

United States Coast Guard Auxiliary

Strategic Plan 2022 – 2028



1 November 2022

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**THE NATIONAL COMMODORE
UNITED STATES COAST GUARD AUXILIARY**

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From the National Commodore

I am pleased to present the 2022 to 2028 U.S. Coast Guard Auxiliary Strategic Plan to the 21,000-plus member volunteer force and to the U.S. Coast Guard as a whole.

Life as we have known it has changed drastically over the last couple of years and we have proven that we have the ability and drive to change with it. The way we conducted many of our activities had to be adapted to meet these challenges. Numerous new and innovative best practices were developed as a result. What remains constant is the Coast Guard's need for the Auxiliary to support their many diversified missions. The needs of the world are changing, and the Coast Guard is changing to meet those needs. We, too, must change to be that force multiplier that the Coast Guard relies on.

As we adapt to meet these new and challenging missions, we must not lose sight of our legacy missions. Recreational Boating Safety remains "job one". We will continue to support Recreational Boating Safety as we expand our mission set to include Auxiliary clergy support, Auxiliary culinary assistants, active duty Recruiting Command support, cyber support, and maritime investigations. Going forward we will support the Auxiliary Chapter of the Women's Leadership Initiative, and the Inclusive Leadership and Diversity Council, as well as continuing to develop an organization-wide culture of safety.

This Strategic Plan charts the courses 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 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!

Respectfully,

A handwritten signature in blue ink that reads "A. Formato".

Agostino "Gus" Formato
National Commodore

Integrity - Inclusion - Inspire

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Executive Summary

Now in its 83rd year of operations, the U.S. Coast Guard Auxiliary, the 21,000-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 the 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 expand its cyber capabilities to meet internal security needs. It will specify a structure and process for conducting administrative investigations at the National level. The Auxiliary will develop new tools for all units to use that enhance recruiting and retention at all levels to meet Coast Guard needs. To effectively maintain and manage corporate information, the Auxiliary will define, develop, and standardize processes, tools, and systems for Auxiliary-wide document management and retention. To maintain all operations at peak performance, the Auxiliary will implement a national safety management system designed to reduce mishaps and improve readiness.

To be Relevant, the Auxiliary 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 the Auxiliary and Coast Guard with young, talented, educated, diverse and well-trained leaders, the Auxiliary will expand its Student Programs: Auxiliary University Program, Sea Scouts program, and the Auxiliary Academy Admissions Partner Program. The Auxiliary will empower every member to share concerns and best practices in support of the Commandant's inclusive leadership, excellence, and diversity program. It will foster a fully inclusive organization in which all members are welcomed and valued.

To be Responsive, the Auxiliary will strengthen its value to local Coast Guard units and will establish new mission capacity in support of multiple Coast Guard initiatives, including surface operations, emergency management, cyber capabilities, and administrative investigations. To meet a critical Coast Guard need, the Auxiliary will provide qualified Auxiliary Clergy to supplement and support Coast Guard Chaplains.

As the Auxiliary operationalizes this Strategic Plan, it will remain steadfast and committed to the watchwords "Integrity," "Inclusion," and "Inspire."



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 mission excellence and to 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 21,000 professionals 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, faithfully execute assigned duties, and abide by the governing policies established by the Commandant.

The Auxiliary is a significant force multiplier that provides the Coast Guard with vital flexibility to bridge gaps and perform missions in the dynamic global maritime environment. Auxiliarists enthusiastically provide experience, talent, and facilities for an ever-expanding range of activities, including: Maritime Safety Outreach, Search and Rescue, Safety and Security Awareness Patrols, Disaster Response, Pollution Response, Recruiting, Cyber Security Support, Culinary Assistance, Health Services, Legal Services, and Religious Ministries. 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 mission execution and support so that we can maximize sustained excellence across all mission areas.

A handwritten signature in blue ink, reading "Linda L. Fagan".

LINDA L. FAGAN
Admiral, U.S. Coast Guard

Mission and Vision

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 and 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.

