



## **OPERATIONAL PLAN 2023 - 2024**

United States Coast Guard Auxiliary  
District 11 Southern Region

# Esprit de Corps

*A feeling of pride, fellowship, and common loyalty shared by the members of a particular group.*

(Oxford Reference)

*The common spirit existing in the members of a group and inspiring enthusiasm, devotion, and strong regard for the honor of the group.*

(Merriam-Webster)

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# **EXECUTIVE SUMMARY**

## **District Vision**

*We are a world-class professional volunteer organization that saves lives through a commitment to Recreational Boating Safety as a force multiplier for sustained Coast Guard mission excellence.*

*We can be found on the water, in the air, at the dock, and in the classroom - dedicated to serving the public.*

*We deliver with pride, passion, and proficiency.*

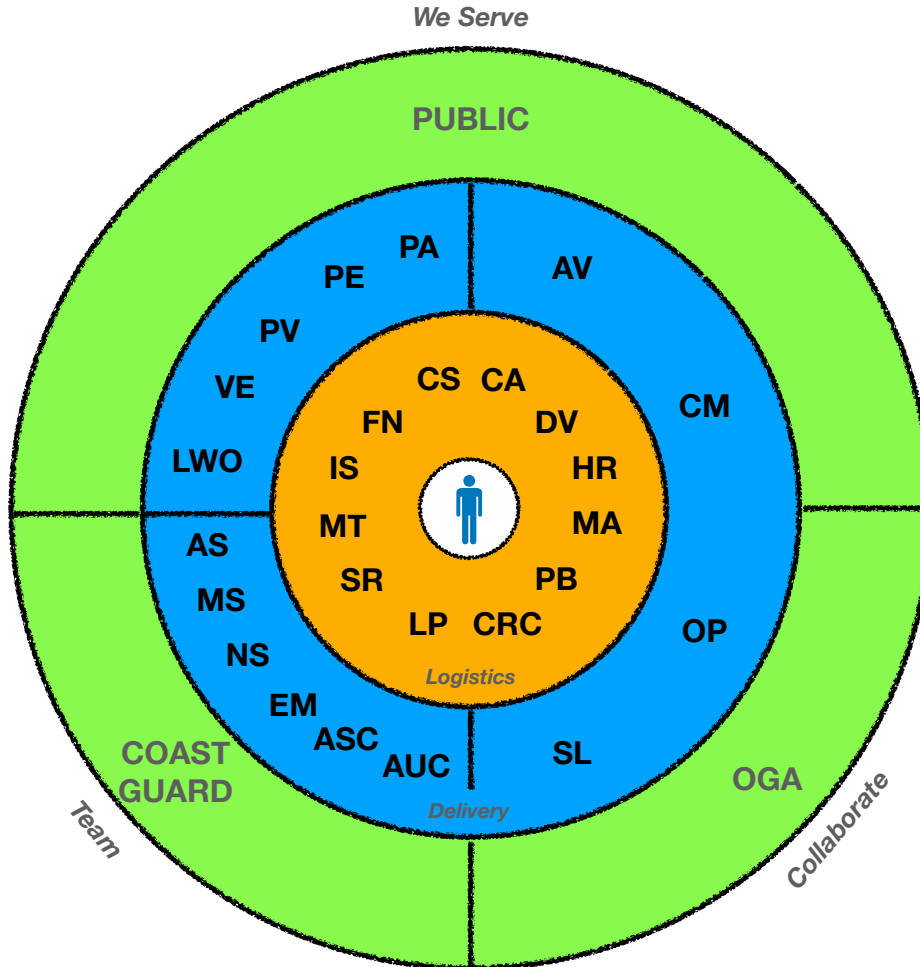
## **Auxiliary Missions**

*To promote and improve Recreational Boating Safety.*

*To provide a diverse array of specialized skills, trained crews, and capable facilities to augment the Coast Guard and enhance safety and security of our ports, waterways and coastal regions.*

*To support Coast Guard operational, administrative and logistical requirements.*

