal regions
- 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.

# U.S. Coast Guard Auxiliary District 17 Vision

Striving for excellence in promoting and improving recreational boating safety;

Providing trained crews and facilities to augment the Coast Guard and its missions;

Supporting Coast Guard District 17's operational, administrative and logistical requirements.

# National Commodore's Vision Statement

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

# Strategic Imperatives

- Continue to be the best all volunteer organization in the Nation and State of Alaska
- Continue an aggressive recruiting program to include a diversity of members to ensure the long-term growth of the organization
- Work with other Federal Government and State agencies and partner agencies to support safe boating
- Create innovative methods to use new electronic systems to improve the overall effectiveness of the education process
- Continue to develop and build an effective rural outreach program with the emphasis on safe boating.

# Guiding Principles

The Watchwords of James Vass, Jr., National Commodore:

Integrity

Diversity

Dependability

A message from:

**ROY STODDARD**

*District 17 Auxiliary Commodore 2011-2012*

Alice arrives at a fork in the road, sees the Cheshire Cat and asks: "Excuse me Sir, could you please tell me which path I should take?"

**Cheshire Cat:** While continuing to smoke his pipe he said: "Yes Alice, where do you wish to go?"

**Alice:** Thinking for a minute Alice said: "Well Sir, I really do not know"

**Cheshire Cat:** "Well, then Alice, any path will take you there!!!"

*Alice in Wonderland*

The path I am asking all of us follow is:

- **Have Fun:** Hold flotilla fellowships as often as possible. Use any excuse you need to have a get-together for a burger burn, a picnic, a potluck – any time of the year. Our friendships will grow and great ideas will develop from these meetings
- **Be Safe:** Follow all our safety rules and regulations. Please do not lose situational awareness; *SAFETY should always be # 1, everyone all the time.*
- **Get the Job Done:** Get the job done without any undue stress on any of our members.
- **Did I mention, HAVE FUN!!!**

Way back in the day, when Terry and I joined the Auxiliary, life was simple. We had three main missions . . . Search and Rescue, Vessel Examinations, and Public Education. Everyone enjoyed joining in to accomplish our missions because at the end of our day, we all came together for a potluck, fellowship, or cookout, all that food, and life was grand!

Things have changed somewhat in the Auxiliary; the post 9/11 era created changes in everyone's life. Our Auxiliary members are now being asked to do more, the number of different missions we can now do is staggering to some. But you know what, at the end of the day we still have to eat! We have a wonderful cadre of great cooks among our members in each Flotilla; maybe this is why you seldom see a skinny Auxiliarist. One of our 4 Cornerstones and our best known mission in the Auxiliary is Fellowship, aka **FUN**, this mission we can all do very well.

As you go back to your Flotillas, please set aside time for Fellowship/Fun. Each month ask your members for a volunteer to set up a small potluck. You may get more done at a Flotilla meeting sitting around a plate of spaghetti, than you could sitting around an empty table just listening to someone talk. We need to **GET THE JOB DONE**, but we also need to present the task in a way that it does not seem like a burden on our members. You want the tasks they agree to do, to be their choice, not yours.

Always!!! **SAFETY** is our #1 priority. We want each of our members to return home safe and sound after any mission. We continue to train and hone our skills and we can proudly say to the Coast Guard, "*We are ready, we are skilled, and we are capable of performing our assigned missions*".

***The Bottom line . . . Get-'er-Done, Safe & Fun***

# Desired Outcomes

## Quality boating educational opportunities to all recreational boaters

- Deployment of training materials
- Increase membership
- Increase qualified instructors, VEs and PVs
  
- NASBLA cooperation for quality boating courses
- Develop more effective advertising
- Develop more effective training/promotional materials
  
- Increase the type and number of youth programs
- Purchase or request additional COASTIE robots and train more operators
- Conduct more VSCs, CFVEs and UPVs
- Explore more agency partnerships (e.g., State and federal agencies)
- Research adding more boating education courses

## Adapting to and supporting changing missions of District 17 and the U.S. Coast Guard Auxiliary.

- Identification of changing Coast Guard missions
- Timely information of changes
- Coast Guard resources for mission support
  - Performance feedback by Coast Guard personnel
  - Increase the number of communication facilities
  - Maintain/increase number of surface facilities
  
