

ELEVENTH COAST GUARD DISTRICT STRATEGIC FRAMEWORK

2019-2021



Message from the Commander Eleventh Coast Guard District

Alameda, California

July 2019

It is my great pleasure to present the Eleventh Coast Guard District Strategic Framework for 2019-2021. This document is designed to frame a common approach for all district commands, units and staff to focus our efforts to maximize mission outcomes in a challenging, dynamic area of operations.

D11 encompasses a diverse operating environment spanning the cold waters and heavy surf of northern California, to some of the nation's most economically and strategically important port complexes, with coastal and inland lake recreational boating, a nationally top-producing fisheries industry, an international boundary that presents law enforcement challenges, and smuggling transit zones of the Eastern Pacific offshore of South and Central America.



We also operate in an infrastructure-intensive, highly populated region that sits along major seismic fault lines and that particularly cherishes the environment. Here we bring tremendous value as a military branch, humanitarian service and first responder, law enforcement and regulatory agency, and a provider of security and steward of the environment, applying a unique combination of authorities, capabilities and partnerships throughout the maritime domain.

The Commandant has charged us with being a service that is ready to serve and protect, relevant as we confront increasingly complex challenges, and responsive to excel in mission execution in this ever-changing environment.

This Strategic Framework helps us fulfill these principles by guiding our efforts in the region for the next three years. This strategic framework emphasizes our highest priorities through three broadly defined Lines of Effort:

Execute Missions Successfully

Maintain an Effective, Well-Supported Workforce

Strengthen our Partnerships

These lines of effort will inform more detailed plans and initiatives that will help us be successful. Thank you for your dedication in completing our missions and shepherding our District forward as we build on the past, meet the challenges of today, and prepare for the future.

Semper Paratus.



Peter W. Gautier, Rear Admiral
Eleventh District Commander



D11 Vision

Proficient, adaptable, and responsive professionals successfully supporting and executing Coast Guard missions each day - ready today and preparing for the challenges of tomorrow.

D11 Mission

Through our maritime authorities and capabilities, protect the public, ensure maritime safety and security, safeguard the environment, enable maritime commerce and combat transnational criminal organizations in the waters of California, the southwestern United States and offshore.

Core Values

Honor, Respect, and Devotion to Duty



Executive Summary

The Eleventh Coast Guard District Strategic Framework serves as a strategic guide for the Eleventh District and subordinate units for Calendar Years 2019-2021, superseding the D11 Maritime Strategy for the Gateway to the Pacific Fiscal Years 2015-2019. Developed by Eleventh District leadership, it focuses efforts to maximize our operational outcomes, and helps align our energies from senior leadership out to our operational units. This document also serves as means to communicate our priorities as we manage our high operational tempo and shepherd our resources in an increasingly complex world.

This framework applies the Commandant's guiding principles of being a Ready, Relevant and Responsive Coast Guard to D11 operations, and will be carried out under three Lines of Effort:

I. Execute missions successfully

II. Maintain an effective, well-supported workforce

III. Strengthen our partnerships

These lines of effort underpin our core activities across Coast Guard missions in D11, and inform a series of goals described in this Framework that will move the District forward, make us better, and keep us ready for today and prepared for the future.



Eleventh Coast Guard District

I. Execute Missions Successfully:

The Coast Guard was established to successfully execute missions for the American people. In today's environment of limited resources and dynamic threats, we must evolve, be prepared, and consistently reevaluate current operations to ensure D11 achieves the best results. D11 will prioritize preparedness for major incidents, including earthquakes, Maritime Transportation System (MTS) disruptions, mass rescues and oil spills. D11 will also enhance current operations by broadening our understanding of the mission environment, and apply limited resources for the greatest gain. D11 will remain ready, relevant and responsive to prevent, protect, secure, investigate and respond in a challenging maritime environment.

Goal I.1: Safeguard Maritime Transportation: California is the fifth largest economy in the world. The top two container ports in the nation are in D11, the port of Los Angeles and the port of Long Beach, and the port of Oakland is the fifth largest Port. Collectively, ports within D11 facilitate over \$500 billion in international trade. California coastwise (domestic) trade is valued at approximately \$350 billion. D11 ports alone account for approximately 27 percent of the nation's overall national trade. Keeping our ports and waterways safe, secure, and available for all legitimate users in D11 is crucial to our nation's prosperity.