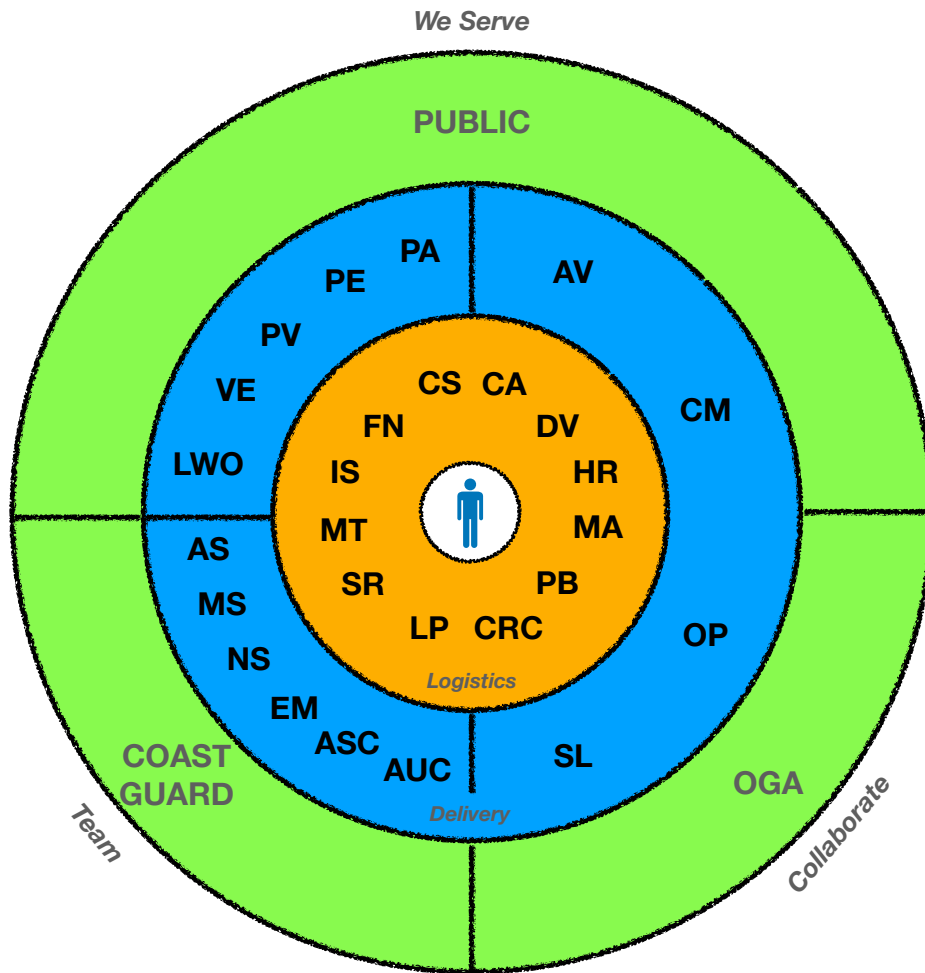
# Operating Model



Our operating model starts with the individual member at the center. It is the member that we hold most dear and represents our most valued asset. It is the member that allows us to fulfill our mission.



Also at the center is our Logistics disciplines. This center position reinforces the fact that nothing happens without these functions. In the words of Army General John J. Pershing, “Infantry wins battles, logistics wins wars.” We respect and recognize the members who devote themselves to these disciplines and celebrate the technical skills and professionalism in which they are delivered.



## Operating Model (cont.)



The next layer are the Delivery disciplines. These functions represent our “front line.” Members certified and active in these functions interact directly with the public and organizations we team and collaborate with. These are the disciplines who deliver on the promise of recreational boating safety, whether it is on the water, in the air, or shoreside.



The outer ring are our Constituents that we serve. Our primary end customer is the Public. The sole reason we exist is to serve the public through our commitment to Recreational Boating Safety. In addition to serving the public directly, we are a valued member of “Team Coast Guard,” where we team with active duty and reservists on shared missions. Finally, we collaborate as a valued partner with other government agencies in our AOR to serve the public.