- Time to accomplish new missions
- Obtain funding for new missions
- Obtain mentoring/training by Coast Guard personnel
- Identify members' skills and qualifications
- Auxiliary use of Coast Guard assets
- Market Auxiliary services and capabilities
- Increase active membership
- Increase trained boat crews
- Train with reserves (fixed schedules)
  
- Improve communications with Auxiliary liaison officer

# SWOT

## STRENGTHS

### LOGISTICS:

Funded "on-water"  
Auxiliary offers a wide variety of service options.

### PLANNING:

On-line reference library for training  
Training opportunities.  
Strong PQS program  
Good cooperation with State & CG offices of safe boating  
Adequate tech. support for PE classes  
FC Academy  
Increasing use of new electronic media

### PREVENTION:

Good relationships: community, active duty  
Excellent Outreach programs  
Good relations with local CG units  
Core programs solid

### RESPONSE:

Operational assets at minimal cost to CG  
Local knowledge  
SAFE boats operated by AUX  
Auxiliary is a good return on investment

### MEMBERS:

Strong district wide leadership  
Talent  
Experienced  
Maturity  
Organization  
Knowing your membership  
Fellowship-silver & gold side  
Strong core groups of active members  
Social commitment  
Enthusiastic member  
New members  
Recruitment by example & satisfaction  
Members bring a diversity of talents and skills active duty may not have  
Winter training conference  
Lasting friendships  
Dedicated.  
Trained.  
Strong support from the District Commander & Commodore

## WEAKNESSES

### LOGISTICS:

Vast geographic distances  
Lack of funding for equipment.  
Lack of funding for training conference  
Declining number of operational facilities, coxswains and boat crew members  
Working membership (Auxiliary is not their primary job) and resulting inflexibility of members' personal schedule.  
Cumbersome administrative requirements  
Communication roadblocks  
HR support for potential members in remote areas

### PLANNING:

Training references – expensive to reproduce paper copy from electronic version  
Lack of scheduled mentoring, which affects continuity.  
Prioritizing Auxiliary tasks in existing work (make it important).not knowing our full capabilities  
Lack of lead time for responding to communications.  
Need to advertise the Aux  
Lack of qualified Aux instructors forces sectors to train Aux.  
Ever increasing & burdensome PQS requirements  
Recurrent, repeated & mandatory training

### PREVENTION:

Huge boating public  
Need for more public boating training

### RESPONSE:

Needed training for Coxswain and crew  
Under utilization of the flotillas by sectors  
Disbanding of the PWC program  
Burdensome SAFE boat maintenance program

### MEMBERS:

Unengaged members  
Aging membership  
Not enough new young members  
Need to recruit qualified new members  
Need strong mentoring  
More work to do than members to do it  
Declining morale  
Declining number of qualified members in program areas  
Limited technology skills  
More complex and discouraging process to become a member  
Resistance to change  
Need to work on sharing best practices

# SWOT

## OPPORTUNITIES

### LOGISTICS:

User-friendly reporting forms (e.g., on-line, fillable, savable, need ability to convert to .pdf).  
Flotilla ability to input personal information and statistics into AUXDATA.

### PLANNING:

Partnering with other agencies.  
Expand Public Affairs opportunities with external presences: DNR, State BLA, USFS, and Wildlife etc.  
FEMA  
New boating safety courses available  
More use of active duty "C" schools.  
Local exposure through: paid advertising, print, direct mail, telemarketing, one-on-one recruiting, public forums  
On-line training  
Web sites  
District issued laptops and projectors  
Public events  
Utilizing CG stations and facilities for member training ,PE courses, meetings

### PREVENTION:

Mandatory and voluntary boater education requirements  
Increasing CG needs, with declining budget  
Cooperative missions with sectors  
Take advantage of training opportunities offered by CG

### RESPONSE:

Better support to active duty units.  
SAFE boats  
Focus on realistic training scenarios on patrols