California is the epicenter of our waterways' challenges and possibilities. Our waterway infrastructure is aging and increasingly obsolete, ports are becoming more congested and competing demands on our waterways is growing. At the same time commercial competition is driving development and innovation in new technologies, greater interconnectivity and automation to increase productivity. D11 must keep pace with these dynamics to manage risks together with our broader waterways communities. In conjunction with the U.S. Coast Guard Maritime Commerce Strategic Outlook's lines of effort for the Coast Guard nationally, D11 will:

I.1.A: Enhance the safety and security of ports, waterways, vessels and facilities

I.1.B: Modernize aids to navigation and maritime information systems

I.1.C: Lead and adapt to emerging technologies and applications of the MTS

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Goal I.2: Prioritize Preparedness for Major Contingencies: Catastrophic incidents that require major Coast Guard involvement are, thankfully, infrequent in D11. However, our geography, weather, climate, geology, population, coastal infrastructure, major port complexes, and considerable deep draft and high capacity passenger vessel traffic, mean that a major event will be extremely consequential.

The U.S. Geological Survey reports a 72 percent probability of at least one earthquake with a magnitude 6.7 or greater striking the San Francisco Bay region before 2043, causing widespread damage. A cruise ship incident offshore may require a mass evacuation of thousands of passengers.

During a major oil spill, our region's natural resources and focus on environment will demand a world class, whole community response. Cyberattacks threaten critical maritime infrastructure with cascading consequences. Ever worsening wildfires and mudslides may also require D11 support.

D11 must be ready to serve as America's maritime first responder to confront catastrophic events, maintaining a culture of preparedness with our members, families, plans and assets. D11 will:

I.2.A: Review, update, exercise and stress-test contingency plans

I.2.B: Ensure proficiency of incident management teams

I.2.C: Ensure personal and family readiness, and maintain readiness to achieve workforce accountability

I.2.D: Advance cybersecurity preparedness and response capability



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Goal I.3: Achieve Persistent Intelligence, Surveillance, Reconnaissance (ISR), Deterrence, Interdiction and Enforcement along the Maritime

Boundary Line Region: Maritime smuggling of migrants is an increasing threat in Southern California and the threat of drugs remains a steady concern.

Migrant smuggling doubled from FY17 to FY18, and the frequency of smuggling events and the number of migrants continue to rise. Transnational Criminal Organizations (TCOs) are adapting to market conditions, shifting from drugs to migrants with the state legalization of marijuana and an increase in profits from migrant smuggling. The nationalities of migrants are changing with more non-Mexicans smuggled. This is a community problem; landing sites for smuggling begin with marinas and beaches close to the Maritime Boundary Line (MBL) with Mexico and extend hundreds of miles north into the Los Angeles-Long Beach (LA-LB) region, and successful smuggling operations embolden and enrich TCOs to further illicit activities.

Intelligence, analysis, information sharing, and operational planning combatting the maritime threat is a multiagency effort executed by Regional Coordinating Mechanisms (ReCoMs) and associated Regional Intelligence Groups (RIGs). Although current structures and capabilities are successful against smugglers every day, improved and persistent ISR capabilities and resourcing will optimize enforcement along the MBL as our adversaries continue to adapt. D11 will:

I.3.A: Advance intelligence on smuggling networks

I.3.B: Modernize Joint Harbor Operations Center (JHOC) and sensor networks

I.3.C: Achieve persistent, missionized air and surface asset presence

I.3.D: Evaluate and advance UAS and other innovative ISR platforms

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Goal I.4: Advance Eastern Pacific (EPAC) Drug Seizures and Enhance Disruption of Transnational Criminal Organizations: TCOs are adaptive, well-resourced and determined, yet our counterdrug efforts have seen results. Our maritime drug seizures have increased fivefold between FY14 and FY18 with 133 metric tons of cocaine seized in FY18.

This reflects increases in cocoa production and improvements in our force levels and detection, monitoring, interdiction and apprehension methods. However, cocaine demand remains strong and TCOs are adapting, challenging us to maintain and improve measured against peak seizure rates.

