

OPERATIONAL PLAN

2021-2022

DISTRICT 11N
COMO DEAN McFARREN
District Commodore



Change Log:

Rev 0	04MAR20	Initial plan authorized by ASOC
Rev 1	27AUG20	Updates related to COVID-19
Rev 2	16OCT20	Training references and forums, goals, program organization update
Rev 3	01JAN21	Update goals and text to align with 2020-2026 National Strategic Plan

TABLE OF CONTENTS:

EXECUTIVE SUMMARY	4
LEADERSHIP PHILOSOPHY	4
INTRODUCTION TO DISTRICT 11 NORTH	5
VISION AND MISSION STATEMENTS	6
DISTRICT MOTTO	6
DISTRICT COMMODORE’S WATCHWORDS.....	7
GOALS / STRATEGIC IMPERATIVES	7
READY	7
RELEVANT	8
RESPONSIVE.....	9
STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)	10
TACTICAL ASSETS	11
ORGANIZATIONAL CHART	12

EXECUTIVE SUMMARY:

This document describes the Operational Strategy for District 11 North in support of the Guiding Principles and Priorities provided in the US Coast Guard Auxiliary National Strategic Plan of 2020-2026. It describes the resources available in our District, as well as our strengths and challenges in advancing the vision of the National Commodore. The Plan defines how District 11 North's key imperatives align with the key strategic directives of the National Strategic Plan. It is intended to be a living document, and will be updated with 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 prescribe to the "One-Team" approach that centers on "One Auxiliary"; utilizing the strengths of all Flotillas and members to achieve the common goal by leveraging resources outside of our immediate area to participate in events and missions, increasing our operational readiness, public outreach, and professionalism while providing enriching and fulfilling ways for members to serve.

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

I believe that our membership should be enabled and empowered through learning and practical application of knowledge and skills gained through Coast Guard/AUX training and life experience. There is a spot in the Coast Guard Auxiliary for everyone.

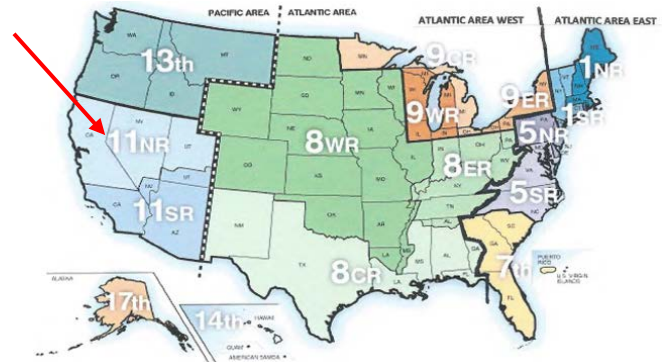
I believe strongly in the concept of Teamwork and Inclusion and that continual three-way communication is essential to ensure that everyone understands the mission and has the knowledge and skills they need to get the job done safely, efficiently, and effectively.

Ultimately, I believe in Admiral Papp's vision of "Servant Leadership" and that as leaders of volunteers, we serve those who serve. Our responsibility is to support, motivate, and inspire our membership; looking for the best in our members and helping them succeed and grow.

INTRODUCTION TO DISTRICT 11 NORTH:

District 11 North of the United States Coast Guard Auxiliary has 1,180 members residing in Northern California, Nevada, and most of Utah. 58% of our members are aged 60 and over, with almost 8% of our members over 80 years old.

District 11N includes two Coast Guard Sectors (Sector San Francisco and Sector Humboldt), two Air Stations (SF and Sacramento), one Juniper class ocean going buoy tender (CGC Aspen) and 6 small boat stations. Our members work closely with numerous other agencies including NOAA, several Federal Marine Sanctuaries, police and sheriff departments, fire departments, state and county park rangers, open space rangers, and Harbor Patrols. We have MOUs with several park services to utilize their boats on Park Service lakes and rivers and Flotilla operates the USCG 29' Response Boat – Small in Crescent City, CA.



We have two unique programs within our District. The Ferry Vessel Examination Program in which our members partner with Sector San Francisco's Domestic Division to routinely perform safety examinations of the passenger ferry vessels navigating SF Bay. This program has just been revised by the Coast Guard and we are (re)training members at this time.