# SWOT Analysis

Internal	
Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. Professional Volunteers</li> <li>2. USCG History</li> <li>3. Diverse Experience</li> <li>4. Purpose</li> <li>5. Patriotic</li> <li>6. Training</li> <li>7. Local Knowledge</li> </ol>	<ol style="list-style-type: none"> <li>1. Accelerating Attrition</li> <li>2. Member Apathy</li> <li>3. Leadership Development</li> <li>4. Resistance to Change</li> <li>5. Aging Demographic</li> <li>6. Internal Communications</li> <li>7. Administrative Systems</li> </ol>
External	
Opportunities	Threats
<ol style="list-style-type: none"> <li>1. Active Duty Demand</li> <li>2. RBS Demand</li> <li>3. Underutilized Members</li> <li>4. Recruiting Untapped Demographics</li> <li>5. OGA Cooperation</li> <li>6. “Hands-On, Right Now” Experiences</li> </ol>	<ol style="list-style-type: none"> <li>1. Budget Pressure</li> <li>2. Political Divisiveness</li> <li>3. Pandemic</li> <li>4. Economic Slow Down</li> <li>5. Decline in Volunteerism</li> </ol>
Summary Conclusions	
<p>Our strengths and opportunities far outweigh our weaknesses and external threats. However, a lack of focus and engagement combined with an accelerating attrition suggests an organization in atrophy and demands change.</p> <p>Managing change requires an articulate vision, an achievable roadmap, and unified leadership team that will inspire members by re-invigorating and re-inventing how we do business.</p> <p>What is at stake is too important.</p>	



# Priorities Summary

## 1. ENGAGEMENT



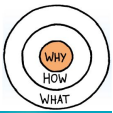
To engage our members, we will make “Team Coast Guard” a reality. Offering augmentation opportunities driven by the needs of the Sectors and demonstrating the tangible value of our RBS missions will demonstrate our impact as a force multiplier.

## 2. LEADERSHIP



A “Servant Leadership” style with an emphasis on “Change Management” is what we need right now. Simply put, adopting a servant leadership style starts with putting the member first. Recognizing them as our most valued asset, taking personal interest in their success, earning their trust, and recognizing their efforts is the type of leader our members deserve. Succeeding as a “change agent” requires passion, an open mind, a commitment to succeed, and an unwavering dedication to open communications and collaboration.

## 3. FORCES



**Retention** - Our attrition rate is the number one threat to our organization and impacts our ability to contribute as a force multiplier. We are not alone in this. Recruiting and retention has been a priority in our National Strategic Plan for years. It is time for us to tackle this issue head on with an actionable plan.



**Recruiting** - Dedicate our recruiting efforts to a younger and more diverse demographic, individuals with an interest in surface and air operations, professional instructors, first responders, and veterans through a high profile social media presence, leveraging professional networks, and by offering “Hands-On, Right Now” opportunities. By doing so, we will add to our ranks the skills, diversity, and youth needed to fulfill our missions, as well as grow our membership with an end in mind.

## 4. ADMINISTRATIVE EXCELLENCE



Given the amount of time and effort required to administer an organization like ours, it is worthwhile revisiting everything we do in-house and seek to simplify for impact. Process improvement and leveraging technology will provide the efficiency and effectiveness in our decision making, internal communications, planning, reporting, and meetings resulting in less time needed to administer, and allow more time to invest in our missions and in our members.

# **PRIORITIES DISCUSSION**

# I. Engagement



1. Reinforce our identity through branding and messaging
2. Increase opportunities to augment the Sectors and Stations
3. Report on tangible results from delivering on our mission set
4. Publish a Request For Forces (RFF) for Active Duty augmentation and Auxiliary mission needs

## **Identity**

We are a world class volunteer military organization that saves lives. There is nothing like the USCG Auxiliary anywhere in the world. We are more than just a volunteer organization, we are a professional volunteer organization that adheres to a code of conduct and with earned skill certifications.

As a uniformed component of the United States Coast Guard, our service and strength are defined by our Core Values of Honor, Respect, and Devotion to Duty. Integrity is our standard. We demonstrate uncompromising ethical conduct and moral behavior in all of our personal and organizational actions.

We save lives through a commitment to Recreational Boating Safety as a force multiplier for sustained Coast Guard mission excellence.

## **Force Multiplier**

Making “Team Coast Guard” a reality means that our members are capable to “roger up” when the need arises to augment at Sectors and Stations. To achieve this, we must understand our Sector’s strategic and tactical priorities, what gaps may exist in either skills or manpower, and respond to those. The diversity of skills among our members will offer both immediate response and/or the capability to develop the skills required to respond.

In addition to augmentation, delivering on our RBS missions with pride, passion, and professionalism makes us a valued member of Team Coast Guard. Promoting and improving recreational boating safety remains “job one.” It is what we are known for. Whether it is through prevention or response, it is the most tangible way we serve the public.

