

# United States Coast Guard Auxiliary

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## Strategic Plan 2018 – 2024



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THE NATIONAL COMMODORE  
UNITED STATES COAST GUARD AUXILIARY  
Larry King



## Foreword

### From the National Commodore

I am pleased to present the 2018-2024 U.S. Coast Guard Auxiliary Strategic Plan to the 24,500 plus member volunteer force and to the U.S. Coast Guard as a whole. The Auxiliary has consistently proven its organizational resiliency and demonstrable capacity to handle significant challenges. It has considerably diversified its support to Coast Guard missions, units, and personnel and has greatly helped the Coast Guard address mounting strategic concerns such as marine safety and security, environmental protection, and cyber security across the maritime transportation system.

The U.S. Coast Guard's respect and appreciation for our Auxiliary shipmates is buttressed by the U.S. Coast Guard Auxiliary Policy Statement. It provides the foundation of recognition and support for the tremendous service, sacrifice, and commitment that Auxiliarists readily provide the Coast Guard every day. The significance and value of Auxiliary support to recreational boating safety, search and rescue, marine safety, security, and environmental protection, maritime domain awareness, waterways and coastal security, and many other Coast Guard missions have never been greater and remain essential to our Nation's maritime homeland security.

This Strategic Plan charts the course for Auxiliary administration and program management. It outlines the duties, responsibilities, and expectations of Auxiliarists as they deliver vital services and assist the Coast Guard in shaping, preparing, and applying its mission capabilities to the 21st century mission challenges. I continue to wish you all the best as you carry out your duties and responsibilities in support of the Coast Guard and the Nation. Your unparalleled support and dedicated mission focus are profoundly appreciated. Semper Paratus!

Larry King  
National Commodore  
U.S. Coast Guard Auxiliary

★ *Relevance*

★ *Flexibility*

★ *Professionalism*

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# Executive Summary

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Now in its 79th year of operations, the U.S. Coast Guard Auxiliary, the 24,500-strong uniformed volunteer component of the U.S. Coast Guard, embraces its mission and vision to have its people be the best-trained, most valued maritime volunteer organization in the world. The Auxiliary will continue to execute its responsibilities effectively and efficiently in support of operational goals and missions, during both normal operations and surge demands. It will continue to attract, develop, and retain a diverse and inclusive force, providing relevant and rewarding opportunities to its members.

Answering the call to duty in performance of its missions, the Auxiliary incorporates the guiding principles of the Commandant's Direction: Ready, Relevant, Responsive.

This strategic plan identifies the key challenges and opportunities the Auxiliary faces, as well as the objectives established to meet those challenges and take advantage of those opportunities presented.

To be Ready, the Auxiliary will streamline background checks and leverage technology and administration, allowing members to focus on missions and training. The Auxiliary will develop tools for Flotillas to use that enhance recruiting and retention at the deck plate level to meet Coast Guard needs, and it will define national programs that support members, units, and the Coast Guard. The Auxiliary will refine leadership training and nurture its culture via servant leaders. To ensure fiscal responsibility and compliance, standardized processes will be developed and implemented Auxiliary-wide. The Auxiliary's information system of record will be modernized to provide a flexible and accurate record of units, members, facilities, and activities.

To be Relevant, the Auxiliary will stress outreach. It will enhance prevention efforts in water safety, particularly for paddlecraft and education to the recreational boating public—in concurrence with the Strategic Plan of the National Recreational Boating Safety Program. To provide excellence in mission support to the Coast Guard, the Auxiliary will align its Interpreter Corps capabilities with Coast Guard requirements. To provide the Auxiliary and Coast Guard with young, talented, educated, diverse and well-trained leaders, the Auxiliary will expand the Auxiliary University Program.

To be Responsive, the Auxiliary will strengthen its relevance to local Coast Guard units and will establish new mission capacity in support of multiple Coast Guard initiatives, including incident management and cyber capabilities. By doing this, the Auxiliary will continue to provide a capable, well-trained, and mission ready workforce.

As the Auxiliary operationalizes this Strategic Plan, it will remain steadfast and committed to the watchwords "Relevance," "Professionalism," and "Flexibility."



THE COMMANDANT OF THE UNITED STATES COAST GUARD  
Washington, DC 20593

## AUXILIARY POLICY STATEMENT

The Coast Guard Auxiliary is the uniformed volunteer component of our Service. Guided by our Core Values of *Honor, Respect and Devotion to Duty*, Auxiliary contributions are paramount to excellence in mission execution and in facing our Nation's current and future challenges. The Coast Guard Auxiliary is an indispensable part of the Coast Guard Team.

Established by Congress on June 23, 1939 as the "Volunteer Reserve", the Auxiliary conducted many of the Coast Guard's domestic missions while the Active Duty and Reserve components were forward deployed during World War II. The Auxiliary has continued its great service to our Nation ever since.

The spirit of volunteerism and patriotism that called the first Auxiliarist to duty continues today in the more than 24,000 professional men and women who faithfully execute assigned Auxiliary missions across our Nation, its territories, and in foreign countries where U.S. engagement is enhanced by Auxiliary services. Upon enrollment, Auxiliarists pledge to support the Coast Guard Auxiliary and to faithfully execute assigned duties, and to abide by the governing policies established by the Commandant. Auxiliarists are a crucial force multiplier for sustained Coast Guard mission excellence.

Auxiliarists enthusiastically provide experience, talent, and facilities for a wide range of activities including: Maritime Safety Outreach, Search and Rescue, Safety and Security Patrols, Disaster Response, Pollution Response and Recruiting. These activities enable the Coast Guard to successfully execute all of its missions, and they do it as volunteers!

The Auxiliary missions are:

- 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.

I charge all Commanders, Commanding Officers and Officers in Charge to continually strive to include the Auxiliary in both mission execution and mission support so that we can maximize sustained excellence across all mission areas.

KARL L. SCHULTZ /s/  
Admiral, U.S. Coast Guard

# Mission and Vision

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## 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.

## 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.”*

## Auxiliary History & Overview

Established by Congress in 1939 under title 14, chapter 23 of the U.S. Code, the U.S. Coast Guard Auxiliary is *Semper Paratus* (Always Ready).

When the Coast Guard “Reserve” was authorized by act of Congress on June 23, 1939, the Coast Guard was given a legislative mandate to use civilians to promote safety on and over the high seas and our Nation's navigable waters.

Two years later on February 19, 1941, Congress amended the 1939 act with the passage of the Auxiliary and Reserve Act of 1941. This Act designated the Reserve as a military branch of the active service while the civilian section, formerly referred to as the Coast Guard Reserve, became the Auxiliary under title 14, chapter 23 of the USC.

When we entered World War II, 50,000 Auxiliary members joined the war effort as military teams. Many of their private vessels were placed into service in an effort to protect the United States.

