

DISTRICT 11 NORTHERN OPERATIONAL PLAN 2023-2024

COMO CURTIS HAN
DISTRICT COMMODORE



Dec 2022

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 2022-2028. 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:

Relational Leadership - I believe in treating our members with care and respect can be very helpful in many ways. Leaders who lead with a relational leadership style would take the time to determine what makes the members more engaged and involved. Engaged members are more productive and more likely to remain loyal to the Auxiliary.

Positive Future Vision Leadership – I believe leaders who are optimistic about the members' potential will constantly be on the lookout for qualities that they wish to cultivate in themselves and their members, and also improves the chances of leading a successful organization.

Solution-Oriented Leadership – I believe in focusing on the challenges as new opportunities to develop unique solutions, to help the other leaders and their members cultivate new skills. There will be challenges. Leaders should inspire themselves and their members to overcome any challenges by focusing on the solutions instead of problems.

Servant Leadership – “The servant leader is servant first. It begins with the natural feeling that one wants to serve first.” (Robert Greenleaf – founder of the modern servant leadership movement). It focuses on the growth and well-being of members in the organization, seeks to help the members they lead grow as individuals. The servant leaders also focus on providing their members with development opportunities. The servant leaders put their members first.

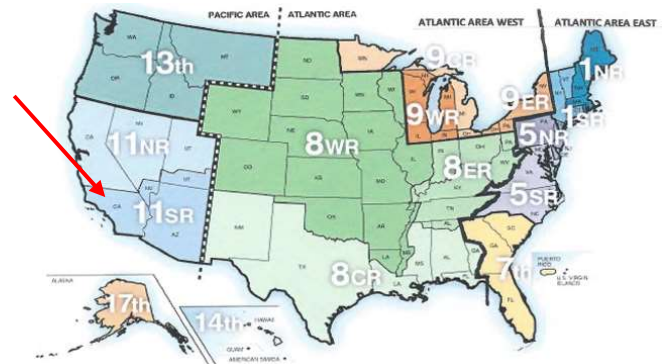
TABLE OF CONTENTS:

Introduction	Page 4
Mission & Vision Statements	Page 5
Core Values	Page 5
Watchwords	Page 6
D11N Goals/Strategic Imperatives:	Page 6
• Ready	Page 6
• Relevant	Page 7
• Responsive	Page 7
Strengths, Weaknesses, Opportunities & Threats	Page 8
Tactical Assets	Page 9
Organizational Chart	Page 10

INTRODUCTION TO DISTRICT 11 NORTH:

District 11 North of the United States Coast Guard Auxiliary has 1000 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, Sea Cadets, Sea Scouts 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' 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 is being revised by the Coast Guard and currently in process of developing Performance Qualification Standards (PQS).

The Past Commander'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 Annual Refresher, Vessel Examiners, Instructor, Program Visitors, First Aid/CPR, 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 year we hold an Elected Officers Training events for all newly elected Flotilla Commanders and Division Commanders. This training complements the Flotilla Leadership Course and is taught by our senior District leadership, including many past District Commodore's and District Captains. In 2020 and 2021, we offered virtual training sessions, due to COVID-19 restrictions and limitations. We revised the curriculum to provide online training, taught by our Senior District leadership, including past District Commodores and District Captains. In 2022-2023, the first session is presented virtually in December, and in-person training is provided at January PCA weekend.

We have a very successful and active AUX-CA 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 or ashore.

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:

District 11 Northern Region will remain committed, proficient and ready, by maintaining dedicated and professional volunteers who are properly trained, standing Semper Paratus to accomplish the missions we are tasked--to promote safety of life and property, supporting the missions of the United States Coast Guard.

District 11 North Mission:

The Mission of District 11 Northern Region (D11N) directly reflects the Auxiliary’s mission as delineated in the current National Strategic Plan:

- To promote and improve Recreational Boating Safety and supporting the goals and missions of the United States Coast Guard
- To provide a diverse array of specialized skills, trained personnel, and capable assets to augment the Coast Guard and to enhance the safety and security of our ports, waterways and coastal regions.
- To provide support for Coast Guard operational, administrative and logistical requirements

CORE VALUES:

Honor – Integrity is our standard. We demonstrate uncompounding ethical conduct and moral behavior in all of our personal and organizational actions. We are loyal and accountable to the public trust.