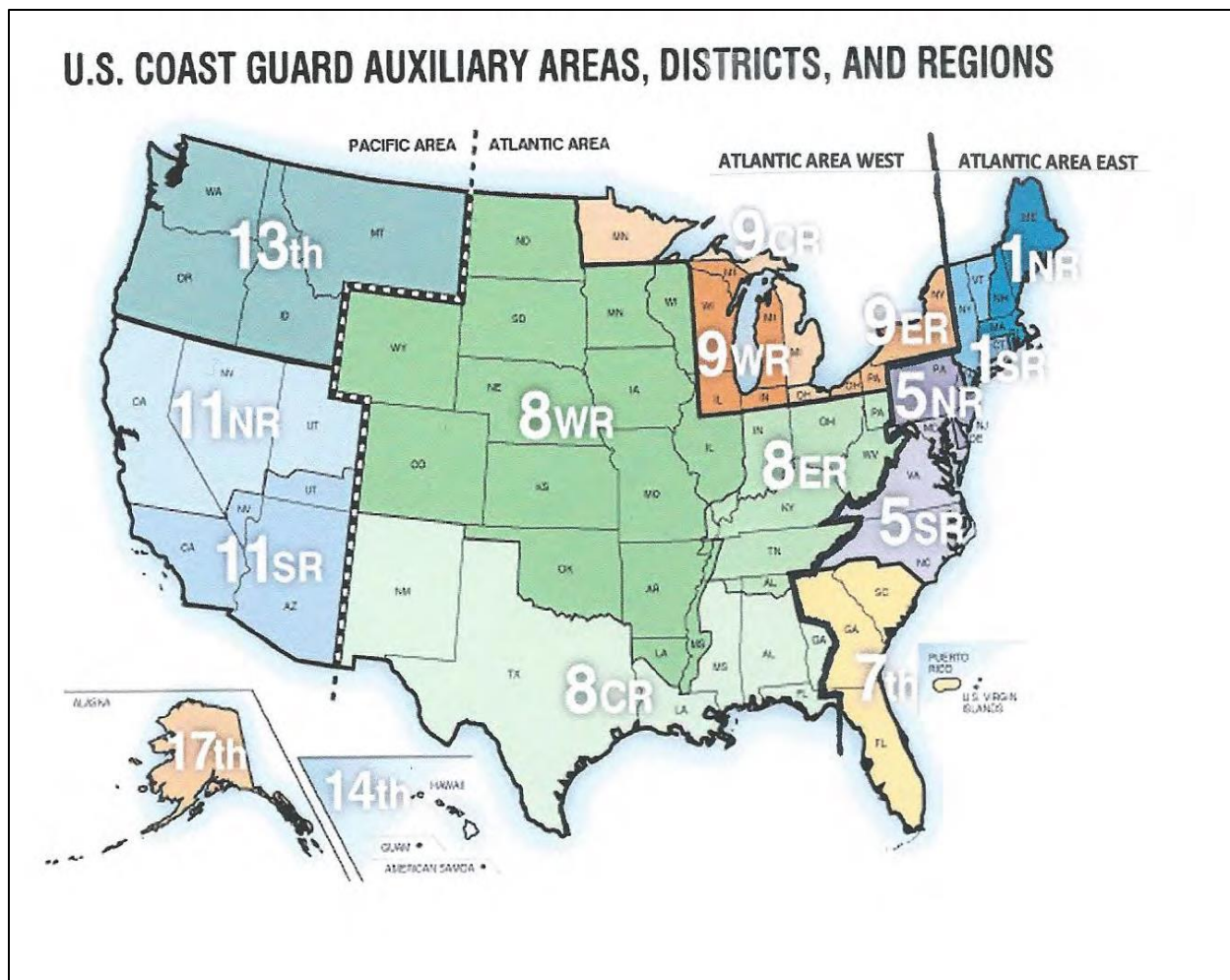
When we entered World War II, 50,000 Auxiliary members joined the war effort as military teams. Many of their private vessels were placed into service in an effort to protect the United States.