To prevent, disrupt, and counter TCO threats, and the associated economic, social, health and environmental damage they inflict to the U.S. and our Mexican, Central and South American neighbors, our EPAC operations must be progressive, flexible and adaptive to the TCO's changing tactics. Bolstering our success, D11 will:

I.4.A: Establish and achieve Coast Guard seizure goals for the Eastern Pacific

I.4.B: Develop narratives to convey mission impact on TCOs

I.4.C: Improve presence, coordination, and efficiency of surface and air platforms

I.4.D: Serve as a nexus for case disposition and prosecution support between U.S. and international partners operating in the Western Hemisphere



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Goal I.5: Optimize Capabilities: The distances, topography, operating environment and mission requirements in D11's area of responsibility demands the most from our assets. As the Coast Guard modernizes, our aim is to effectively incorporate new technologies and capabilities while maintaining and improving existing assets. As we implement modernized capabilities, D11 will:

I.5.A: Achieve asset availability standard, missionize and maximize employment of the HC-27J aircraft

I.5.B: Homeport and maximize Fast Response Cutter (FRC) employment

I.5.C: Establish an Air Station at Point Mugu on schedule

I.5.D: Maximize Coastal Patrol Boat employment

I.5.E: Implement Surfman Program changes and Motor Life Boat service life extension

I.5.F: Identify and advocate for optimal INCONUS west coast fixed-wing fleet mix



Strategic Framework

Goal I.6: Modernize and Improve Search and Rescue: SAR is our best-known mission with the greatest connection to our lifesaving tradition. However, the nature of the mission is changing given increasing state and local SAR capability nearshore, and as new technologies present opportunities to enhance SAR effectiveness and issues that increase uncertainty and likelihood of false alerts and hoaxes. Yet, prevention remains the most effective method for protecting lives. Improvement of SAR operations and methods can be realized with new technologies, new or updated partner agreements and preventative outreach bringing efficiencies and reducing risk and costs. D11 will:

I.6.A: Reduce pleasure craft SAR cases, EPIRB false alerts and hoaxes through education, engagement, prevention and enforcement

I.6.B: Strengthen offshore SAR partnerships with the Department of Defense and partner nations in Central and South America

I.6.C: Research and implement emerging technologies to lower uncertainty and reduce the “search” in SAR



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Goal I.7: Protect Living Marine Resources (LMR): D11 manages an extremely unique and important coastal region which supports one of the most productive ecosystems in the world. These resources support a multibillion-dollar industry comprised of over 3,000 registered commercial fishing vessels. D11 seeks to maximize, effectively enforce and protect living marine resources through public outreach, education and targeted surge operations. Ensuring our resources are effectively managed requires continued focus on developing working partnerships with other agencies and coordinated application of all of our authorities. D11 will continue to leverage intelligence and multi-agency resources and authorities, and will:

I.7.A: Enforce fisheries laws in accordance with Commandant's boarding priorities

I.7.B: Engage with the Pacific Fishery Management Council and four National Marine Sanctuaries Programs

I.7.C: Promote safety of LMR / Marine Protected Species (MPS) through community outreach and education



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II. Maintain an Effective, Well-Supported Workforce:

The creativity and talent of our Coast Guard men and women is our greatest enduring strength, and one we will not take for granted. Recruiting, developing and retaining a high-quality, diverse military, civilian and volunteer workforce in D11 is essential for operational success. Challenging our people ensures a vigilant, motivated workforce, and attentive risk management maximizes their safety against the demands of our operations. Cultivating a mission-focused, agile workforce requires more than just training and assets; it depends on upholding an environment of teamwork, mutual respect, responsibility and accountability at every unit; aligning our organization and staffing to mission objectives; and ensuring members and families are supported on and off duty. D11 members need to ensure their colleagues are valued, proficient, cohesive, healthy, supported and ready to continue successfully executing D11 missions.

Goal II.1: Maximize Reserve and Auxiliary Readiness and Employment:

District 11 Reserves serve a crucial role in supplementing active duty forces during contingencies and augmenting our operational units in day-to-day and surge operations. However, approximately one-fourth of D11 Reserve billets are vacant, Reserve pay and other administrative functions need improvement, and the alignment between Reserve competencies and billets should be improved to ensure a well-supported, effective Reserve workforce. D11 will:

II.1.A: Maximize alignment of Reserve billet structure to mission need

II.1.B: Bolster Reserve readiness for daily operations and major contingencies

II.1.C: Improve Reserve governance and support



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The Coast Guard Auxiliary is a major contributor to D11 missions through their volunteer service and unique skills. D11 units will “Think Auxiliary” and fully utilize Auxiliary to assist the active duty workforce in traditional and non-traditional ways. D11 Auxiliary resources continue to organize, train and deliver boating safety. D11 will:

II.1.D: Identify and leverage Auxiliary special civilian skills such as interpretation, cybersecurity, medical, information technology, chefs and engineering