Respect – We value our diverse membership. We treat each other and those we serve with fairness, dignity and compassion. We encourage individual opportunity and growth. We encourage creativity through empowerment. We work as a team.

Devotion to Duty – We are volunteers who seek responsibility, accept accountability and are committed to the successful achievement of our organizational goals. We exist to serve. We serve with pride.

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. Commitment to excellence, safety, resiliency, adaptability and diversity.

Proficiency: The members of D11N strive to be proficient in all aspects of mission programs of the Auxiliary, to efficiently support and augment the missions of the U.S. Coast Guard. Members will adhere to the high proficiency standards, training and currency maintenance standards.

Readiness: Upon committing to missions of the Auxiliary and adhering to the high proficiency, training and maintenance standards, the members of D11N will stand ready at all times. Members will always be prepared to fulfill our service commitment to the Coast Guard and the recreational boating public. Semper Paratus.

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

District 11 North's Goals are designed to support the strategic imperatives outlined in the 2022-2028 U.S. Coast Guard Auxiliary National Strategic Plan. 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 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. Develop and implement District recruiting and retention metrics to focus on these efforts
 - b. Develop materials and provide support to the Divisions/Flotillas to help attract and recruit new members.
 - c. Revise current District recruit/retention strategies and implement new strategies.
- 2. Foster an Auxiliary-wide Prevention focus:**
 - a. Partner with Sector San Francisco Prevention Division to assess the need for the Auxiliary participation in the Marine Safety programs.
 - b. Ensure that the Auxiliary Prevention program meets the current Coast Guard standards by maintaining professional quality standards and proficiencies.
 - c. Promote and encourage membership participation in District Commercial Fishing Vessel (CFV) and Uninspected Passenger Vessel (UPV) programs
- 3. Provide a unified web platform to facilitate meeting mission and people needs:**
 - a. Maintain our three (3) current online webinar platforms, to promote and facilitate online or hybrid meetings and training sessions, encouraging increased membership participation.
 - b. District 11N will continue to provide AUXDATA II training (in-person or online) to all members.
- 4. Standardize, manage and support Auxiliary financial policies and procedures**
 - a. Implement Auxiliary's Finance Standard Operating Procedure (SOP) to all units, ensuring all units are adhering to the proper financial management policies and procedures.

Relevant:

5. Meet Human Capital needs of the Coast Guard and the Auxiliary

- a. Provide monthly Risk Management Refresher Training to ensure all members remain qualified and current.
- b. Provide Auxiliary Core Training opportunities during in-person training events (i.e. PCA and DTRAIN)
- c. Auxiliary Unit Coordinators and Sector Coordinators will work closely with Coast Guard Sectors and Stations, to review our GAP analysis and continue implementing the Request for Forces (RFF) program.

6. Strengthen presence in all aspects of recreational boating safety

- a. Continue to develop and implement the recreational boating safety programs to encourage and promote safe boating.
- b. Qualify additional public education instructors, vessel examiners, program visitors, public affairs specialists to ensure recreational boating safety program remain the forefront of D11N's mission objective.
- c. Identify new ways to market our online public education offerings, to help meet the changing education methodologies.

7. Expand Auxiliary Interpreter Corps augmentations

- a. Assess the current D11N Interpreter Corps and tailor to the needs of the Coast Guard Director of International Affairs; align goals and strategies along Coast Guard requirements
- b. Recruit more members to the D11N Interpreter Corps team.

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

- a. Provide the Coast Guard and Coast Guard Auxiliary with young, talented, dedicated and well-trained leaders to serve the American public.
- b. Seek opportunities to increase participation in the AUX University Program at the California Maritime Academy, in Vallejo, CA.
- c. Identify other prospect colleges/universities in our AOR to establish the Auxiliary University Programs.
- d. Encourage Divisions and Flotillas to appoint staff officer positions for the Sea Scout program, to partner with their local Sea Scout Ships.