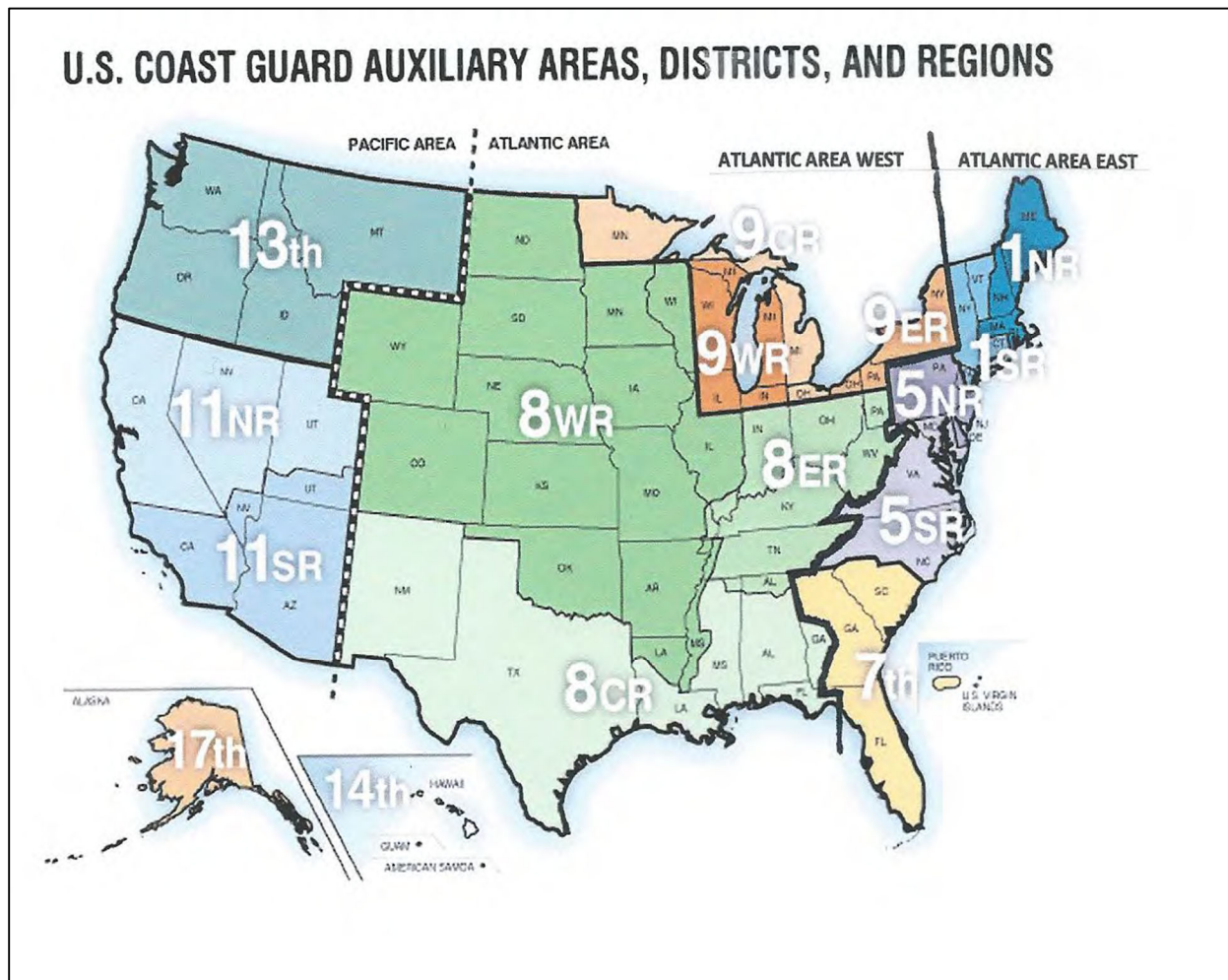
Today, Auxiliarists are authorized to perform operational, recreational boating safety, member service, information technology, and other missions and programs authorized by the Commandant.

The Auxiliary has a presence in all 50 states, the District of Columbia, Puerto Rico, the Virgin Islands, American Samoa, and Guam.



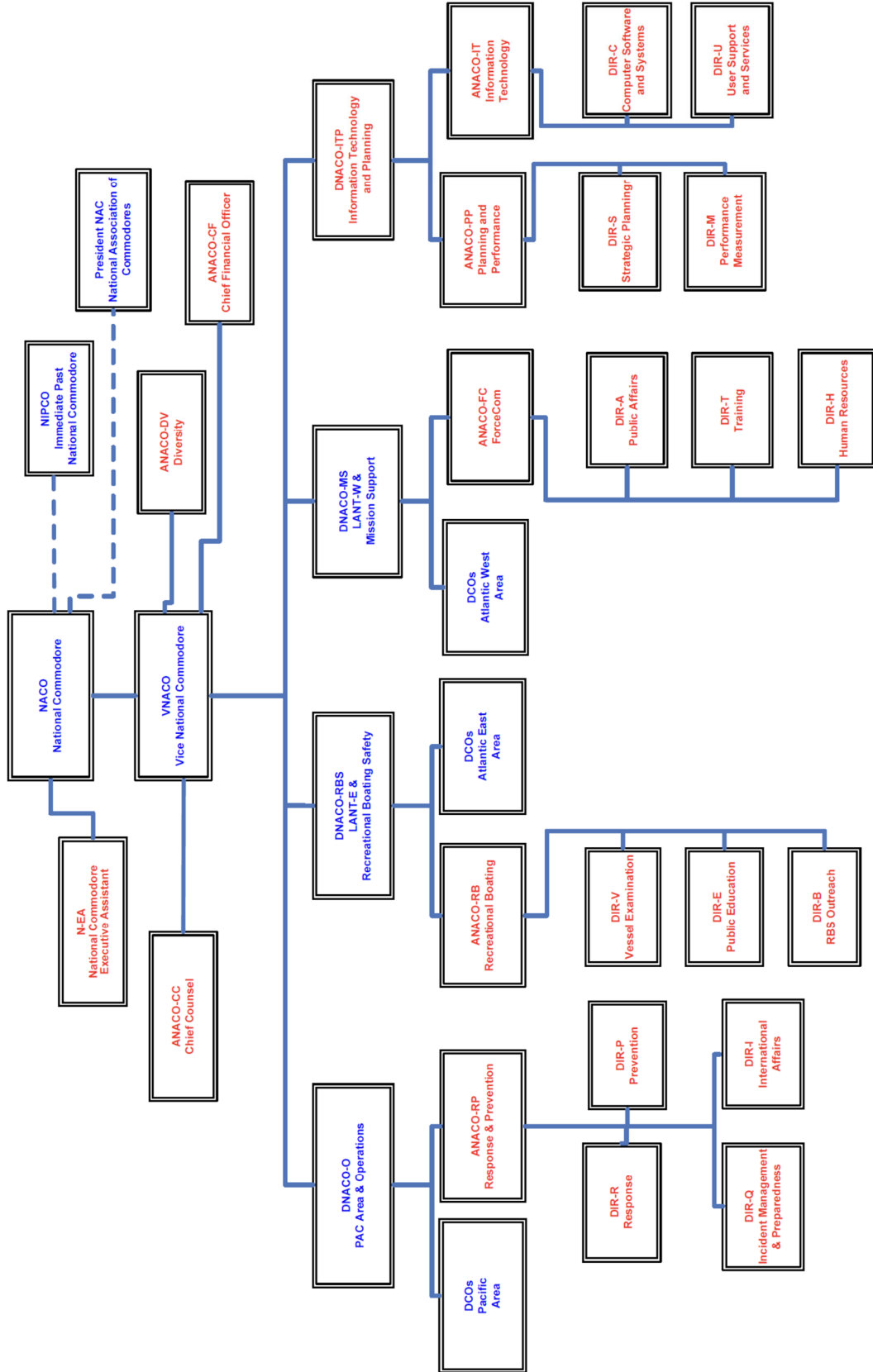
Under the direct authority of the U.S. Department of Homeland Security, through and by the direction of the Commandant of the U.S. Coast Guard, the Auxiliary's operating levels are broken down into four organizational levels: National, District, Division, and Flotilla.

- **National** – Comprised of the National Board and the National Executive Committee, the National-level organization of the Auxiliary is responsible for the administration and development of the governing policies established by the Commandant of the Coast Guard. Day-to-day, it manages the missions, programs, and policies.
- **District** - The District provides administrative and supervisory support to Divisions and promotes District and National policy.
- **Division** - Flotillas in the same general geographic area are grouped into Divisions. The Division provides administrative, training, and supervisory support to Flotillas and promotes District and National policy.
- **Flotilla** - The Flotilla is the basic organizational unit of the Auxiliary. It is comprised of at least 10 qualified members, who perform the day-to-day activities of the unit. Members and facilities are based in Flotillas; every Auxiliary member belongs to a Flotilla.