The Past Captain's Association (PCA) Fair is a two-day biannual training event held in conjunction with Board and Staff meetings (January and September) at Coast Guard Island in Alameda Ca. 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, use of Coastie), while others lead to certification (i.e. Risk Management 2.0 (TCT), 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. Due to COVID-19 restrictions and in an abundance of caution for the health and welfare of our members, the January 2021 PCA fair will be consolidated to one day and held virtually to ensure our members continue to receive learning opportunities.

During the last quarter of each year we hold an Elected Officers Training weekend on Coast Guard Island. However, during 2020, we have revised our curriculum to provide an online solution for all newly elected Flotilla Commanders and Division Commanders. This training complements the DCDR Leadership Course and is taught by our senior District leadership, including many past District Commodore's and District Captains.

We have a very successful and active AUX-FS program which supports many of the local active duty special events including PAC Area, D11, 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 five cutters stationed at Coast Guard Island and at Sector San Francisco on Yuerba Buena Island. We have members who provide food services onboard cutters while underway, most recently serving on the Cutter Aspen while conducting ATON maintenance along the Northern Coast of California.

VISION AND MISSION:

National Vision:

“The U.S. Coast Guard Auxiliary – the best trained, most valued maritime volunteer organization in the world – highly effective during normal operations and ready for emergencies.”

National Mission:

- 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; and,
- To support Coast Guard operational, administrative, and logistical requirements.

District 11 North Vision:

To support and achieve the USCG Auxiliary National Vision by becoming a valued and respected entity to our partner agencies and keeping our boating public safe.

District 11 North Mission:

District 11N stands ready to:

- Create and instill a culture of safety in all activities performed by our members
- Ensure our members are fully trained and remain competent, confident and relevant in their skills and knowledge as we improve recreational boating safety
- Support the strategic goals of the U.S. Coast Guard Auxiliary and the U.S. Coast Guard.
- Integrate with U.S. Coast Guard active duty personnel to be a true force multiplier
- Provide a welcoming and inclusive environment allowing all members to reach their full potential as Auxiliarists.

District 11 North Motto:

D11N Motto: T.E.A.M

- | | |
|----------|-------------------|
| T | Talented |
| E | Engaged/Empowered |
| A | Adaptable |
| M | Motivated |

District Commodore's Watchwords:

Commitment: The Members of D11N are dedicated to the success of the Coast Guard Auxiliary, implementing the strategic directives as defined by the Commandant and National Commodore to the best of our abilities

Teamwork: The members of D11N work together to ensure the missions we complete are performed at the highest level of safety, competency and inclusion

Versatility: The members of D11N are agile, flexible, and able to adapt to changes to ensure success in all missions we undertake.

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

District 11 North's Goals are designed to align with the strategic imperatives outlined in the 2020-2026 US Coast Guard Auxiliary National Strategic Plan and support the Guiding Principles of being *Ready, Relevant, and Responsive*. In addition to the District goals to support the National initiatives, each District Staff Officer creates annual goals that further support these initiatives. Progress towards National and District goals are communicated to D11N EXCOM monthly and reviewed at each District Board and Staff meeting.

Ready:

- 1. Develop new tools for Flotilla use in their recruiting and retention programs:**
 - a. Revisit and revise District strategy for attracting new and retaining existing members
 - b. Develop local tools for use by Flotilla members to attract and recruit new members
 - c. Provide bi-annual online training to members highlighting tools and answering questions
 - d. Create and communicate District recruiting and retention metrics to focus R&R efforts
- 2. Foster a District-wide Prevention Focus:**
 - a. Evaluate effectiveness of District Uninspected Passenger Vessel (UPV) and Commercial Fishing Vessel (CFV) programs for member participation and ongoing recruitment
 - b. Develop and rollout marketing strategy to attract members to Marine Safety qualifications beyond MSAM and MEES.
 - c. Partner with Sector San Francisco Port & Security Division to assess need for Aux participation in MS programs approved by SSF Captain of the Port.
- 3. Provide a unified web platform to facilitate meeting mission and people needs:**
 - a. We will continue rolling out AUXDATA II, providing in-person and online training to all members
 - b. We will maintain our four (4) current online web-meeting platform licences, utilizing technology to promote awareness, training, and provide fellowship opportunities for our members
 - i. D11N and its Divisions/Flotillas will continue to hold electronic meetings and voting anonymously online, increasing meeting attendance and participation
- 4. Standardize, manage and support Auxiliary financial policies and procedures:**
 - a. We will ensure our D11 funds are getting the highest savings rate possible
 - b. We will assess Flotilla and Division banking signature cards to ensure financial leadership transition is completed
 - c. We will work to determine a way to operate the in-person PCA Fair as a zero program for CG funds
 - d. We will ensure all scheduled financial audits district-wide are completed on time