### MEMBERS:

Membership growth.  
Follow up with new members.  
Do more fundraising and grants.  
Members with professional careers and stable jobs  
Small communities that support the flotilla  
PPE issued  
Training with the Coast Guard  
Strong desire of membership to help others

## THREATS

### LOGISTICS:

Technology (cost, complexity).  
Financial issues--cost of living, budget cuts, funding sources, membership costs  
Uniform changes.  
Multitude of repeated messages (multiple sources with same info.  
Geographic challenges  
Communication can be one-way within the Aux and outside

### PLANNING:

The lousy and unpredictable Alaska weather  
Many opportunities are during the weekday time that only some members can accommodate  
Changing CG/Federal rules make it harder to get access  
Budget cuts

### PREVENTION:

Boating laws or lack of (PE challenge)  
Seasonal workforce in communities  
Cyber attack risks

### RESPONSE:

Loss of surface facilities.  
Mission type./spares availability  
SAFE boat mission reliability compromised by current maintenance program  
Disasters-natural & human

### MEMBERS:

Too many requirements (training & qualifications)  
Constant changes.  
Declining volunteerism  
Too many uniforms  
Health of aging members  
Member burnout  
Leaders not maintaining enough contact, including personal, with members  
Morale is down  
Large number of members working away from home area  
Cost to members to upgrade technology skills, equipment, programs, internet etc.  
Increased dependency, on communicating, learning, testing, and inputting data via computers

# Action Plan

<b>Goal 1:</b> Continue providing the best education product for the boating public.		
<b>Issue Statement:</b>	D17's District Commodore has encouraged the District Auxiliary to concentrate on its Recreational Boating Safety mission. This goal is one of the strategic imperatives listed in the 2011 USCG Auxiliary Strategic Plan, identified under Mission Effectiveness and identified through our own analysis of the situation.	
<b>Strategy:</b>	Emphasize focus on member training in RBS mission related programs and seek alternate (non-traditional) funding sources to support RBS activities.	
<b>Measure:</b>	Quarterly reports from District Chief of Staff which include: <ul style="list-style-type: none"> <li>- Number of newly qualified members in RBS related programs</li> <li>- Percent of RBS mission hours compared to previous year</li> <li>- Progress on efforts to secure new funding sources</li> </ul>	
<b>Steps to Achieve Goal</b>	<b>Who</b>	<b>When</b>
1. Receive baseline numbers of members who are qualified in RBS related programs and total number of RBS related hours (codes 10, 14, & 99-B) from each flotilla.	DCO	
2. Inform elected leaders, DSO-MTs, & FSO-MTs of this strategic plan in the District.	DCO	
3. Encourage DSO-PAs/PEs/PVs/VEs to conduct refresher training (seminars/workshops) for qualified members and encourage more participation in these areas from existing members.	DCO, COS	
4. Receive updated numbers of members qualified in RBS related programs and RBS related hours from each flotilla.	DCO, COS	Quarterly
5. Conduct leadership training with PA/PE/PV/VE staff officers to help them more effectively manage their program areas.	DSO-PAs, DSO-PEs, DSO-PVs, DSO-VEs	Ongoing
6. Conduct research for grants which may be sources for Auxiliary units to obtain in support of RBS activities.	DNACO-R, DCO, COS	Ongoing
7. With the help of District MWR & RBS resources, research opportunities for corporate sponsorships in support of State and Local RBS related events.	DCOs, COSS, ASCs	Ongoing
8. Research and seek opportunities to partner with Federal, State, and Local agencies to communicate RBS message.	DCO, COS, DIRAUX	Ongoing