# U.S. Coast Guard Auxiliary Organization Chart



## Core Values

**Honor** – Integrity is our standard. We demonstrate uncompromising 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, respect, 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

- **Relevance**

We will continually evaluate our dedication to purpose with an on-going Gap Analysis effort. Beyond being well-trained and committed to the Auxiliary missions and vision, we have many members with valuable life/work experience that can be utilized to help foster successful Coast Guard initiatives. We must strive to remain a necessary force multiplier.

- **Flexibility**

We will remain flexible in our training efforts and readiness posture to ensure timely responses to changing backfill and surge requests from the active duty. Day-to-day, our flexibility and our adaptability underscore our relevance.

- **Professionalism**

We are a volunteer service, but we are an integral part of the U.S. Coast Guard. Consequently, our every effort, while performing our requested missions, must serve to bring positive credit to the U.S. Coast Guard. This includes our appearance, our demeanor, and our devotion to assigned missions.



# Guiding Principles and Priorities

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## 1. Ready

- **Develop tools for Flotilla use in recruiting and retention programs**  
Provide support to the Flotillas by developing and distributing procedures and materials that enhance recruiting and retention at the deck plate level to meet Coast Guard needs.
- **Provide timely Auxiliary entry-level background checks**  
Establish a formal and coordinated administrative process that facilitates timely compliant background checks.
- **Identify and provide leadership development resources, tools and training**  
The best volunteer organization needs the best leaders, whether elected or appointed. Policy and resources will emphasize leadership training that is as important as job qualification training.
- **Provide a unified web platform experience to facilitate mission and people needs**  
Provide a better experience for members and member leaders, maximizing efficiency and proficiency by automating processes, providing tools and access to information to allow focus on people and missions.
- **Standardize, manage, and support Auxiliary financial policies and procedures**  
Define and implement sound financial processes and procedures Auxiliary-wide.  
Provide qualified financial counselors to support Coast Guard needs.
- **Enhance the Coast Guard's Auxiliary information system of record to meet mission and service needs**  
Develop a new world-class system to better maintain and track all Auxiliary units, members facilities, and activities to provide the Auxiliary and Coast Guard with a secure and capable information system that meets the Coast Guard's operational and mission support needs now and in the future.

## 2. Relevant

- **Meet Human Capital needs of the Coast Guard and the Auxiliary**  
Provide qualified and capable Auxiliary members to augment the mission, service, and people needs of the Coast Guard.
- **Strengthen presence in all aspects of recreational boating safety education**  
Develop and deliver safe boating education, Vessel Safety Check (VSC) programs, and Partner Visitation programs that encourage and increase safe boating behaviors by the public.

- **Expand efforts in Paddlecraft Water Safety**

Increase Auxiliary presence and relevance in the paddlecraft community by collaborating with interested stakeholders, including the American Canoe Association, to promote on-the-water safety and to reduce fatalities.

- **Align Auxiliary Interpreter Corps capabilities with Coast Guard requirements**

Accurately meet specific Coast Guard interpreter and translation by identifying each Auxiliary interpreter's skills according to the Coast Guard's standard classification system.

- **Expand the Auxiliary University program to meet mission and service needs**

Provide the Coast Guard Auxiliary and Coast Guard with young, talented, educated, dedicated, diverse, and well-trained leaders to serve the American public.

- **Enhance the relevance of the Auxiliary to its members and to the Coast Guard**

Define and rollout national programs that support members, the Flotillas, and the Coast Guard.

### **3. Responsive**

- **Strengthen Auxiliary relevance to local Coast Guard units**

Enhance the Auxiliary's relevance to the Coast Guard by identifying what the active duty needs from local Auxiliary units.

- **Implement Incident Management Auxiliary Coordination Cells (IMACC) Auxiliary-wide**

Embrace the Incident Command System (ICS) throughout the Auxiliary to provide Coast Guard active duty commands with properly trained members who are capable of responding to major incidents and interfacing with Coast Guard active duty in an ICS environment. Actively educate Coast Guard districts and sectors on IMACC readiness, capabilities, and value. Promote IMACC integration in Coast Guard incident response operations.

- **Maximize maritime radio communications support, capacity, and capabilities**

Provide Coast Guard communications support, supplying qualified watchstanders and communication facilities, particularly in areas with limited active duty presence and in response to major incidents.

- **Develop Auxiliary Cyber capabilities aligned with Coast Guard and Department of Homeland Security requirements**

Provide qualified cyber professionals to augment the mission needs of the Coast Guard and Department of Homeland Security priority mission area.

# Oversight and Implementation

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- ***Collaborate*** when a task is to be done – build a team, incorporate fellowship
- ***Align*** the task with regulation, policy, Auxiliary leadership, District, or local Coast Guard commands
- ***Engage*** partners, public, other Auxiliary units, and all stakeholders as necessary to get the aligned task accomplished

The Assistant National Commodore for Planning and Performance will oversee and coordinate the operationalization of the strategic priorities, reporting to the Vice National Commodore.

## **Assistant National Commodore – Response and Prevention**

### **Maximize maritime radio communications support, capacity, and capabilities**

*Goal:* Act on requirements for implementing optimal communications support, supplying qualified watchstanders, communications facilities, and personnel to provide Coast Guard maritime radio communications support, particularly in areas with limited Coast Guard presence and in response to major incidents.

*Activities:* Establish effective liaison and operational links with counterpart Coast Guard active duty units to support their normal and contingency operations. Develop the corresponding Coast Guard Auxiliary capacity. Build organizational resources to provide program development, leadership, oversight, and maintenance. Share best practices from areas that are already providing effective support to use as models and use Gap Analyses outputs where appropriate. Develop training and performance support systems to address issues of both active duty and Auxiliary operations.

*Implementing Partners:* The Auxiliary, including Deputy National Commodore for Operations (DNACO-O), Assistant national Commodore for Response and Prevention (ANACO-RP), Director, Response Directorate (DIR-R), Director, Prevention Directorate (DIR-P), Director, Incident Management and Preparedness Directorate (DIR-Q), Director, Training Directorate (DIR-T), Director, Computer Software and Systems Directorate (DIR-C), District Commodores (DCOs), and District Chiefs of Staff (DCOSs), will partner with, Assistant Commandant for Command, Control, Communications, Computers and Information Technology (C4IT) and Commander Coast Guard CYBERCOM (CG-6), Coast Guard Communications Command (COMMCOM), and Coast Guard commands.

#### *Milestones:*

1. Create a database of Auxiliary enhanced mobile units, updated annually and distributed to all Districts and COMMCOM. **By 31 DEC 2018.**
2. Develop an approved SOP for National Contingency telecommunications response, coordinating with and linking to District plans and providing liaison activities, especially for Rescue 21 contingencies. **By 31 MAR 2019.**
3. Coordinate with COMMCOM to develop mechanisms to report ongoing Auxiliary telecommunications readiness and deployment status of qualified Auxiliary emergency communications operators. **By 31 MAR 2019.**
4. Provide initial web pages and support for sharing best practices across the telecommunications teams. **By 30 APR 2019.**
5. Update best practices web pages and other materials at least biannually. **Ongoing.**
6. Review openings determined by Gap Analyses and analyze the effectiveness of filling those needs. **TBD**, after Gap Analysis completions.
7. Evaluate effectiveness of telecommunications training for both active duty and Auxiliary related to needs of COMMCOM and C4IT. **By 1 JUN 2019.**
8. Develop appropriate training development plans based on the effectiveness evaluation. **TBD.**

## **Assistant National Commodore – Response and Prevention**

### **Align Auxiliary Interpreter Corps capabilities with Coast Guard requirements**

*Goal:* Accurately meet specific Coast Guard interpreter and translation by identifying each Auxiliary interpreter's skills according to the Coast Guard's standard classification system.