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

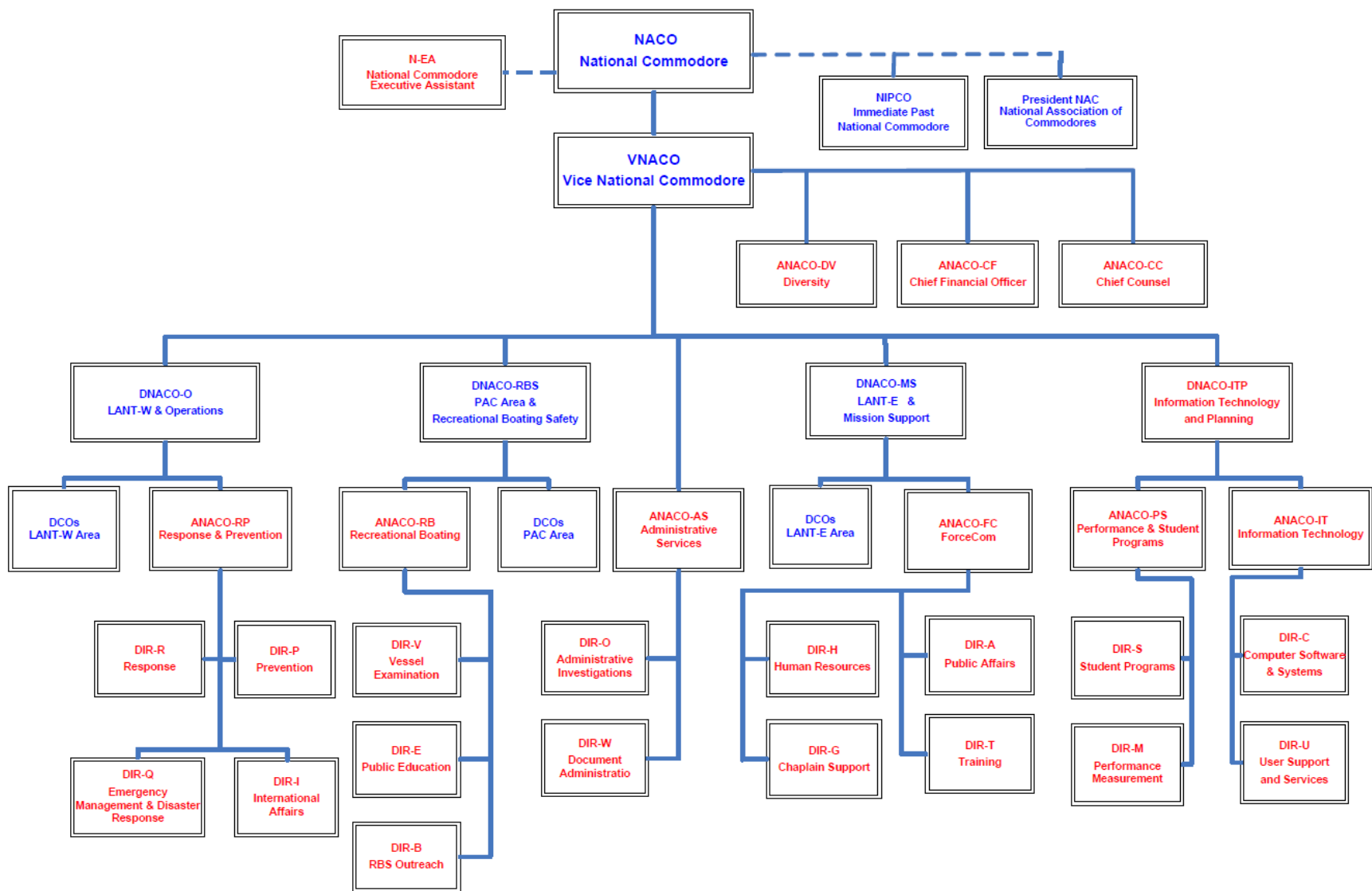
The Auxiliary has a presence in all 50 states, the District of Columbia, Puerto Rico, the Virgin Islands, American Samoa, and Guam.

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 1 November 2022



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

Integrity

All members of the Auxiliary consistently do the right or appropriate thing, even when no one is watching.

Inclusion

To be the effective force multiplier that the Coast Guard needs requires an all-hands effort. To accomplish that the Auxiliary will foster an atmosphere where all members are made to feel welcomed and valued, and that their contributions are appreciated.

Inspire

By leading from the front, we will motivate and encourage others to share our vision and commitment to achieving common goals.



Oversight and Implementation

- **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 Performance and Student Programs will oversee and coordinate the operationalization of the strategic priorities, reporting to the Vice National Commodore.

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 continuing to identify and refine what the active duty needs from local Auxiliary units.

Activities: Develop and execute a plan to identify key areas within the Coast Guard where additional support may be provided by the Auxiliary. Provide model programs and best practices to close the gaps in Auxiliary operational effectiveness in support of local active duty needs, especially those needs identified as having a higher priority. Establish reporting templates to monitor activity.

