

# OPERATIONS PLAN

## 2019-2020

DISTRICT 11N

MARY KIRKWOOD, District Commodore



January 2019

## EXECUTIVE SUMMARY:

This plan describes the strategic work of District 11 North to support the Guiding Principles and Priorities provided in the National Strategic Plan of 2017. It describes the resources available in our District, as well as our strengths and challenges in advancing the vision of the National Commodore. It defines how District 11 North's key imperatives align with the key strategic directives of the National plan. It is intended to be a living document, and will be updated from feedback from District 11 North's Executive Committee (EXCOM), and will be revised as accomplishments are met, the imperatives change, or when other issues arise.

## LEADERSHIP PHILOSOPHY:

I believe that leadership is based on trust, respect, integrity and credibility; that our leaders in D11N should be always be respectful, honest, approachable, listen with respect and have credibility. As leaders we provide the vision and guidance that brings the organization together towards a common purpose.

I believe that our membership should be empowered to do the right thing based on the knowledge and skills gained through Coast Guard/AUX training and their life's experiences.

I believe strongly in the concept of TEAM and that effective communication is essential to ensure that everyone understands the mission, feels included, and has the knowledge and skills they need to get the job done.

I believe that as leaders of volunteers, we serve those who serve. Our responsibility is to motivate and inspire our membership, looking for the best in our members and helping them succeed.

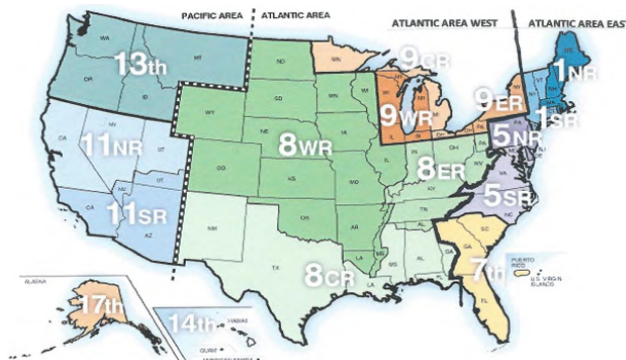
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## INTRODUCTION TO DISTRICT 11 NORTH:

District 11 North of the United States Coast Guard Auxiliary has 1369 members, residing in Northern California, Nevada, and most of Utah. 64% of our members are aged 60 and over, with almost 20% of our members over 80 years old. Nearly half of our members are “active”- contributing at least 25 hours/year.

District 11N includes two Coast Guard Sectors (Sector SF and Sector Humboldt), two Air Stations (SF and Sacramento), and 6 small boat stations. Our members work closely with numerous other agencies including police and sheriff departments, fire boats, commercial towing vessels, state and county park rangers, open space rangers, Sea Cadets, and Harbor Patrols. We have MOUs with several park services to utilize their boats on Park Service lakes and rivers. One Flotilla operates the USCG 29’ Rib Boat in Crescent City, CA.



We have two unique programs within our District. The Ferry Vessel Auditing Program in which our members partner with Sector San Francisco’s Domestics Division to routinely audit the ferry vessels utilizing SF Bay. The CG holds this program in high regard and provides the training for this program.

The Past Captain’s Association (PCA) Fair is an event that is held biannual with Board and Staff meetings (January and September) training weekend held at Coast Guard Island in Alameda. Approximately 20-25 classes are offered over the two days, and approximately 150 members attend. Different classes are offered each Fair, some providing for general education/knowledge (i.e. radio practice, AUXINFO, Paddlecraft, Fleet Week shore-side duties, how to make a powerpoint presentation, use of Coastie), while others lead to certification (i.e. Vessel Examiners, Program Visitors, First Aid/CPR, Fingerprint Technician, Marine Safety courses, AUX OP courses). Each Fair includes a New Member Academy, and we alternate a Boat Crew Academy at the Spring Fair with a Flotilla Leadership Course at the Fall PCA Fair.

Each November we hold an Elected Officers Training weekend on Coast Guard Island for all newly elected Flotilla Commanders and Division Commanders. It compliments the Flotilla Leadership Course and is taught by our senior leadership.

We have a very active AUX-FS program which supports many of the local active duty special events, including PAC Area and Sector Changes of Command. Our AUX Chefs are vital to the food services programs at many of our small boat stations and onboard any of the three cutters stationed at Coast Guard Island: Alameda. We have members who provide food services onboard cutters while underway, most recently in the Bering Sea.

## MISSION STATEMENTS:

### National Mission:

To promote and improve RBS; to provide a diverse array of specialized skills, trained crews, and capable facilities to augment the CG and enhance safety and security of our ports, waterways and coastal regions; to support CG operational, administrative, and logistical requirements

### District 11 North Mission:

District 11N remains flexible and at the ready to support the strategic goals of the U.S. Coast Guard. D11N strives to ensure our members remain competent, confident and relevant in their skills and knowledge as we improve recreational boating safety and support Coast Guard maritime homeland security efforts.