*Activities:* Evaluate and classify each member of the Interpreter Corps to identify their specific skill level within the Coast Guard's standard system, enabling a commonly understood criterion for providing specific interpreter skills.

*Implementing Partners:* The Auxiliary, including DNACO-O, ANACO-RP, Assistant National Commodore for Information Technology (ANACO-IT), Director, International Affairs Directorate (DIR-I), DIR-Q, and DIR-C, will partner with Director of International Affairs & Foreign Policy (DCO-I), Assistant Commandant for Prevention Policy (CG-5P), and Office of Auxiliary & Boating Safety (CG-BSX).

#### *Milestones:*

1. Ensure that skill levels for all members of the Interpreter Corps are identified objectively, according to the International Language Roundtable (ILR) utilized by the Coast Guard. **By 31 DEC 2018.**
2. Develop policy change recommendation to require all certified interpreters be re-evaluated every three years. **By 30 JUN 2019.**
3. Work with the Computer Systems and Software Directorate to redesign the Interpreter database to include new ILR qualification scores, date of examination, and other relevant information. Consultation to begin in **DEC 2018**. Completion **TBD**.
4. Coordinate with the Incident Management and Preparedness Directorate to ensure Interpreter needs of Coast Guard are included in Gap Analyses. **By 31 DEC 2018.**
5. Verify the accuracy of the skill levels assigned, and ensure the evaluation process is standardized, unbiased and objective. **By 31 DEC 2019.**
6. Develop plans for recruiting to meet needs identified in the Gap Analyses. **By TBD**, after receipt of Gap Analyses results.



## **Assistant National Commodore – Response and Prevention**

### **Strengthen Auxiliary relevance to local Coast Guard units**

*Goal:* Enhance the Auxiliary's relevance to the Coast Guard by identifying what the active duty needs from local Auxiliary units.

*Activities:* Develop a process for units to conduct local Gap Analyses in all areas with their Coast Guard counterparts. Define schedules for periodically reviewing and updating the analyses as Coast Guard and Auxiliary units experience changes. Distribute and train Flotillas on executing the process and keeping the documents up-to-date.

*Implementing Partners:* The Auxiliary, including DNACO-O, ANACO-RP, DIR-R, DIR-P, DIR-Q, DIR-T, DIR-C, DCOs, and DCOSs, will partner with Assistant Commandant for Prevention Policy (CG-5P), Assistant Commandant for Response Policy (CG-5R), and Coast Guard commands.

#### *Milestones:*

1. Develop Gap Analysis initial model for District use with local Coast Guard counterparts. **By 15 JAN 2019.**
2. Develop a National Training Conference (N-TRAIN) presentation for DCO's to gather feedback and best practices on the 2016 GAP Analysis. **By 15 JAN 2019.**
3. Finalize model for data gathering for leadership approval. **By 28 FEB 2019.**
4. Develop Gap Analysis training procedures and tools for reporting. **By 28 FEB 2019.**
5. Develop training for Divisions and Flotillas to assist Districts with conducting Gap Analyses. **By 30 APR 2019.**
6. Beta Test in two or more Districts at the Auxiliary Sector Coordinator (ASC) or District Captain (DCAPT)/Sector level, coordinating with the District Commodore and District Chief-of-Staff. **By 30 JUN 2019.**
7. Refine the Gap Analysis process for national phased rollout. **By 31 AUG 2019.**
8. Develop online training for rollout:
  - a. ASC/DCAPT. **By 31 AUG 2019.**
  - b. Division and Flotilla. **By 15 SEP2019.**
  - c. Reporting. **By 31 AUG 2019.**
9. Coordinate with the Deputy National Commodore Operations for rollout to the District leadership. **TBD.**
10. Rollup District results to the National level. **By 31 DEC 2019.**
11. Produce a Progress Report on closing the identified gaps. **TBD.**

## **Assistant National Commodore – Response and Prevention**

### **Implement Incident Management Auxiliary Coordination Cells (IMACC) Auxiliary-wide**

*Goal:* Embrace the Incident Command System (ICS) throughout the Auxiliary to provide Coast Guard active duty commands with properly trained members who are capable of responding to major incidents and interfacing with Coast Guard active duty in an ICS environment.

*Activities:* Continue to update existing Gap Analyses on a regular schedule to determine required Coast Guard Auxiliary capacity at Coast Guard units to enable quick response to real-time incidents. Develop plans and training on Incident Management to address identified gaps and anticipated requirements. Create core IMACCs composed of key personnel who are designated for quick deployment to work with District subject matter experts. Write and roll out Auxiliary-wide a standard DSO-IM job description.

*Implementing Partners:* The Auxiliary, including the National Executive Committee (NEXCOM), DNACO-O, ANACO-RP, DIR-Q, and DIR-T will partner with the Assistant Commandant for Prevention Policy (CG-5P), the Office of Contingency Preparedness & Exercise Policy (CG-CPE), and the Coast Guard Office of Auxiliary & Boating Safety (CG-BSX).

#### *Milestones:*

1. NEXCOM and CG-BSX complete review and provide feedback of draft IMACC Job Aid. **By 15 DEC 2018.**
2. Develop first preliminary draft for the various components of the IMACC response process, for internal review and feedback. **By 31 MAR 2019.**
3. Coordinate with CG-BSX and appropriate Active Duty staff elements to develop national standards (SOP) for incident management response. **Initial proposal by 1 AUG 2019.**
  - a. Deployment activities including the development of a standardized Auxiliary coordination process to support District Directors of Auxiliary during national and regional disasters or significant events.
  - b. Document the SOP in the LANTAREA 9700 Plan, PACAREA 9800 Plan, and DCMS 9380 Plan.
4. Propose IMACC member initial qualification standards, appropriate staffing levels, and recruitment strategy for a deployable IMACC. Submit to NEXCOM by **1 AUG 2019.**
5. Propose member initial qualification standards, appropriate staffing levels, and recruitment strategy for a deployable IMACC. Submit to NEXCOM by **1 AUG 2019.**
6. Finalize the Senior CG Auxiliary Technical Specialist Personnel Qualification Standard (PQS AUX THSP) for team members. Submit to CG-BSX and CG-5P for review **by 1 AUG 2019.**
7. Within 12 months of NEXCOM, CG-BSX and CG-5P of AUX THSP approval have 25% of IMACC team members qualified. **TBD.**
8. Produce a DSO-IM job description. **By 1 October 2019.**

## **Assistant National Commodore – Recreational Boating**

### **Strengthen presence in all aspects of recreational boating safety education**

*Goal:* Develop and deliver the prevention programs of safe boating education (PE), Vessel Safety Check (VSC), and RBS Partner Visitation (PV) that encourage and increase safe boating behaviors by the public.

*Activities:* Regularly evaluate educational products for relevancy and currency to ensure that they continue to meet public demand. Make changes and create new products as appropriate based on evaluation results. Identify methods for expanding and encouraging VSCs in all areas including paddlecraft. Increase the scope of PVs to include non-traditional partners. Define meaningful metrics for all Recreational Boating Safety (RBS) activities for program management. Continue to identify areas for collaboration with the U.S. Power Squadrons (USPS). Be a key, preeminent implementing RBS partner in the 2017-2021 National Recreational Boating Safety Strategic Plan.

*Implementing Partners:* The Auxiliary, including Deputy National Commodore for Recreational Boating Safety (DNACO-RBS), Assistant National Commodore for Recreational Boating (ANACO-RB), Director, Recreational Boating Safety (RBS) Outreach Directorate (DIR-B), Director, Vessel Examination Directorate (DIR-V), Director, Public Education Directorate (DIR-E), DIR-T, Auxiliary Association, DIR-C, and Director, Public Affairs Directorate (DIR-A), will partner with Assistant Commandant for Prevention Policy (CG-5P), the Boating Safety Division (CG-BSX-2) and the USPS.