Implementing Partners: The Auxiliary, including the Deputy National Commodore Operations (DNACO-OPS), Deputy National Commodore Recreational Boating (DNACO-RB), Deputy National Commodore Mission Support (DNACO-MS), Deputy National Commodore Information Technology & Planning (DNACO-ITP), Assistant National Commodore Response and Prevention (ANACO-RP), Assistant National Commodore Recreational Boating (ANACO-RB), Assistant National Commodore ForceCom (ANACO-FC), Assistant National Commodore Performance and Student Programs (ANACO-PS), Assistant National Commodore Information Technology (ANACO-IT), Director Response (DIR-R), Director Prevention (DIR-P), Director Emergency Management (DIR-Q), Director Training (DIR-T), Director Computer Software and Systems (DIR-C), Director Performance Measurement (DIR-M), the District Commodores (DCOs), and the District Chiefs of Staff (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 and provide Gap Analysis survey tool training for points of contact (POCs) identified in each District. **By 1 NOV 2022.**
2. Collect completed Gap Analysis reports from Districts for analysis and processing. **By 30 DEC 2022.**
3. Complete data analysis and publish Gap Analysis report and findings. **By 1 APR 2023.**
4. Collaborate with DIR-M to develop a reporting framework and reporting template to support the collection of metrics and information. **By 1 MAY 2023.**
5. Develop and issue guidance to Districts and National Staff Directorates on the development of follow-on actions. **By 1 MAY 2023.**
6. Provide training and/or guidance to Districts on the framework/templates for Gap Analysis improvement reporting to begin July 1. **By 1 JUN 2023.**
7. Collect and compile National Staff Directorate responses to programmatic follow-on actions. **By 1 JUL 2023.**
8. Submit programmatic follow-on action recommendations for evaluation and development at NACON 2023. **By 26 AUG 2023.**
9. Present status reports for programmatic follow-on actions and Gap success stories / best practices, identifying improvements from the 2023 Gap Analysis at NTRAIN 2024. **By 28 JAN 2024.**

Assistant National Commodore – Response and Prevention

Expand Surface Operations capabilities to meet Coast Guard and Auxiliary needs

Goal: Enhance the Auxiliary's level of Safety, Proficiency, and Professionalism in surface operations to more closely align with that of Active Duty.

Activities: Develop programs and plans to improve operational effectiveness in support of local active duty needs in surface operations. Provide best practices to build relationships with active-duty stations to understand and support their needs. Work with the Chief QE Coordinators (CQECs) in each district to enhance training and evaluation programs to ensure that all surface members are better prepared and capable of the tasks being assigned to them. Identify areas of opportunity to improve crew skills and develop training to support enhancing those skills.

Implementing Partners: The Auxiliary, including Deputy National Commodore Operations (DNACO-OPS), Assistant National Commodore Response and Prevention (ANACO-RP), Director Response (DIR-R), Director Training (DIR-T), Director Human Resources (DIR-H), Director Computer Software and Systems (DIR-C), District Commodores (DCOs), District Chiefs of Staff (DCOSs), District Operations Officers (DSO-OPs), District Operations Training Officers (OTOs), Auxiliary Sector Coordinators (ASCs), and Chief QE Coordinators (CQECs) will partner with Assistant Commandant for Prevention Policy (CG- 5P), Assistant Commandant for Response Policy (CG-5R), and Coast Guard commands.

Milestones:

1. Create a team to include members of CQECs, OTOs, ASCs, DSO-OPs, Surface National Staff members, and others as required from National, District, and Division Staff to lead the surface operations capability assessment. **By 31 MAY 2023.**
2. Augment the Gap Analysis with additional research from the Surface Operations Division to provide greater granularity to the mission support needs of the active duty. **By 31 AUG 2023.**
3. Create and distribute a best practice for recruiting surface members and facilities to close the gaps. The best practice will include training procedures and a section about using the correct facility for the assigned mission. **By 30 NOV 2023.**
4. Define a process to evaluate the progress being made at closing the surface capability gaps. **By 31 DEC 2023.**
5. Operationalize the reporting process. **By 15 MAR 2024.**

Assistant National Commodore – Response and Prevention

Expand the Auxiliary's footprint in Emergency Management

Goal: Enhance Auxiliary support to Coast Guard units to meet augmentation needs through alignment and integration with the Coast Guard Emergency Management program.

Activities: Develop strategies and programs to build emergency management capabilities as identified in the Gap Analysis. Expand emergency management training and qualification opportunities for Auxiliarists.

Implementing Partners: The Auxiliary, including the Deputy National Commodore Operations (DNACO-O), Assistant National Commodore Response and Prevention (ANACO-RP), Director Human Resources (DIR-H), Emergency Management and Disaster Response (DIR-Q), Director Training (DIR-T), the District Commodores (DCOs and District Chiefs of Staff (DCOSs), will partner with the Coast Guard Office of Emergency Management (CG-OEM) and appropriate Coast Guard commands.