5. Identify and provide leadership development resources, tools and training:

- a. D11N will offer the District Leadership Courses annually through in-person and online means
- b. We will provide Elected Officer Training for our newly elected Flotilla Commanders in the last quarter of each year
- c. We will provide Division Commander Training in the first quarter of each year to enhance the leadership experience
- d. D11N will offer Human Resources Training during during scheduled on-line training sessions focusing on Recruiting and Retention and other topics critical to leadership success

Relevant:

6. Meet Human Capital Needs of the Coast Guard and Auxiliary:

- a. D11N will provide in person AUX-FS training at our PCA Fairs and utilize online training opportunities when applicable
- b. We will proactively work through our ASC's and AUC's to assess watchstanding and ancillary needs to better align resources
- c. We will offer Risk Management 2.0 classes at least quarterly to ensure all members qualified
- d. We will promote the Operations Excellence Program to heighten the skillset and competency of our surface operational members
- e. Our DSO-EM will continue to work closely with the active duty to review our GAP analysis and ensure our COOP program is fully operational

7. 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 to help meet demand for State Boating Cards
- b. We will increase our online public education footprint in addition to in-person classes.
- c. D11N will identify new ways to market our online public education offices as learning methodologies change from "in-person" to "online-based learning"

8. Expand efforts in Paddlecraft Water Safety:

- a. D11N will focus on and enhance an AUXPAD strategy that 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. D11N will capitalize on every AUX gathering to enhance our members' awareness of paddlecraft safety

9. Expand Auxiliary Interpreter Corps Augmentation:

- a. We will assess D11N Interpreter Corps strengths and align goals and strategies along Coast Guard requirements
- b. We will offer information about the Interpreter Corps at our D-Train and throughout the year
- c. We will publicise our Interpreter Corps capabilities to Coast Guard units and other relevant partners

10. Expand the AUX University and Sea Scout Programs to meet mission and service needs:

- a. Look for opportunities to increase participation in the AUX University Program at the California Maritime Academy.
- b. Look for opportunities to expand D11N's less formal college program called "The Semper Paratus Club" currently at the SF Community College and San Francisco State University campus. This program has yielded at least ten new members and offers new membership opportunities each new semester
- c. Identify and reach out to other key colleges and Universities in our AOR to establish AUPs
- d. Formalize outreach efforts to partner with local Sea Scout ships and drive CGAUX recruitment opportunities.

Responsive:

1. Strengthen Auxiliary relevance to local Coast Guard units:

- a. We will assess need for a 2021 or 2022 Gap Analysis with Sector San Francisco and implement if necessary to ensure we are aligned and meeting the needs of our partners
- b. We will continue to support Sector San Francisco communications and enhance capabilities in the Delta area by ensuring our HF repeaters are serviced and ready for use
- c. We will increase the number of AUX Watchstanders at local small boat stations, air stations and Sector SF
- d. We will actively recruit members to augment and bolster our HF communications program

2. Embrace an enhanced Safety Culture District-wide:

- a. We will recruit and appoint a District Commodore Aide – Safety (DCO-AD-S), in preparation for National directives and procedures.
- b. We will create a District Safety Team led by DCO-AD-S to assess current safety culture, develop framework for D11N Safety program, and implement National directives