#### *Milestones:*

1. Develop and submit a revised Public Education Instructor program for leadership approval. **By 31 DEC 2018.**
2. Rollout the approved Public Education Instructor program. **By N-TRAIN 2019.**
3. Review the entire library of Public Education programs and offerings. **By 31 JUL 2019.**
  - a. Develop plans to update and remarket, as appropriate.
4. Review the Boating Skills & Seamanship (BS&S) Product with the goal of dividing it up into discrete Instructional Modules. **By Auxiliary National Convention (NACON) 2019.**
5. Refresh pre-teen training materials and programs. **By NACON 2019.**
6. Prepare for NASBLA 2020 course renewals. **By 31 AUG 2019.**
7. Identify ways to collaborate with USPS on RBS activities, including VSC, PV and PE. **By NACON 2019**
8. Plan the transition from the About Boating Safely (ABS) course to the Boat America (BA) course as the basic certificate offering. **TBD** after negotiations complete with the vendor.
9. Meet with CG-BSX-2 to collaborate on ways to improve legacy RBS metrics. **By Auxiliary National Training Conference (N-TRAIN) 2019.**
10. Develop a plan for appropriate use of Recreational Boating Safety social media platforms. **By N-TRAIN 2019.**
  - a. Create a messaging calendar, aligning posts with significant events such as National Safe Boating Week. **By N-TRAIN 2019.**
  - b. Develop procedures for messaging other relevant RBS messages; for example: Wear It campaign, Marine Safety Alerts, relevant CPSC recall notices, etc. **By N-TRAIN 2019.**
  - c. Develop a list of pre-approved sources for reposting important RBS messages. **By N-TRAIN 2019.**

## Assistant National Commodore – Recreational Boating

### **Expand efforts in Paddlecraft Water Safety**

*Goal:* Increase Auxiliary presence and relevance in the paddlecraft community to promote on-the-water safety and reduce fatalities.

*Activities:* Develop paddlecraft safety advocates throughout the Auxiliary, leveraging the revised Auxiliary Paddlecraft (AUXPAD) Program Instruction CIM 16794.11A, including both the Ashore and Afloat components. Partner with the American Canoe Association (ACA) on public education. Expand existing programs to provide outreach to the paddlecraft community including Vessel Safety Checks (VSCs), Program Visitation (PV), education and an aggressive outreach to outfitters and sales outlets. Expand recruiting efforts in the paddlecraft community. Develop trained paddlecraft vessel examiners and instructors.

*Implementing Partners:* The Auxiliary, including DNACO-RBS, ANACO-RB, DIR-B, DIR-A, DIR-E, DIR-V, DIR-T, U.S. Power Squadrons (USPS), DIR-R, DIR-I, DIR-A, Director, Human Resources Directorate (DIR-H), and Director, Strategic Planning Directorate (DIR-S), and Auxiliary University Program (AUP), will partner with Assistant Commandant for Prevention Policy (CG-5P), the Office of Auxiliary & Boating Safety (CG-BSX), the Boating Safety Division (CG-BSX-2), the American Canoe Association (ACA), and Coast Guard Districts.

#### *Milestones:*

1. Develop a plan to post CG-BSX-2 funded paddlecraft safety videos on the appropriate social media and Auxiliary web platforms. **By 31 DEC 2018.**
2. Create a cross directorate RBS team to review existing policies, programs and training with regard to paddlecraft VSC and PV, and make recommendations for improvements as necessary. **By 31 DEC 2018**
3. Create a cross directorate RBS team to develop a plan for increasing paddlecraft outreach. **By 31 DEC 2018**
4. Determine best ways to coordinate activities with the ACA and explore strengthening the relationship with the ACA. **By 31 DEC 2018.**
5. Work with the ACA under the existing Grant to develop new brochures. **TBD.**
  - a. Turn over approved designs to CG-BSX for production. **TBD.**
6. Provide support for District implementation of revised Auxiliary Paddlecraft (AUXPAD) program, including both the Ashore and Afloat components.
  - a. Provide support for shore-based programs (AUXPAD Ashore) to those Districts not implementing on-the-water programs (AUXPAD Afloat). **By 30 APR 2019.**
  - b. Assist in education of Coast Guard and Auxiliary leadership to provide better understanding of the revised Auxiliary Paddlecraft (AUXPAD) instruction. **By 30 MAY 2019.**
  - c. Solicit input from Districts regarding methods to promote paddlecraft Recreational Boating Safety (RBS). **By 31 JUL 2019.**
  - d. Provide support for on-the-water programs for those Districts implementing AUXPAD Afloat. **By NACON 2019.**
7. Explore development of program and funding for initial and ongoing paddlecraft instructor training, and identify potential instructors. **By 30 MAY 2019.**
8. Use existing Grant to finish development of “Safety Is Good Business” brochures aimed at non-traditional paddlecraft retailers. **By 30 MAY 2019.**

- a. Turn over approved designs to CG-BSX for production. **TBD.**
- b. Provide additional training to PVs for outreach to non-traditional paddlecraft retailers.  
**By NACON 2019.**

## **Assistant National Commodore – ForceCom**

### **Meet Human Capital needs of the Coast Guard and Auxiliary**

*Goal:* Provide qualified members to augment the mission, service and people needs of the Coast Guard.

*Activities:* Use the results of the Gap Analyses produced by Response and Prevention to identify the skills and capabilities the Coast Guard needs at the local level from Auxiliary members in established categories. Match Auxiliary based training requirements with the skill levels requested. Define and develop training as needed and assign the training development to the proper Directorate(s).

*Implementing Partners:* The Auxiliary, including Deputy National Commodore for Mission Support (DNACO-MS), Deputy National Commodore for Information Technology and Planning (DNACO-ITP), DNACO-OPS, ANACO-RP, Assistant National Commodore, FORCECOM (ANACO-FC), Deputy National Commodore for Planning and Performance (ANACO-PP), Deputy National Commodore, Chief Counsel (ANACO-CC), DIR-T, DIR-H, DIR-A, DIR-C, DIR-Q, and Director, Performance Measurement Directorate (DIR-M), will partner with Assistant Commandant for Human Resources (CG-1), Human Capital Strategy (HSC) Implementation Team, Assistant Commandant for Capability (CG-7), the Office of Auxiliary and Boating Safety (BSX), and Coast Guard commands.

#### *Milestones:*

1. Draw upon the existing Auxiliary Skills Bank to identify those who have experience and may become qualified in the areas of CG Support augmentation (currently: Coast Guard Recruiting, Ombudsman, Auxiliary Clergy Support, Health Care, and Food Service). Encourage Auxiliary personnel to enter their occupations and skills in the Auxiliary Skills Bank. *Action: Human Resources Directorate. By 31 DEC 2018.*
2. Develop promotional material for distribution to Coast Guard sectors, bases, and districts on Auxiliary augmentation capabilities. *Action: Human Resources and Public Affairs Directorates. By 30 JUN 2019.*
3. Finalize Standard Operating Procedures for Coast Guard Recruiting in cooperation with Active Duty program elements and BSX. *Action: Human Resources Directorate. By 31 MAR 2019.*
4. Draw upon the Gap Analysis to identify the Coast Guard requirements for augmentation in Coast Guard Recruiting, Ombudsman, Auxiliary Clergy Support, Health Care, and Food Service. *Action: Human Resources Directorate. By 30 JUN 2019.*
5. Develop metrics to track workload trends for augmentation in CG Recruiting, Ombudsman, Auxiliary Clergy Support, Health Care, and Food Service. *Action: Human Resources and Performance Measurement Directorates. By 30 JUN 2019.*

## **Assistant National Commodore – ForceCom**

### **Develop tools for Flotilla use in their recruiting and retention programs**

*Goal:* Provide support to the Flotillas by developing and distributing procedures and materials that enhance recruiting and retention at the deck plate level to meet Coast Guard needs.