II.1.E: Maximize employment of Auxiliarists to the greatest mission needs

II.1.F: Bolster Auxiliary readiness for daily operations and major contingencies

II.1.G: Close competency and proficiency gaps through training and re-certification

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Goal II.2: Maximize Match Between Staffing and Workload: Staffing across D11 has not always evolved with changing threats. Shifts in narcotics smuggling to the Eastern Pacific from the Caribbean, growing and evolving maritime smuggling in the California Coastal Region, and multiple cyberattacks to California ports illuminate the need for staffing flexibility to address our priorities and shifting workload. D11 staffing is very much a product of its unique history with its move from Southern California, merger with Coast Guard Pacific Area, and eventual split as an independent staff with a joint command. D11 will:

II.2.A: Close gaps for Eastern Pacific counterdrug mission and California Coastal Region law enforcement workload

II.2.B: Address sector shortfalls required to address highest risk activities

II.2.C: Properly resource D11 staff for oversight and support

II.2.D: Advance cybersecurity staffing and proficiency



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Goal II.3: Provide a Healthy, Desirable and Safe Work and Living

Environment: With our beautiful geography, world-class cities, and balance of challenging missions, D11 should be one of the most desired and rewarding locations to serve in the Coast Guard. Achieving this means maintaining a positive work climate that attracts and retains the best people, achieves the greatest results, and lets us have fun while accomplishing our missions. We need to aggressively manage operational risk that can, at times, put our people in potentially dangerous situations.

We need to contend with the high cost and challenging availability of housing, especially for junior members in remote locations, and ensure availability of health care and other services that keep our families healthy and well served. We need to remain vigilant to identify and address leadership and human relations issues that cut against core values and impede teamwork. D11 will:

II.3.A: Employ aggressive Operational Risk Management and reduce mishaps and other safety incidents

II.3.B: Identify and respond to workplace matters that may impede the full potential of our members

II.3.C: Develop, advocate and implement solutions to alleviate California housing challenges

II.3.D: Identify, track, and advocate for resources to alleviate the most critical shore infrastructure and workplace needs



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III. Strengthen Our Partnerships:

Mutually beneficial partnerships are crucial to our success, providing capabilities, authorities, access and support that elevates our mission execution. Achieving unity of effort requires strengthening existing relationships between D11 and our field units, mission support and Pacific Area; our partnerships with other Federal, state, local agencies and tribal nations; countries where we have vital mission interests; and maritime industry and waterways users. Addressing the complexity of our operational environment requires expanding and creating new partnerships with agencies, non-governmental organizations, academia, and other stakeholders. D11 will strengthen and evolve our partnerships into an extended network, achieving unity to meet the shared challenges of our operating area. D11 will:

Goal III.1: Strengthen Unity of Effort with DHS agencies: Our Department of Homeland Security agency partnerships within our area of responsibility are some of the strongest in the country. Through our California Regional Coordinating Mechanisms, we jointly conduct integrated intelligence and conduct operational planning and execution given our location in one of the most active maritime smuggling routes in the U.S. Moving this effort beyond relationships gives us the opportunity to achieve maximum unity of effort with DHS agencies. We will:

III.1.A: Strengthen Regional Coordinating Mechanisms

III.1.B: Improve integration between Regional Coordinating Mechanisms and Joint Task Force West capability



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Goal III.2: Build Relationships, Capability, and Operations with

Partner Nations: Success combatting TCO networks, conducting offshore SAR missions or natural resource stewardship requires strong relationships, capabilities, and combined efforts among Western Hemisphere partners. Elections of new leaders in a number of Western Hemisphere countries provides a unique opportunity to strengthen our relationships, build collective capacity, and better position Coast Guard assets for mission success. To that end, we will:

III.2.A: Operationalize the D11 and Mexican Navy Secretaria de Marina (SEMAR) relationship

III.2.B: Advance Colombian and Ecuadorian support of Eastern Pacific counterdrug operations

III.2.C: Advance capacity and capability of Mexican, Central, and South American partners to execute counterdrug and other maritime operations

III.2.D: Advocate for Coast Guard liaisons and employ assets internationally where they will be most impactful