# Action Plan

<b>Goal 2:</b>	Increase membership and sustain readiness for emergency responses.	
<b>Issue Statement:</b>	Auxiliary membership needs to continue growing, reflect the Commandant's diversity policy, and ensure longevity of the Auxiliary organization while continuously staying ready to augment CG efforts.	
<b>Strategy:</b>	Identify and focus recruiting efforts on people with skills/ambitions that meet Auxiliary program/mission needs; improve member and leader development efforts; integrate emergency preparedness resources with active duty contingency preparedness plans/efforts.	
<b>Measure:</b>	Number of resources (facilities & qualified members) in program areas where needs have been identified; Completed contingency plans, and number of members with position specific ISC training.	
<b>Steps to Achieve Goal</b>	<b>Who</b>	<b>When</b>
1. Using the help of DIRAUX identify Aux programs and flotillas which need more human resources. Identify recruiting sources which have potential members with the needed skills, abilities, and resources.	DCO, COS, DIRAUX	
2. Plan & execute recruiting events/efforts at the sources of the potential new members. Ensure applicants are mentored throughout the membership process.	COSs, DSO-HR, DSO-PA	Ongoing
3. Include budget model planning/discussions as part of EXCOM & Board meetings. Expose potential EXCOM members to the budget driven decision making process.	DSOs, COSs DIRAUX	Ongoing
4. Identify and implement targeted training opportunities for aspiring elected and appointed leaders. Encourage mentoring of multiple members to build up candidate pools for all leadership positions.	DIRAUX, DCO COS, DSO-MT, DCAPT,DCDRs, & FCs	Ongoing
5. Work with District & Sector Planning staffs to develop contingency plans. Ensure gold-side Planning & Incident Management staffs proactively include Aux resources in emergency preparedness efforts, including position specific ICS training.	DCO, ASC, DIRAUX	Ongoing
6. Identify and improve gold & silver side communications in preparation for and operations during emergencies.	DCOs, DCAPTs, ASCs, DIRAUXs	Ongoing

# Action Plan

**Goal 3:** Continue to be the premier safe boating organization.

**Issue Statement:** Fed/State/Local government and private organizations continue to improve their efforts to improve recreational boating safety. The CG Auxiliary is recognized as a leader in this endeavor and is poised to maintain the highest RBS return on investment in the public's eye.

**Strategy:** Use statistics, and any other information gathering means along with management techniques to determine the best (most efficient) use/application of resources and use targeted training to ensure the highest proficiency in RBS related positions.

**Measure:** Number of RBS related incidents, clustering of incidents, responses by appropriate response agencies, & response capabilities of response agencies for comparison. Also, baseline member stats holding RBS related qualifications and trends of use to determine the need for recruiting, advanced training, and motivating more activity.

## Steps to Achieve Goal

	Who	When
1. With the help of DIRAUX, interface with District RBS Specialists to obtain and analyze historical data on RBS related incidents. Develop a system of regular updates.	COS, DIRAUXs	
2. Compare incident data with all known resources for response, particularly looking for better deployment of Aux resources to drive down incident occurrences.	COS, DSO-OPs, DSO-PVs/VEs, DIRAUX	
3. Identify specific opportunities of resource re-allocations and new (non-traditional) events Auxiliarists can initiate or participate in based on analysis results.	COS, DSO-PA/OPS, DSO-PV/VE, DIRAUX	
4. Compare historical & current year incident data on an on-going basis for proactive adjustments.	DCO, COS	Ongoing
5. Identify the qualification trends of RBS related disciplines.	DSO-MT, DSO-PV/VE	
6. Compare current resources & qualification trends with identified need for resource allocation to determine the need for increased RBS related resources.	DCO/COS DSO-MT/PA DSO-VE/PV	
7. Recruit internally and train as necessary to increase RBS related resources that will meet allocation goals.	DSO-MT, DSO-PV/VE	Ongoing
8. Incorporate "needs" information with recruiting strategies, allowing members to seek applicants already poised & skilled to qualify in RBS related disciplines.	COS, DCAPT DSO-PA/HR DSO-PV/VE	Ongoing