## II. LEADERSHIP

1. **Adopt a Servant Leadership style across District, Division, and Flotilla Unit and Program Officers**
2. **Develop Change Management skills in our leadership to support the District Operational Plan**



### **Servant Leadership**

*“The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first.”*

*-Robert K. Greenleaf*

Simply put, adopting a servant leadership style starts with putting the member first. Recognizing them as our most valued asset, taking personal interest in their success, earning their trust, and recognizing their efforts is the type of leader our members deserve.

Investing in our individual leadership skills and developing a style appropriate for our organization cannot be overstated or underestimated. The need is clear, but the work required to make this type of change may not be. The discipline required to change a leadership style and ultimately the culture of an organization is daunting. It requires bold leaders willing to put themselves personally on the line, and an organization that is willing to embrace change for the greater good.

It also requires a recognition that leaders can come from anywhere. Some of our most influential leaders and role models do not hold an office. Rather their actions, their willingness to mentor, and sincere desire to help others succeed is, in fact, the definition of servant leadership. As a result, this is not a “leader only priority.” This is a change in leadership style, member behavior, and ultimately an organizational shift to putting our member first and a focus on their success. If we can do that, not only will our members benefit, but Team Coast Guard benefits, and perhaps most important of all, the public that we serve will benefit.



## **Change Agent**

A change agent is an individual who promotes and supports a new way of doing something within an organization, whether it's the use of a new process, the adoption of a new management structure or the transformation of an old business model to a new one. Much has been written on managing change, so I will not go into more detail here, other than to restate, succeeding as a “change agent” requires passion, an open mind, a commitment to succeed, and an unwavering dedication to open communications and collaboration. It just so happens all of those are characteristics of a servant leader!

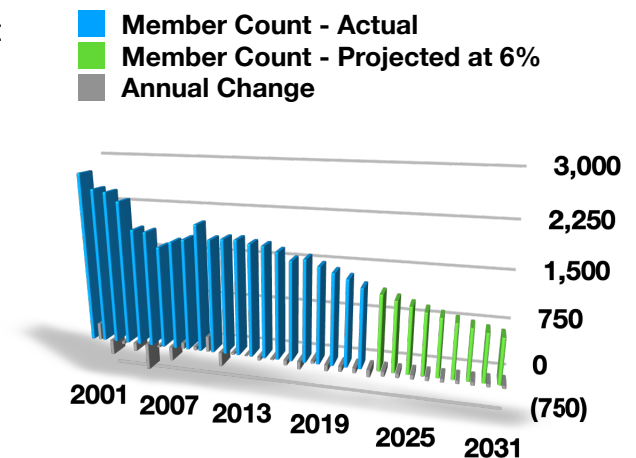
### III. FORCES

1. Conduct a “Why Campaign”
2. Establish Centers of Excellence
3. Develop a Members Benefits Package
4. Establish a targeted Recruiting Program
5. Develop a District Target Staffing Model

#### Retention

The chart\*\* represents the D11S member count since 2001 to today. A few key takeaways include:

- 2001-2021 - We lost 50% of our members.  
Run-off rate = 2.5% P/A
- 2011-2021 - We lost 25% of our members.  
Run-off rate = 2.5% P/A
- 2019-2022 - We lost 25% of our members.  
Run-off rate = 6% P/A



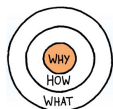
\*\* Chart data was source from AUXMISS (pre 2002), AuxData (2002-2019), and ADII (2020-2022)

Note that in our last 4 years, our run-off rate has accelerated by 140% over our historical average. Arguably, the pandemic had a significant impact on our recent run-off, but we cannot place all the blame there. Our declining membership count started long before 2020. Unfortunately, there is no data to conduct a proper root cause analysis for the last 20 years, or even for the last 4. Regardless, the graph speaks for itself.

It is time for us to tackle this issue head on with an actionable plan. By doing so, we'll demonstrate that this is not an unsolvable problem. Solving it will not only increase the impact we can have on our missions, it will create a higher degree of esprit de corps and engagement amongst our current members that will infect for our new recruits.

Priority will be given to retention over recruiting to begin with. Energy spent on recruiting only to lose them because we haven't addressed our retention challenges is wasted effort. Once we have begun to execute on our retention initiatives and see signs of progress, we can then begin to execute on our recruiting plan.