*Activities:* Define and develop Public Affairs (PA) materials that promote the good work done throughout the Auxiliary. Enhance the Auxiliary's social media presence with frequent updates on the organization and its accomplishments. Develop recruiting and retention techniques to identify and keep skilled and active members.

*Implementing Partners:* The Auxiliary, including the DNACO-MS, ANACO-FC, ANACO-RP, ANACO-PP, DIR-A, DIR-H, DIR-T, DIR-Q, and DIR-M will partner with Coast Guard commands.

#### *Milestones:*

1. Develop and place material on social media to steer prospective members to the National Website "Join Now" page. *Action: Public Affairs and Human Resources Directorates. By 31 MAR 2019.*
2. Develop metrics to identify flotillas for excellence in recruiting and retention. *Action: Human Resources and Performance Measurement Directorates. By 31 DEC 2018.*
3. Enhance the Robo-Call procedure with tight metrics on local follow-ups and resulting new members. *Action: Human Resources Directorate. By 31 MAR 2019.*
4. Finalize and distribute the new Member Involvement Plan. *Action Human Resources Directorate. By 31 MAR 2019.*
5. Develop and distribute a follow-on "Who We Are" video with more detail on the many Auxiliary occupational categories. *Action: Human Resources and Public Affairs Directorates. By 31 MAR 2019.*
6. Develop a "Getting around the Auxiliary" (from AP to AUXOP) electronic publication. *Action: Human Resources and Public Affairs Directorates. By 31 MAR 2019.*



## **Assistant National Commodore – Planning and Performance**

### **Expand the Auxiliary University Program (AUP) to meet mission and service needs**

*Goal:* Promote the program to university, Auxiliary, Reserve, and active duty communities. Update the course of study to ensure support of the Auxiliary mission, while providing relevant course delivery. Increase student internships. Improve the leadership aptitude of AUP graduates headed to the Auxiliary, Reserve and active duty.

*Activities:* Develop future Coast Guard active duty, Reserve, and Auxiliary leaders. Make AUP more managerially sustainable and less resource intensive for the staff. Make AUP simpler and more accessible for the students. Grow the unit and student count in support of Coast Guard human capital needs. Develop a leadership curriculum, training and tools.

*Implementing Partners:* The Auxiliary, including DNACO-ITP, ANACO-PP, Assistant National Commodore for Diversity (ANACO-DV), DIR-S, DIR-T, DIR-C, and DCOs, will partner with Flotilla Commanders, the Office of Auxiliary & Boating Safety (CG-BSX), CGRC, and the Office of Research, Development, Test and Evaluation (CG-926).

#### *Milestones:*

1. Promote the program to university, Auxiliary, Reserve, and Active Duty communities
  - a. Develop a promotional orientation for Auxiliary District Leadership. **By NACON 2019.**
  - b. Coordinate with the Diversity group to promote AUP to flotillas through the Diversity FSO in each Flotilla. **By 30 JUN 2019.**
  - c. Develop an outreach program to support the AUP promotional message delivered at NACON 2019. **By 30 SEP 2019.**
2. Review, evaluate and update the program of study to ensure support of the Auxiliary mission, while providing relevant course delivery. **Annually, by 31 AUG.**
3. Review and update the AUP Internship Guide to capture current best practices in the college internship environments and with consideration for Coast Guard and Auxiliary training requirements. **By 31 MAR 2019.**
4. Develop a new leadership training course based on the Coast Guard PIG (Performance Improvement Guide) and the USCGAUX Staff Officer Training and Resources Guide. **By 31 SEP 2019.**
5. Review AUP management processes and student accessibility and apply to new best practices for AUP programs. **By 31 SEP 2019.**

## Assistant National Commodore – Planning and Performance

### **Develop Auxiliary Cyber capabilities aligned with Coast Guard and Department of Homeland Security requirements**

*Goal:* Determine the requirements for implementing optimal cyber support, supplying qualified cyber professionals to augment the mission needs of this Coast Guard and Department of Homeland Security priority mission area.

*Activities:* Work with the Coast Guard and the Cyber Command (CYBERCOM), the Assistant Commandant for Command, Control, Communications, Computers and Information Technology (CG-6) and the Department of Homeland Security National Cybersecurity and Communications Integration Center (NCCIC) to establish skill and capability requirements, and standard operating procedure for augmentation of cyber mission needs in steady state and surge environments. Match qualification requirements to the skill levels requested, define new training and qualifications as needed, and establish procedures through which candidates are professionally evaluated by CYBERCOM, CG-6 and NCCIC personnel. Evaluate and classify each participating member to identify their specific skill level within Coast Guard, NCCIC and cyber industry standard systems. Work with Auxiliary ForceCom and Information Technology to recruit cyber professionals. Work with the Auxiliary University Program (AUP) to establish internship and scholarship opportunities through which qualified students can meet augmentation needs. Formulate options with Public Education Directorate to integrate cyber hygiene and awareness into boater education material.

*Implementing Partners:* The Auxiliary, including ANACO-IT, ANACO-FC DIR-S, DIR-C, DIR-H, and DIR-E, will partner with Assistant Commandant for Command, Control, Communications, Computers and Information Technology (CG-6), Coast Guard Cyber Command (CYBERCOM), the Office of Cyberspace Forces (CG-791), the Department of Homeland Security National Cybersecurity and Communications Integration Center (NCCIC), the Civil Air Patrol (via NCCIC), and the Office of Auxiliary & Boating Safety (CG-BSX).

#### *Milestones:*

1. Integrate opportunities into the Auxiliary University Program (AUP) Program of Study (POS) and Internships. Work with the Strategic Planning Directorate to develop one new level 200 elective course and integrate it into the AUP POS. **By 31 SEP 2019.**
2. Develop a plan for internal (i.e. existing member) and external (i.e. prospective member) marketing and recruiting to attract cyber security professionals. **By 30 JUN 2019.**
3. Determine the requirements for implementing optimal cyber support. Meet regularly with the Department of Homeland Security National Cybersecurity and Communications Integration Center Director, and U.S. Coast Guard - Coast Guard Auxiliary Leadership to explore cyber and communications coordination/ collaboration opportunities. **Ongoing.**
4. Supply qualified cyber professionals to augment the mission needs of the Coast Guard and Department of Homeland Security priority mission areas. **JUN through SEP 2019**
  - a. Develop and release a comprehensive, three-tier Personnel Qualification Standard (PQS) for cyber technicians with validation of requirements from CYBERCOM and CG-6.
  - b. Place four Auxiliary Cyber Techs with CYBERCOM.
  - c. Cultivate and recruit AUP Cyber candidates for Cyber Tech training.
5. Increase staffing of level 3, level 2, and level one Cyber Techs as needed to meet requirements. **Ongoing.**

## **Assistant National Commodore – Information Technology**

### **Provide a unified web platform experience to facilitate meeting mission and people needs**

*Goal:* Provide a better experience for members and member leaders, maximizing efficiency and proficiency by automating processes, providing tools and access to information to allow focus on people and missions.

*Activities:* Create a stable and secure server resource environment that facilitates development of new services and upgrades of existing services. Revise the Member-facing website (my.cgaux) roadmap milestones, and implement the revised my.cgaux web implementation plan, with a focus on roster synchronization with the Aux-Officer directory, activity tracking, individual and unit AUXDATA and AUXINFO information retrieval, and directory enhancements.