### District 11 North Vision:

To keep boaters safe on our waters

### District 11 North Motto/Watch Words:

**D11N Moto: T.E.A.M**

- T** Talented
- E** Engaged/empowered
- A** Adaptable
- M** Motivated

#### **WatchWords:**

- **Excellence:** The members of D11N are competent and confident, ensuring excellence in all of our missions. We ensure that we are passionate in our individual contributions, and are dedicated to developing leadership
- **Professionalism:** The members of D11N remain collaborative, empowered, supportive, engaged, compassionate, and dedicated. We take the initiative, and instill pride and honor in every mission we undertake
- **Relevance:** The members of D11N are well trained and ever-learning, stay agile and flexible, and stand ready to assist where needed

## DISTRICT 11 NORTH'S GOALS: Support of National Strategic Imperatives

District 11 North's Goals are intended to support the strategic imperatives outlined in the 2016-2022 US Coast Guard Auxiliary National Strategic Plan. In addition to the District goals to support the National initiatives, each District Staff Officer create annual goals that further support these initiatives. Progress towards District goals are reviewed at each District Board and Staff meeting.

### Service to Nation

1. Strengthen presence in all types of safe boating education
  - a. D11N will qualify additional instructors to ensure boating education classes are occurring in each of our Divisions. In addition, we will determine new ways to market our on-line public education offices
2. Expand efforts in Paddlecraft Water Safety
  - a. D11N has identified an AUXPAD coordinator who will:
    - i. Instruct AUX members on how to teach the "Paddler's Guide to Safety"
    - ii. Recruit D11N members who are active in Paddlecraft to serve as our resources in each Division
  - b. We will capitalize on every AUX gathering to enhance our members' awareness of paddlecraft safety
3. Meet Human Capital Needs of the Coast Guard and Auxiliary
  - a. D11N will provide AUX-FS training twice annually at our PCA Fairs
  - b. We will continue to train Ferry Vessel Auditors
  - c. We will implement the Operations Excellence Program to heighten the skillset and competency of our operational members
  - d. Our DSO-IM will continue to work closely with the active duty to review our GAP analysis and ensure our COOP program is fully operational

### Duty to People

1. Provide a unified web platform to facilitate meeting mission and people needs
  - a. We have secured a renewable contract with a webinar vendor to provide online meeting services as needed for EXCOM, Board and Staff meetings, Division meetings, and ad hoc committee meetings.
  - b. We will include online registration for our key events: D-Train, PCA Fairs
  - c. D11N and its Divisions/Flotillas have amended their Standing Rules to allow the ability to vote anonymously online
2. Simplify administrative procedures to facilitate meeting service and people needs
  - a. D11N will create an "Investigation Team" to streamline and ensure that investigations are done timely, accurately and consistently

- b. We will continue to offer classes to our members at our annual D-Train and PCA Fairs, and host at least one C-School
  - c. Division and Flotilla monthly reports are created in a “3 up/3 challenges” format to ensure challenges facing the membership are addressed timely and assistance with solutions given
  - d. In addition to identifying appropriate ADSOs, each DSO will identify a Deputy DSO to ensure a smooth succession plan in the future
3. Provide timely AUX background checks
- a. D11N was a pilot site in 2018 for the new AUX background system, NCIC-III, which proved to be very successful in minimizing the wait time/frustration for our member candidates. We will continue with this process in the future.

### **Commitment to Excellence**

1. Identify and provide leadership development resources, tools and training
  - a. D11N will offer the Flotilla Leadership Course at our Fall PCA Fair annually
  - b. We will provide Elected Officer Training for our newly elected Flotilla Commanders in November of each year
2. Maximize maritime radio communications support, capacity and capabilities
  - a. We will fully roll out PACConComm and increase competent members by 5
  - b. We will increase the number of AUX Watchstanders at local small boat stations, air stations and Sector SF
  - c. We will continue to offer Comms courses and training at each PCA Fair
  - d. We will ensure that our AUX Communications Vehicle and comms trailers are fully outfitted and ready for call-out
3. Align Auxiliary Interpreter Corps capabilities with Coast Guard requirements
  - a. In 2019, we will be replacing our D11N Interpreter Coordinator
  - b. We will offer information about the Interpreter Corps at our D-Train
4. Standardize, manage and support Auxiliary financial policies and procedures
  - a. D11N will identify new ways to provide funding for programs (i.e. grants)
  - b. We will ensure our D11 funds are getting the highest savings rate possible
  - c. We will work to determine a way to operate the PCA Fair as a zero program for CG funds
5. Expand the AUX University Program to meet mission and service needs
  - a. D11N has an AUX University Program at the California Maritime Academy, with as many as 35 members