Engagement and a Servant Leadership will go a long way to address our run-off rate, but proactive measures must be taken immediately. Examples include:



- A “Why Campaign” that suggests unit leaders sit down one-on-one with each member informally, with the outcome of a development plan or mentor assignment or both. Sample questions might include:

*Why did you join the Auxiliary?*

*What are you passionate about? How are they aligned with what the Auxiliary has to offer?*

*Are you doing everything you want right now?*

*Where (in the Auxiliary) do you see yourself two years from now?*

*How can we maximize your experience & contribution?*

*How much time can you devote to the Flotilla next year?*



- Establishing “Centers of Excellence” around each of our programs that not only recognize our high performing member’s collective experience, but provides the knowledge, navigation, and mentorship that our members need to get engaged and accelerate their certifications.
- Develop a “Member’s Benefit Package” that communicates the wide array of tangible benefits that comes with being an Auxiliarist.

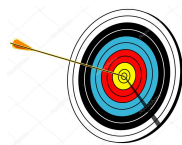
## Recruiting

District will take the initiative to establish a recruiting program that the Division and Flotillas can leverage. This will provide for a common look and approach to our brand and marketing messages. The units can take what has been developed by the District Task Force and augment with local messages catering to the needs of the individual unit.

Program design principles include:

### Target Demographic

- Youth - (Relevant, Energy, Longevity)
- Boaters - (Willing to serve as Boat Crew & Coxswain, Own facilities)
- Pilots - (Willing to serve as Air Crew & Pilots, Own facilities)
- First Responders - (Experience, Action Oriented, Professional)
- Experienced Instructors



## Target Markets

- Boating Communities: Powerboat, Sailboat, Paddle, Fish, YC's, Boat Clubs, etc.
- Air Communities: Pilots, Flying Clubs
- Commercial and Volunteer Alignment: PV, MS, PE, VE, AS
- First Responders, Military Veterans and OGA Retirees
- Instructors & Youth: Higher Learning (UC, CSU, Community College)
- Diversity emphasis on underrepresented demographics

## Channels

- Social Media Campaign
- Leverage Professional Networks
- Universities and College Campuses

In addition to a targeted recruiting campaign, thought needs to be put into attracting members with strong interest in our missions but with less time available. Offering “Hands On, Right Now” (HORN) opportunities will attract those individuals that may not be able to invest in the time it takes to get certified in a program, but still wish to participate in a meaningful activity. Currently, the lack of “HORN opportunities” is a competitive disadvantage that we need to address in order to tap into the demographics we desire.

Lastly, as part of this effort, we need to ask some tough questions. For example, “How many members are needed to fulfill our mission in D11S?”, “What competencies are required?”, “Where are those members and skills needed?” “Are there partnering opportunities that can extend our reach and impact on RBS?”

A more intimate understanding of our Sector’s and National’s priorities will offer some insight into answering these questions. However, it is up to us to decide what we want to become and look like as an organization to do the most good in our AOR. I expect that entertaining this type of thought experiment will engage us and present an opportunity for some lively civil discourse! Beginning with the end in mind, this type of dialogue will provide the input needed for a well thought out targeted recruiting plan.



## **IV. ADMINISTRATIVE EXCELLENCE**



### **1. Reduce time spent needed to administer through process improvement and leveraging technology**

Given the amount of time and effort required to administer an organization like ours, it is worthwhile revisiting everything we do in-house and seek to simplify for impact. Process improvement and leveraging technology will provide the efficiency and effectiveness in our decision making, internal communications, planning, reporting, and meetings resulting in less time needed to administer, and allow more time to invest in our missions and in our members.

This fourth priority is by far the most tactical. Much of what is planned will be among the first thing our members experience and will be evidence that change is coming.

2023 examples include:

- D11S Staff Officer Eligibility Guideline
- Standardized and Simplified of Unit & Program Plan
- Standardized and Simplified of Unit & Program Reports
- Standardized Reporting Calendar
- District Wide Calendar (includes Flotilla and Division meetings & events)
- Action Oriented Unit Meeting Agenda
- Refresh Unit Meeting Minutes Template
- District Progress Report
- District Performance Report
- Streamline Pass Down Communications
- Refresh Unit Standing Rules
- Update District Award Criteria
- Establish a Consistent Award Methodology and Timeline
- Make Coast Guard Auxiliary Awards Real Time
- Enhance District Cash Management and Establish a Formal Investment Process
- Develop a District Procedures Guide

# **GOALS & KEY DELIVERABLES**

## District Goals

E	L	F	A	Goal	Target	Metric
x				Sector Augmentation & RBS Engagement	20%	(Hours, Members, Missions); Heat Map Migrations
	x			Town Hall Meetings	100%	In -Person Meetings with all nine Divisions
	x			Member Satisfaction	tbd	2023 Baseline
		x		Run Off Rate	0%	Delta/Total, Account for Natural & Unnatural Attrition
			x	Adopt Operational Excellence Initiatives	100%	Admin Redesign; Standing Rules, PMO. etc.