Responsive:

9. Strengthen Auxiliary relevance to local Coast Guard units

- a. Continue to implement the D11 Request for Forces (RFF) GAP Analysis for Sectors San Francisco and Humboldt, D11dpa, D11dpw, Air Stations San Francisco and Sacramento, Base Alameda, PACAREA and all small boat stations for opportunities to assist and increase Auxiliary augmentation
- b. Increase augmentations at CG stations/units – Watchstanders and Boat Crew members

10. Embrace an enhanced Safety Culture District-wide:

- a. Continue working with District Safety Officer (District Chief of Staff) and Commodore's Aide = Safety (DCO-AD-S) in preparation for National directives and procedures.
- b. Develop and implement training/education tools and practices in the units (Divisions/Flotillas) utilizing mishap incidents and reports.

DISTRICT 11 NORTH'S STRENGTHS, WEAKNESS, OPPORTUNITIES AND THREATS:

Strengths

- Outstanding member-training program and opportunities, which includes classroom training at our D-Train and 2 PCA Fairs annually, multitude of webinar/online training, as well as an extensive surface/air operations training and Operational Excellence Awards program
- Strong, collaborative working relationships with the Active Duty Coast Guard units/stations, including Sectors San Francisco/Humboldt and Base Alameda.
- Diversity of our membership in terms of experience, knowledge and skill sets, as well as age, gender and ethnicity.

Weaknesses

- Decreasing number of available surface operational facilities, due to decreased membership during COVID-19 pandemic, culminating in decreased participations in training or annual currency maintenance.
- Member retention methods are not as efficient/effective
- Lack of consistent and effective communications between leaders and members.

Opportunities

- Enhance Readiness capability:
 - Continue the use of Everbridge notification system during emergencies or other opportunities to reach/contact our members
 - Auxiliary facilities (surface, air, land) to agument the needs of the Active Duty stations/units, for training exercises, safety patrols, search and rescue standbys.
 - Continual augmentation of Active Duty units/stations by qualified crews and assets.
- Use of available technology and platforms for online registration for DTRAIN and PCA Fair, member training courses, public boating education courses, unit meetings
- Auxiliary Request for Forces, implemented by RADM Penoyer, augmenting Stations/Units, Air Stations, Sectors and District addressed in the 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
- Fully implement the D11N Recruiting Strategy and roll out national and local recruiting tools

Threats:

- Coast Guard travel funding reduction affecting in-person Board & Staff and training meetings
- Ongoing COVID-19 pandemic and the restrictions, leading to difficulties or lack of interests in membership participation, affecting the number of available members to participate in missions and activities.
- Combination of aging membership, increased tasking and training requirements, increased fuel costs, affecting patrol/training opportunities and availability of qualified crew.
- Increased tasking and requirements resulting in significant member personal time and financial burdens causing apathy and reduced participation
- Uncertain Coast Guard funding support and threat of disruption to activities during periods of reduced funding and potential future sequestration.

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 assists 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, 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 Culinary Assistant 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:

2023 DISTRICT 11 NORTH PROGRAM ORGANIZATION CHART					
DCO COMO Curtis Han	DCOS Jim Losi	IPDCO COMO Dean McFarren	DCAPT - Response Chuck Cobery	DCAPT - Prevention COMO Dale Fajardo	DCAPT – Support Randy McCormick
DSO-LP	DSO-FN	DCDR - 7	DSO-AV	DSO-MS	DSO-PB
CIVIL RIGHTS COORDINATOR	DSO-SR		DSO-OP	DSO-NS	DSO-CS
EVENT PLANNER	DSO-SL		DSO-EM	DSO-PA	DSO-DV
HOSPITALITY	INTERPRETER CORPS		DSO-AS	DSO-PE	DSO-CA
AUCs	AWARDS		DSO-CM	DSO-PV	DSO-HR
SAFETY	ASCs		DCDR 1	DSO-VE	DSO-MA
INVESTIGATIONS	AV/TECH		DCDR 5	USPS LIAISON	DSO-MT
	PROTOCOLS		DCDR 10	DBW LIAISON	DSO-IS
				DCDR 4	DCDR 3
				DCDR 6	DCDR 8
				DCDR 12	DCDR 11