*Implementing Partners:* The Auxiliary, including DNACO-ITP, ANACO-IT, ANACO-PP, DIR-S, DIR-C, and Director, User Support and Services Directorate (DIR-U), and all other Directorates and program managers who have an affected process, will partner with the Assistant Commandant for Command, Control, Communications, Computers & IT (CG-6), Coast Guard Operations Systems Center (OSC), CG Cyber Command, Assistant Commandant for Capability (CG-7), and the Office of Auxiliary & Boating Safety (CG-BSX).

#### *Milestones:*

1. Complete Phase I of the server infrastructure project (server migration). **By 31 DEC 2018.**
  - a. Creation of security level, user levels, and access permissions.
  - b. Development, Application, and Utility Servers available for testing and staging.
  - c. Test environments for database and applications created.
2. Complete Phase II of the server infrastructure project (planned services migration, development and upgrade). **By 31 DEC 2019.**
  - a. Migration of WOW II/AIRS Platform from the current environment to the new Application Servers.
  - b. Migration of AuxOfficer, AuxDirectory, and Skills Bank to new Application Servers.
  - c. Migration of all Auxiliary hosted Databases to new Database Servers.
3. Identify content to be moved from the National website to my.cgaux, and develop a migration plan in coordination with National Staff Directorates. **By 31 MAR 2019.**
4. Synchronize Aux-Officer with the my.cgaux member roster. **By 31 MAR 2019.**
5. Reach agreement with the Coast Guard Operations System Center (OSC), Coast Guard Command, Control, Communications, Computers & IT (CG-6), and the Office of Auxiliary & Boating Safety (CG-BSX) on additional data exchange from AUXDATA via AuxBridge to my.cgaux to enable member and unit activity visibility in my.cgaux. **By 30 JUN 2019.**
6. Determine the feasibility of transferring activity reporting data from my.cgaux to AUXDATA. **By 30 JUN 2019.**
7. Present a revised my.cgaux roadmap at **NACON 2019.**
8. Complete an assessment of the current my.cgaux contract and provide recommendations for modification and renewal to NEXCOM. **By 31 AUG 2018.**
9. Develop a prototype personalized my.cgaux dashboard. **By 31 DEC 2019.**
10. Develop prototype new form workflow processes for reporting member and mission activity. **By 31 MAR 2020.**
11. Execute my.cgaux quantitative and qualitative activity analysis for National Executive Committee (NEXCOM). **Ongoing quarterly.**

12. Execute my.cgaux engagement training with a quarterly area of focus. **Ongoing.**

## **Assistant National Commodore – Chief Financial Officer**

### **Standardize, manage and support Auxiliary financial policies and procedures**

*Goal:* Standardize and manage Auxiliary National financial strategies and administration. Provide qualified financial counselors to support Coast Guard needs.

*Activities:* Advise the National Commodore on financial matters. Maintain close liaison with District Finance Staff Officers (DSO-FNs). Regularly report financial and budgetary status of the Auxiliary to NEXCOM. Standardize and coordinate the budgeting process for national staff. Develop multi-year plans to support the Auxiliary Strategic Plan. Conduct or review, and approve to NEXCOM, a financial analysis of any strategic or capital program requested by the National staff. Develop and maintain supplemental financial policies and procedures to support those in the Auxiliary Manual. Ensure compliance at all levels with laws and regulations pertaining to financial management. Provide a force of qualified Auxiliarists to provide personal financial counseling to Coast Guard members.

*Implementing Partners:* The Auxiliary, including Auxiliary National Executive Committee (NEXCOM); Guard Auxiliary Association Chairman, Vice Chairman and Executive Director, ANACO-CC, and ANACO-IT, will partner with Assistant Commandant for Human Resources (CG-1), and Office of Auxiliary & Boating Safety (CG-BSX).

#### *Milestones:*

1. Develop plans to advance Auxiliary financial independence.
  - a. Increase visibility over financial activities of the Coast Guard Auxiliary Association, Inc. as the fiscal agent for the Auxiliary. **By date TBD.**
  - b. Prepare new and revised policies and procedures for the custody, disbursement, and stewardship of Auxiliary member funds administered by the Coast Guard Auxiliary Association, Inc. **By date TBD.**
2. Develop plans for understanding the Coast Guard's criteria for financial counselors. Coordinate the process for identifying and training qualified candidates. **By date TBD.**
3. Develop plans for developing and maintaining financial policies and procedures in support of the Auxiliary Manual. **By date TBD.**
4. Develop plans for defining procedures for ensuring compliance with laws and regulations pertaining to financial management. **By date TBD.**
5. Define the implementation timelines for the above plans after they are in place. **By date TBD.**

## **National Executive Committee**

### **Identify and provide leadership development resources, tools and training**

*Goal:* Develop world-class Auxiliary leaders. Good leaders are critical to retaining satisfied members.

*Activities:* Identify and provide resources and draft policy to deliver formal training at all levels with an emphasis on practical leadership rather than general management. Leadership training will be available to all members on a regular basis, providing opportunities to learn relevant skills prior to running for office or accepting a staff position. Establish expectations for all office levels based on core competencies. Develop the infrastructure to track leadership training. Develop a method for assessing leadership skills. Promote leaders based on training, experience, and performance, not popularity. Document the leadership development progression plan.

*Implementing Partners:* The Auxiliary, including the Auxiliary National Board, NEXCOM, ANACO-FC, ANACO-IT, ANACO-PP, DIR-H, and DIR-T, will partner with FORCECOM and the Leadership and Development Center (LDC).

#### *Milestones:*

1. Charter an Auxiliary Leadership Development Committee (ALDC) and appoint a chairperson to be responsible for leadership development in the Coast Guard Auxiliary. *Action: NACO. By Nov. 15, 2018*
2. Create a revised Auxiliary Senior Officer Course (ASOC). *Action: VNACO, Director Training Directorate. By 15 DEC 2018*
3. Finalize and activate the restructured Leadership Portal. *Action: Training Directorate. By 31 DEC 2018*
4. Propose a process for providing a better-trained cadre of potential leaders by tracking their leadership training and making the information available to election and appointment committees. *Action: Chair, ALDC. By 1 DEC 2018*
5. Establish with NEXCOM which Leadership and Management (L&M) courses shall be required for each of the five compliance levels. *Action: Training Directorate. By 31 MAR 2019*
6. Establish with NEXCOM which levels of optional evaluation tools such as Officer Evaluation Reports (OERs) should be employed when selecting candidates for office. *Action: Training and Human Resources Directorates. By 31 MAR 2019*
7. Ensure that substantive material for L&M courses has an emphasis on management (How we'll do it) at compliance levels 1, 2, and 3, gradating to an emphasis on leadership (What we'll do) at Levels 4 and 5. *Action: Training Directorate. By 31 MAR 2019*
8. As needed, review substantive material for all currently existing L&M training courses. *Action: Training Directorate. By 31 MAR 2019*
9. Develop plan for the next phase of leadership development work. *Action: ALDC. By 31 MAR 2019*
10. Investigate and report on making residency schools available online where appropriate and what it would take to build and deliver the courses. *Action: Training Directorate. By 15 JAN 2019*

## **National Executive Committee**

### **Provide timely Auxiliary background checks**

*Goal:* Institute entry-level and recurring annual background checks for Auxiliarists that are completed within a two to four-month time frame. This is a U.S. Coast Guard initiative to support the Coast Guard Auxiliary program and members.