## Committee Deliverables

	E	L	F	A	Task	Key Deliverable
Audit Committee				x	Appoint & Assemble Committee Members	First Meeting, Adopt Scope & Work Plan
Audit Committee				x	Conduct Audit	Audit Report
Audit Committee				x	Present Audit for Board Approval	
Budget Committee				x	Appoint & Assemble Committee Members	First Meeting, Adopt Scope & Work Plan
Budget Committee				x	Develop 2023 Budget	2023 Budget
Budget Committee				x	Present 2023 Budget for Board Approval	
Budget Committee				x	Develop 2024 Budget	2024 Budget
Budget Committee				x	Present 2024 Budget for Board Approval	
Awards Committee				x	Appoint & Assemble Committee Members	First Meeting, Adopt Scope & Work Plan
Awards Committee			x		Determine 2022 District Award Recipients	2022 District Awards Inventory
Awards Committee			x		Present 2022 District Awards for Board Approval	
Awards Committee			x		Produce 2022 District Awards	2022 District Awards Plaques & Certificates
Awards Committee			x		Establish Real-Time CG Aux Awards Process	CG Aux Awards Training & Pipeline Mgmt
Awards Committee			x		Update D11S Awards Criteria	Update Awards Criteria
Awards Committee			x		Present D11S Awards Criteria and submit for Board Approval	
DTRAIN Committee				x	Submit budget request to Budget Committee	DTRAIN Budget
DTRAIN Committee			x		Select location, date, and negotiate contract	Negotiated Contract
DTRAIN Committee			x		Develop DTRAIN Program	DTRAIN Program
DTRAIN Committee			x		Conduct 3-Day Event	DTRAIN!
Investment Committee				x	Appoint Lead & Assemble Task Force Members	First Meeting, Adopt Scope & Work Plan
Investment Committee				x	Enhance our Cash Management	Scope, Guidelines, Procedures
Investment Committee		x			Establish a formal investment process	Scope, Parameters, Decision Criteria, Board Template

# Task Force Deliverables

	E	L	F	A	Task	Key Deliverable
Engagement Task Force				x	Appoint Lead & Assemble Task Force Members	First Meeting, Adopt Scope & Work Plan
Engagement Task Force	x				Develop Request For Forces Process	RFF Process
Engagement Task Force	x				Complete Needs Assessment at Sectors	Needs Analysis (Sector LA/LB & SD)
Engagement Task Force	x				Develop a Member Skills Inventory	Skills Inventory of D11S Members
Engagement Task Force	x				Complete Gap Analysis of Needs vs Skills	Gap Analysis
Engagement Task Force	x				Implement RFF online	Online RFF
Leadership Task Force				x	Appoint Lead & Assemble Task Force Members	First Meeting, Adopt Scope & Work Plan
Leadership Task Force		x			Conduct in-person weekend workshop with D11S Leadership	Spring Workshop (ServLead, Chg Mgmt)
Leadership Task Force		x			Conduct two sessions at DTRAIN	DTRAIN (ServLead, Chg Mgmt)
Leadership Task Force		x			Establish Leadership Library	Reading List, Video Content, Workshop Materials, 'Shorts'
Leadership Task Force		x			Conduct virtual weekend workshop with D11S Leadership	Fall Workshop
Leadership Task Force		x			Conduct AUXLAMs	In Person Class
Leadership Task Force		x			Conduct AMLOC	In Person Class
Leadership Task Force		x			Develop 2024 Unit Leadership Course	ULC Deck
Leadership Task Force		x			Develop 2024 Program Leadership Course	PLC Deck
Forces Task Force				x	Appoint Lead & Assemble Task Force Members	First Meeting, Adopt Scope & Work Plan
Forces Task Force			x		Run-Off Analysis & Recommendations	Run-Off Analysis & Recommendations
Forces Task Force			x		Develop Mission Set Public Value Report	Mission Set Public Value Report
Forces Task Force			x		Develop Inventory Member Benefits	Member Benefits Package
Forces Task Force			x		Develop Recruiting Plan	Recruiting Target Demographics & Plan
Forces Task Force			x		Implement Recruiting Program	Recruiting Messages & Unit Direction
Forces Task Force			x		CGAuxA Target Recruiting Grant	Target Recruiting Prototype & Pilot
Forces Task Force			x		Develop District Target Staffing Model	District Target Staffing Model
Technology Task Force				x	Appoint Lead & Assemble Task Force Members	First Meeting, Adopt Scope & Work Plan
Technology Task Force				x	Update District Website 1.0	
Technology Task Force	x				Develop District Website 2.0	District D11S Website 2.0
Technology Task Force	x				Establish Social Media Plan	Initial Social Media Plan
Technology Task Force	x				Establish Social Media Presence	Implement Social Media Presence
Technology Task Force	x				Develop Social Media Program	Ongoing Social Media Presence & Maintenance Plan