3. Maximize maritime radio communications support, capacity and capabilities:

- a. We will continue to support Sector San Francisco communications and enhance capabilities in the Delta area by ensuring our HF repeaters are serviced and ready for use
- b. We will increase the number of AUX Watchstanders at local small boat stations, air stations and Sector SF
- c. We will actively recruit members to augment and bolster our HF communications program
- d. We will continue to offer Communications courses and training at PCA Fairs and through virtual training
- e. We will update our AUX Communications equipment when practical to ensure we can provide value to Coast Guard in routine and emergency operations
- f. We will continue outfitting our AUX Communications Vehicle for use as a mobile communications and Public Affairs platform

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, a robust ongoing virtual training monthly calendar resulting from the COVID-19 standdown, as well as an extensive float operations training and Operational Excellence Awards program
- Leverage existing relationships with Sea Scout leadership and Ships to enhance integration opportunities

Weaknesses

- Multi-year reduction of surface operational facilities
- Member retention for members with less than 18 months tenure
- Lack of communication flow from EXCOM to the deck level membership

Opportunities

- Enhance Readiness capability:
 - Improve use of Everbridge notification system during emergencies or other opportunities when we need to contact our members
 - Continue to refine Sector SF Continuity of Operations Plan (COOP): communications, berthing and vessel transport
- Identify and formalize RBS capabilities into Sector San Francisco Strategic plan
- Integrate technology into our boating courses and use of social media for recruitment
- Seek ways to enhance relationship with Sector San Francisco and Sector Humboldt by addressing 2019 Gap Analysis findings
- Implement Sea Scout directives and look for ways to recruit Sea Scouts, and their family members, into the Coast Guard Auxiliary
- Implement the D11N Recruiting Strategy and roll out national and local recruiting tools

Threats:

- Delay in reactivation after COVID-19 stand-down affecting overall readiness of members and potential reduction in Auxiliary membership
- Uncertain Coast Guard funding support and threat of disruption of activities during sequestration
- Coast Guard travel funding reduction affecting face to face Board & Staff and training meetings
- Aging Auxiliary membership and loss of experienced, seasoned members
- Increased tasking and changing PQS requirements resulting in significant member personal time outlay and financial burdens causing apathy and less participation
- Competing volunteer options outside the USCG Auxiliary reducing recruiting opportunities

DISTRICT 11N TACTICAL ASSETS:

Surface Operations: D11N has 114 facilities manned by 77 Coxswain and 145 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: D11N has an active Air Aux program with 13 aircraft, 10 pilots and 13 air crew /observers that perform search and rescue missions, Coast Guard logistical support, work with our partner agencies such as NOAA and the Monterey and Farallon Marine Sanctuaries. Additionally, D11N continues to assist D11S in their air program training and air facility certification.

Telecommunications: D11N has a very strong Communications program. Consisting of 90 TCOs, 75 land mobiles, 22 fixed radios, 5 Communications trailers, and the D11N Auxiliary Communications Vehicle (ACV). We provide communication support for Coast Guard operational and support missions, emergency training, 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: D11N has 23 very active AUX Food Services members who provide support to Food Services at small boat stations, Admiral's receptions, changes of command, 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 11 NORTH 2020 PROGRAM ORGANIZATION									
DCO	DCOS	IPDCO	DCAPT - RESPONSE		DCAPT - PREVENTION		DCAPT - SUPPORT		
DSO - LP	DSO-FN	DCDR-07	DSO - AV	DCDR - 01	DSO - MS	DCDR - 06	DSO - PB	DCDR - 03	
CIVIL RIGHTS COORDINATOR	DSO-SR		DSO - OP	DCDR - 05	DSO - NS	DCDR - 11	DSO - CS	DCDR - 04	
EVENT PLANNER	SECTOR COORD - SAN FRANCISCO		DSO - EM	DCDR - 08	DSO - PA	DCDR - 12	DSO - DV	DCDR - 10	
HOSPITALITY	SECTOR COORD - HUMBOLDT		DSO - AS		DSO - PE		DSO - FS		
AUX UNIT COORDINATORS	INTERPRETOR CORPS COORD		DSO - CM		DSO - PV		DSO - HR		
INVESTIGATION TEAM	AWARDS				DSO-VE		DSO - MA		
	AV / TECHNOLOGY				USPS LIAISON		DSO - MT		
	PROTOCOL				CDBW LIAISON		DSO-IS		
UPDATE: OCT20									