# Action Plan

<b>Goal 4:</b> Improve education process through innovative use of technology.		
<b>Issue Statement:</b>	Communications is always the biggest challenge to organizational success. Members have increasingly embraced technology and communications resources continue to multiply. There's a growing opportunity to efficiently improve information exchanges and do it in more cost effective ways.	
<b>Strategy:</b>	Identify and leverage approved Instructional Technology resources to improve education, training, communications, and risk-based decision making.	
<b>Measure:</b>	Use of best practices, especially in application of communication tools.	
<b>Steps to Achieve Goal</b>	<b>Who</b>	<b>When</b>
1. Inventory tools currently used for information exchanges: <ul style="list-style-type: none"> <li>• For delivering training</li> <li>• For conducting meetings</li> <li>• For passing/sharing information</li> <li>• For making policy/resource/operational decisions</li> </ul>	DCO, COS, DCAPT,DSO-MT DSO-IT	
2. Identify ways to improve doing these things using available/approved technology.	DCO, COS DCAPT,DSO-MT DSO-IT	Ongoing
3. Confer with DIRAUX on plans to implement use of new technologies to ensure proper approval is obtained if necessary.	DCO, DIRAUX	Ongoing
4. Report to DNACO-P the application of new technologies and results of successes/set-backs so they can be shared with other districts as appropriate.	DCO	Ongoing
5. Continuously encourage members to embrace technology as they are able. Identify and provide training as necessary (especially at district-wide conference) to help members move forward in the use of technical resources.	DCO, COS, DCAPT, DCDRs, FCs	Ongoing

# Action Plan

**Goal 5:** Continue to conduct outreach operations to rural Alaska

**Issue Statement:** Many of Alaska’s residents live in rural and isolated areas of the state. Known as the Bush or interior of Alaska, these residents are cut off from the rest of the state and continue to lag behind in basic needs. In order for the Auxiliary to aid their efforts toward recreational boating safety we will continue with our Rural Outreach programs.

**Strategy:** With the judicious use/application of resources and working in concert with the US Coast Guard and Alaska Native Organizations, we will employ targeted training to ensure the highest proficiency in RBS related activities. The Auxiliary and Coast Guard along with rural Alaska entities will bring highly qualified personnel and quality programs to the remote villages of Alaska.

**Measure:** Number of RBS related incidents, clustering of incidents, responses by appropriate responding agencies, & response capabilities of those agencies for comparison. Also, baseline member stats holding RBS related qualifications and trends of use to determine the need for recruiting, advanced training, and motivating more activity.

## Steps to Achieve Goal

	Who	When
1. With the help of DIRAUX, interface with District RBS Specialists to obtain and analyze historical data on RBS related incidents. Develop a system of regular updates.	COS, DIRAUXs	
2. Compare incident data with all known resources for response, particularly looking for better deployment of Aux resources to drive down incident occurrences.	COS, DSO-OPs, DSO-PVs/VEs, DIRAUX	
3. Identify specific opportunities of resource re-allocations and new (non-traditional) events Auxiliarists can initiate or participate in based on analysis results.	COS, DSO-PA/OPS, DSO-PV/VE, DIRAUX	
4. Compare historical & current year incident data on an on-going basis for proactive adjustments.	DCO, COS	
5. Identify the qualification trends of RBS related disciplines.	DSO-MT, DSO-PV/VE	
6. Compare current resources & qualification trends with identified need for resource allocation to determine the need for increased RBS related resources.	DCO/COS DSO-MT/PA DSO-VE/PV	
7. Recruit internally and train as necessary to increase RBS related resources that will meet goals.	DSO-MT, DSO-PV/VE	Ongoing
8. Incorporate “needs” information with recruiting strategies, allowing members to seek applicants already poised &	COS, DCAPT DSO-PA/HR	Ongoing

skilled to qualify in RBS related disciplines.

DSO-PV/VE

# Action Plan D17 Strategic Plan Implementation

Steps to Implement the Strategic Plan	Who	When
1. Initial Auxiliary Strategic Planning Meeting	DCO/DCOS	April 8-9, 2011
2. Complete D17 Strategic Plan Draft	DCOS	June 12, 2011
3. Review draft plan	Open Review	July 2011
4. Complete plan review & produce final plan.	DCOS/DCAP	November 2011
5. Publish Auxiliary Strategic Plan (include post to website).	DSO/DCOS	December 2011
6. Forward to District Commodore.	DCOS	December 2011
7. Collect and review identified metrics	DCOS/DCAP DSOs/FSOs	Ongoing
8. Review plan implementation and goals with DCO at least quarterly to ensure forward progress. Include relevant details in updates DNACO.	DNACO & DCOs	Ongoing