# PMO & District Leader Deliverables

	E	L	F	A	Task	Key Deliverable
Program Mgmt Office				x	Appoint Lead & Assemble Task Force Members	First Meeting, Adopt Scope & Work Plan
Program Mgmt Office				x	Redesign Unit & SO Plans & Reports	Unit & SO Plan & Report Template
Program Mgmt Office				x	Design and Implement District Wide Calendar	Online District Wide Calendar
Program Mgmt Office				x	Design Action Oriented Meeting Agenda	Unit Meeting Agenda Template
Program Mgmt Office				x	Refresh Unit Meeting Minutes Template	Unit Meeting Minutes Template
Program Mgmt Office				x	Streamline Pass Down Communications	Member Broadcast Capabilities
Program Mgmt Office				x	Refresh Unit Standing Rules	Current Standing Rules for all Units
Program Mgmt Office				x	Design and Implement District Progress Report	District Progress Report (Committees & Task Forces)
Program Mgmt Office				x	Design and Implement District Performance Report	District Performance Report (Primary Goals)
District Directorate Chief				x	Implement SO Plan & Report Formats	100% Adoption
District Directorate Chief	x				Develop Certification Road Maps for each Program	Certification Road Maps (Operating Model)
District Directorate Chief	x				Develop Skills Development Program	Skills Development Plan (based on Needs Analysis)
District Directorate Chief	x				Establish Centers of Excellence	Centers of Excellence
District Directorate Chief	x				Design & Implement Cross-Discipline Synergy Plan	Cross-Discipline Synergy Plan
District Captain				x	Implement Unit Plan & Report Formats	100% Adoption
District Captain				x	Adopt Updated Standing Rules	100% Adoption
District Captain				x	Implement Action Oriented Unit Meeting Agendas	100% Adoption
District Captain			x		Conduct "Why Campaign"	100% Flotilla Participation
District Captain			x		Implement Formal Mentoring Program	100% Flotilla Participation
PDCA			x		Presence at DTRAIN #1	Workshop, Trade Show Booth
PDCA			x		Lead DTRAIN #2	TBD
PDCA			x		Conduct Fellowship Event - Summer	TBD
PDCA			x		Conduct Fellowship Event - Fall	TBD
PDCA			x		Memorial Marker	Updated Memorial Markers, Service at Sector
PDCA			x		Develop District Procedures Guide	District Procedures Guide (2024)

# 2023 District Board

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XXX, DCAPT LA/LB-North

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XXX, DCAPT Inland/San Diego

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XXX, DCDR 4

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XXX, DCDR 1

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XXX, DCDR 7

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XXX, DCDR 9

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XXX, DCDR 12

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XXX, DCDR 10

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XXX, DCAPT LA/LB-South

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xxx- IPDCO

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XXX, DCDR 5

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xxx- DIRAUX

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XXX, DCDR 6

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XXX, DCOS

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XXX, DCDR 11

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XXX, DCO

# 2023 Board Advisors

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XXX, DDC - Logistics

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XXX, ASC - Sector LA/LB

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XXX, DDC - Prevention

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xxx, ASC - Sector San Diego

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XXX, DDC - Response