*Activities:* Complete new entry-level and recurring annual background check pilot program in all regions; identify and provide resources if needed; and draft policy to provide timely entry-level and recurring annual background checks for Auxiliary members. Continue coordination efforts with the Coast Guard Intelligence Coordination Center (ICC) and the Coast Guard Office of Security and Policy Management (DCMS-34) to enhance and finalize entry-level and recurring annual background checks. Provide and develop a new Coast Guard Office of Auxiliary & Boating Safety (CG-BSX) position to be assigned to the Auxiliary Division which will be focused upon timely processing of entry-level and recurring annual background checks. Ensure the new position description is broad enough in scope to provide flexibility for the position to perform not only its most commonly expected duties of administering Auxiliary entry-level and recurring annual background checks but to also be applied toward other administrative duties as assigned within the Auxiliary Division.

*Implementing Partners:* The Auxiliary will partner with Deputy Commandant for Operations (DCO), DCMS, Office of Security Policy and Management (DCMS-34), Assistant Commandant for Prevention Policy (CG-5P), Office of Auxiliary & Boating Safety (CG-BSX), and the Intelligence Coordination Center (ICC).

#### *Milestones:*

1. Phase all Auxiliary regions into the pilot program entry-level background check submission process. **OCT-DEC 2018.**
2. Phase all Auxiliary regions into the pilot program annual background check submission process. **JAN-AUG 2019.**



## National Executive Committee

### **Enhance the relevance of the Auxiliary to its members and to the Coast Guard**

*Goal:* Define and rollout national programs that support members, the Flotillas and the Coast Guard.

*Activities:* Provide regular, detailed, communications to members on what the Auxiliary Association provides. Use the results of the quarterly exit surveys to develop local action plans. Proceduralize the process for recognition of members, especially flotilla leaders. Establish an alliance with the Sea Scout organization.

*Implementing Partners:* The Auxiliary, including the National Board and the National Executive Committee, will partner with the Auxiliary Association, and Coast Guard commands. ANACO-FC, ANACO-PP, DIR-H and DIR-S will partner with the National Executive Committee

#### *Milestones:*

1. Increase member awareness of the benefits and services provided by the Auxiliary Association. *Action: President, Coast Guard Auxiliary Association Inc.*
  - a. Produce and distribute a quarterly “Benefits of Membership” publication. **Ongoing.**
2. Improve member recognition
  - a. Automate a process for outgoing Flotilla Commanders to receive a letter of appreciation from the National Commodore.
    - i. Draft a letter for NEXCOM review and approval. *Action: Director, Human Resources Directorate. By 1 DEC 2018.*
    - ii. Assemble list of Flotilla Commander names and email addresses. *Action: District Commodores via Area DNACOs. Every year by 10 DEC.*
    - iii. Generate letter for electronic delivery with NACO signature. *Action: NACO Executive Assistant staff. Every year by 15 DEC.*
  - b. Automate a process for outgoing Division Commanders to receive a certificate of appreciation from the National Commodore.
    - i. Draft a certificate for NEXCOM review and approval. *Action: Director, Human Resources Directorate. By 1 DEC 2018.*
    - ii. Assemble list of Division Commander names and addresses. *Action: District Commodores via Area DNACOs. Every year by 10 DEC.*
    - iii. Generate certificates to be mailed with NACO signature. *Action: NACO Executive Assistant staff. Every year by 15 DEC*
3. Form an alliance with the Sea Scouts.
  - a. Work with Districts to identify and appoint District Sea Scout Coordinators. *Action: Sea Scout Working Group. By 1 JAN 2019.*
  - b. Define and execute District-by-District implementation plan. *Action: Sea Scout Working Group.*
    - i. Evaluate results of D5SR and D9ER pilot program. **By 1 MAR 2019.**
    - ii. Implement second phase pilot in D7, D8ER, D11SR and D14, if needed. **By 1 MAY 2019.**
    - iii. Rollout implementation to the remaining Districts. **By 1 AUG 2019.**
  - c. Develop STEM education program. *Action: ForceCom group. By 1 NOV 2019.*
  - d. Explore integration opportunities with the Auxiliary University Program. *Action: ForceCom group. By 1 NOV 2019.*

- e. Explore integration opportunities with the Coast Guard Academy. *Action: ForceCom group. By 1 NOV 2019.*
- 4. Act on exit survey results
  - a. Provide exit survey summary and raw data. *Action: Director, Strategic Planning Directorate.*
    - i. Send Full Report, including Executive Summary, and full prior year data to Area DNACOs for distribution to their Districts. **Every year by 28 FEB.**
    - ii. Deliver Q1 raw data to Area DNACOs for distribution to Districts. **Every year by 30 APR.**
    - iii. Deliver Q2 raw data to Area DNACOs for distribution to Districts. **Every year by 31 AUG.**
    - iv. Deliver Q1 raw data to Area DNACOs for distribution to Districts. **Every year by 31 NOV.**
  - b. Analyze exit survey results. *Action: District Commodores via Area DNACOs.*
    - i. Identify the top five reasons members leave.
    - ii. Set goals for Divisions and Flotillas to develop action plans.
    - iii. Report back to Area DNACOs.

## National Executive Committee

### **Enhance the Coast Guard's Auxiliary information system of record to meet mission and service needs**

*Goal:* Develop a world-class system to better maintain and track all Auxiliary units, members, facilities and activities to provide the Auxiliary and Coast Guard with a secure and capable information systems that meets the service's operational and mission support needs now and in the future. Collaborate with designated Coast guard program offices tasked with implementing the Commandant's Early Action Item to modernize the AUXDATA information system.

*Activities:* Identify and provide resources and draft policy to provide the Auxiliary with a modern and more reliable management database for maintaining and tracking all personnel and facilities pursuant to implementation of the Commandant's Early Action item to modernize the AUXDATA information system. Provide a database that is accessible from multiple end-user environments and that adheres to all cyber security requirements. Send near-real-time data to my.cgaux, or other designated platform, to populate individual member dashboards with activity, qualification and other information. Provide access to appropriate Auxiliary members to enter and retrieve information. Enable functionality for easy retrieval of all data for reporting and querying. Provide the flexibility to add or change programs administratively, without software changes.

*Implementing Partners:* Pursuant to the Commandant's early Action item to modernize the AUXDATA information system, the Auxiliary, including ANACO-IT, and ANACO-FC will partner with Deputy Commandant for Operations (DCO), Deputy Commandant for Mission Support (DCMS), Assistant Commandant for Prevention Policy (CG-5P), Office of Auxiliary & Boating Safety (CG-BSX), Assistant Commandant for Capability (CG-7), Coast Guard Office of C5I Capabilities (CG-761), Coast Guard Operations System Center (OSC), Assistant Commandant for Command, Control, Communications, Computers & IT (CG-6), Office of C5I Program Management (CG-68), Assistant Commandant for Resources (CG-8) and CG Force Readiness Command (FORCECOM).

#### *Milestones:*

1. As driven by the Commandant's targeted completion date of June 2019. *Action: CG-6 and CG-7.*
  - i. Procurement package available to industry **Q1 FY2019.**
  - ii. Firm Fixed Price contract award **Q2 FY2019.**
  - iii. Detailed planning **TBD**
  - iv. New system first phase implemented **1 JUN 2019.**
2. Develop data migration, data entry transition, and sunset plans for the current AUXDATA system. *Action: CG-6, OSC, and Auxiliary Information Technology. TBD* when the contractor's implementation schedule for the new system is published.
3. Prepare and provide "train-the-trainer" training to a cadre of Auxiliary IS officers. *Action: TBD. TBD* when the contractor's implementation schedule is published.
4. Revise the Information Systems (AUXDATA/AUXINFO) C-School (AUX-10) course curriculum. *Action: Coast Guard ForceCom and Auxiliary Information Technology. TBD* when the contractor's implementation schedule is published.

5. Develop written policy for administration and certification for data entry into the new system. *Action: Office of Auxiliary & Boating Safety (CG-BSX) and Auxiliary Information Technology. TBD* when the contractor's implementation schedule is published.



United States Coast Guard Auxiliary

<http://www.cgaux.org>