Strategic Framework

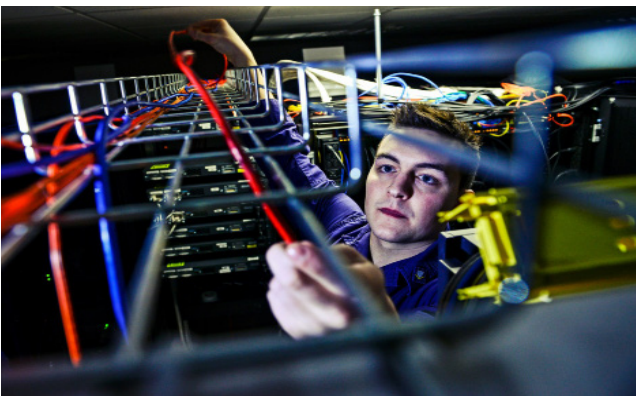
Goal III.3: Build a Coalition to Respond to a Cyber-Incident Affecting the MTS: Strengthening cybersecurity, increasing resiliency, and sharpening response within the MTS requires a collective approach. The Coast Guard is the Sector Specific Agency for the maritime transportation subsector, responsible to lead a collaborative process for maritime transportation critical infrastructure, including against cyber threats. Cyberattacks have impacted the MTS in California, including the 2017 NotPetya ransomware attack on Maersk ships and APM terminals in Los Angeles Long Beach, a 2018 cyberattack against COSCO in Long Beach, and a 2018 cyberattack the Port of San Diego. To develop the relationships to bring a whole partner approach, D11 assembled a Cyber Working Group comprised of D11 and Sector staff, CGCYBER, CG-791 and CG-FAC, together with the FBI, California Cybersecurity Integration Center (Cal-CSIC) and the California Military Department (CMD), as well as regional representatives from Cybersecurity & Infrastructure Security Agency (CISA) Region IX. Through these relationships, D11 will:

III.3.A: Build a collective understanding of stakeholder authorities and capabilities, to ensure a coordinated response to a cyber-incident

III.3.B: Leverage Area Maritime Security Committees to establish a formal cyber response coalition at each Sector for responses to MTS cyber events

III.3.C: Advance D11 policy and plans for Cyber Response that considers and incorporates Area Maritime Security Committees roles and responsibilities for cyber incidents

III.3.D: Disseminate best practices to enhance responses to MTS cyber incidents



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Goal III.4: Enhance Relationships, Affinity, and Support for the Coast Guard with Elected Officials and the Media:

We have an obligation as a branch of the military and Federal agency to inform the public, elected officials and stakeholders. We also have a responsibility to our Service to build understanding of our missions, gain support for our people and maintain freedom of operations. Establishing credibility before incidents instills trust and confidence in the Coast Guard. Engaging and educating elected officials at D11 gives them an operational perspective at the point where we most directly serve the public, develops regional and national-level support for funding and Coast Guard priorities. D11 will:

III.4.A: Engage and routinely inform a full spectrum of media to build and maintain understanding, trust, and affinity with the public

III.4.B: Build relationships with State, local and tribal leaders, Congressional district members and staff

III.4.C: Support Congressional Delegations (CODELS) and Staff Delegations (STAFFDELS) and convey the value proposition of the Coast Guard



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Goal III.5: Strengthen Maritime Transportation System Partnerships: The Maritime Transportation System is a complex, adaptive system that functions based on the collective efforts of a full spectrum of entities. No one is in charge of the MTS, yet our Nation's security, economic prosperity, and global standing depend on its access, availability, safety and security. The Coast Guard in D11 plays a central role in ensuring the safety, security and stewardship of our MTS, but we are completely dependent on strong and enduring relationships among MTS stakeholders to do so. D11 will:

III.5.A: Build and maintain relationships and partnerships with the full constellation of people and organizations involved in the MTS

III.5.B: Maintain and strengthen traditional collective maritime governance structures, including Harbor Safety Committees, Area Maritime Security Committees, Area Committees, Port Readiness Committees and Port Coordination Teams

III.5.C: Track, engage and lead efforts to shape, influence and implement maritime safety, security and stewardship initiatives



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Implementation of the D11 Strategic Direction

Active governance and committed implementation are critical to achieving the goals in this Strategic Framework. For each goal, an appropriate district division chief and/or commanding officer will develop and execute actions within initiatives to achieve the goal. D11(dx) is responsible to provide uniform metrics across D11 to track progress towards achieving success of each goal.

The initiatives developed under each goal should be specific, measurable and attainable. Division Chiefs and Commanding Officers will report on their status with respect to the lines of effort during senior leaders' phone conferences so we can adjust efforts, elevate issues, and refocus as necessary. D11 (dx) will coordinate quarterly reports and briefings on the status of each line of effort and progress towards achieving goals. This enables senior leadership to review efforts, validate priorities, and make recommendations to the District Commander and Chief of Staff.







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