- b. We also have a second, less formal program at the SF Community College campus, which is very successful
  - c. We will reach out to other key colleges and Universities in our AOR to establish AUPs
6. Enhance the Coast Guard's Auxiliary Information System of record
- a. D11N will provide information/training on AUXINFO at our annual D-Train
  - b. We will encourage AUX members in key Divisions to attend AUX-10 C-School to ensure there are trained IS Officers in each Division, minimally
  - c. Provide an introduction to using the AUX websites and databases at our New Member Academy offered at each PCA Fair

## **DISTRICT 11 NORTH'S STRENGTHS, WEAKNESS, OPPORTUNITIES AND THREATS**

### **Strengths**

- Strong, collaborative working relationships with the Coast Guard active duty personnel at our Sectors, air stations, small boat stations and DIRAUX
- Diversity of our membership in terms of knowledge, experience and skill sets, as well as age, gender and ethnicity.
- Exemplary member training program, which includes classroom training at our D-Train and 2 PCA Fairs annually, as well as an extensive operations training program

### **Weaknesses**

- Dwindling fleet of surface operational facilities
- Member retention
- Lack of communication flow from EXCOM to the deck level membership

### **Opportunities**

- Readiness capability:
  - Further development of PACConComm
  - Improve comfort/use of Everbridge
  - Continue to be fully integrated into Sector SF Continuity of Operations Plan (COOP): communications, berthing and vessel transport
- Improved use of technology through online registration, integrating technology into our boating courses, and use of social media for recruitment
- Seek out private sector grants from a variety of sources to augment the reduction in Coast Guard funding

### **Threats:**

- Uncertain Coast Guard funding support and threat of disruption of activities during sequestration
- Aging Auxiliary membership and loss of experience, seasoned members
- Increased tasking and requirements results in significant member personal time layout and financial burdens causing apathy and less participation



## DISTRICT 11N TACTICAL ASSETS:

Surface Operations: We have 122 facilities manned by 93 Coxswain and 267 qualified Boat Crew who patrol the Pacific Coastal waters from the California/Oregon border to below Monterey (including the San Francisco Bay and Santa Cruz), the California Delta, Lake Tahoe, Lake Shasta, Lake Don Pedro, Lake Jordanelle and numerous smaller lakes and rivers. Our Operational Facilities provide a platform for CG Air Stations (both SF and Humboldt) to train, practice, and qualify for helicopter operations/rescues at sea.

Air Operations: We have an active Air Aux program with 12 aircraft, 7 pilots and 14 air observers that assist with search and rescue missions and provide “eyes in the air” within our AOR and occasionally assists D11S in their training and operations

Telecommunications: Our District has a very strong Communications program. Consisting of 111 TCOs, 75 land mobiles, 22 fixed radios, and 5 Communications trailers. We provide communication support to multi-agency activities such as Fleet Week, Fireworks programs, Tall Ships events, OPTREXs and other large water events in the San Francisco Bay Area and throughout our District.

Food Services: District 11N has 24 AUX Food Services members who provide support to Food Services at small boat stations, Admiral’s receptions, active duty retirements, OPTREXs, District Board and Staff meetings, other Auxiliary events, and Coast Guard cutters. A few members have served underway for weeks at a time supporting Food Services on cutters.

# DISTRICT 11 NORTH ORGANIZATIONAL CHART

DISTRICT COMMODORE (DCO)									
<u>DCOS</u>	<u>DCOS</u>	<u>IPDCO</u>	<u>DCAPT-PREVENTION (Judy)</u>	<u>DCAPT-SUPPORT (Jim)</u>	<u>DCAPT-RESPONSE (Jerry)</u>				
Sector Coord- SF	DSO-FN	DCDR-7	DSO-MS	DCDR-1	DSO-DIV	DCDR-3	DSO-AV	DCDR-5	
Sector Coord- HUM	DSO-SR		DSO-NS	DCDR-6	DSO-FS	DCDR-4	DSO-CM	DCDR-10	
DSO-LP	Awards		DSO-PE	DCDR-8	DSO-HR	DCDR-12	DSO-IM	DCDR-11	
DSO-CR	Protocol		DSO-PA		DSO-CS		DSO-OP		
Event Planner	Historian		DSO-PV		DSO-IS		Liaison- Sea Scouts		
	Hospitality		DSO-VE		DSO-MA				
	Technology		Liaison- CDBW		DSO-MT				
			Liaison- USPS		DSO-PB				
					DSO-IO				