Milestones:

1. Develop and publish an emergency management career progression to aid Auxiliarist understanding in the training, qualification, and augmentation opportunities within the CG emergency management program. **By 1 FEB 2023.**
2. Develop and publish a qualification workbook to guide Auxiliarists in pursuit of Liaison qualifications including the Coast Guard Agency Representative (CGAREP) qualification. **By 1 APR 2023.**
3. In cooperation with CG-OEM, develop an Auxiliary-specific guidance document for Auxiliarists interested in obtaining the Coast Guard Emergency Management Credential (CG-EMC). **By 1 APR 2023.**
4. In cooperation with CG-OEM-4, develop guidance for the use of qualified Auxiliarists to provide local assistance for the CG-OEM program of contingency and all-hazard emergency management exercises. **By 1 JUL 2023.**
5. Investigate the formation of alliances with State EM Training Officers to determine and document whether Auxiliarists are eligible for enrollment in State-sponsored EM training programs and provide resources that detail enrollment procedures. **By 1 JUL 2023.**
6. Develop and publish a qualification workbook to guide Auxiliarists in pursuit of the Emergency Management Specialist (EMS) PQS. **By 1 OCT 2023.**
7. Develop a strategy in cooperation with CG-OEM to encourage and support appropriate Auxiliary participation in emergency management symposia and conferences, such as the annual International Association of Emergency Managers (IAEM), EMEX, and the periodic Coast Guard All Contingency Planning Conference. **By 1 OCT 2023.**
8. Develop and distribute guidance to Auxiliarists concerning eligibility for state emergency management training and procedures for application. **By 1 OCT 2023.**
9. Develop a qualification workbook to guide Auxiliarists in pursuit of ICS Liaison Officer Type 3 qualifications. **By 1 APR 2024.**

Assistant National Commodore – Recreational Boating

Strengthen presence in all aspects of recreational boating safety

Goal: Develop and deliver the prevention programs of safe boating education (PE), Vessel Safety Check (VSC), RBS Partner Visitation (PV), paddle craft and Personal Watercraft (PWC) safety, and other RBS outreach to encourage and increase safe boating behaviors on America's waterways.

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 Vessel Safety Checks in all areas, including paddlecraft. Increase the scope of Partner Visitation to include non-traditional partners. Improve data collection, evaluation metrics, and program management for all Recreational Boating Safety (RBS) activities. Continue to provide oversight in areas of collaboration with America's Boating Club / U.S. Power Squadrons (USPS) and other RBS partners. Be a key, pre-eminent implementing RBS partner in the 2023-2029 National Recreational Boating Safety Strategic Plan.

Implementing Partners: The Auxiliary, including the Deputy National Commodore for Recreational Boating Safety (DNACO-RBS), Assistant National Commodore for Recreational Boating (ANACO-RB), Director Recreational Boating Safety (RBS) Outreach (DIR-B), Director Vessel Examination (DIR-V), Director, Public Education (DIR-E), Director, Training (DIR-T), Auxiliary Association, Director Computer Software & Systems (DIR-C), Director Public Affairs (DIR-A), and the Auxiliary State Liaison Officers (SLOs) will partner with the Assistant Commandant for Prevention Policy (CG-5P), the Boating Safety Division (CG-BSX-2) and the USPS, American Canoe Association (ACA), National Association of State Boating Law Administrators (NASBLA), National Safe Boating Council (NSBC), Water Sports Foundation (WSF), U.S. Sailing / U.S. Power Boating, American Sailing Association, and other partners.

Milestones:

1. Investigate and recommend a class management system to replace "AUX Plus PE". **By 31 DEC 2022.**
2. Review best practices from other RBS organizations and evaluate current products to match or exceed industry standards. **Initially by 1 FEB 2023 and then ongoing.**
3. Develop an online State Liaison Officer (SLO) Academy in Moodle. **By 1 MAR 2023.**
4. Improve the flow of communication with District SLOs by establishing bimonthly virtual sessions between the SLOs and the Division's Liaison Branch Chiefs. **By 1 MAR 2023.**
5. Collaborate with the V Directorate to create a paddlecraft-specific vessel safety check education program. **By 1 APR 2023.**
6. Create an internal educational document describing the AUXPAD program for Auxiliary members and active-duty personnel. **By 1 APR 2023.**
7. Expand publicity of Auxiliary efforts in RBS, including National Safe Boating Week, through social media, publications, and outreach with other directorates and districts. **Initially by 1 APR 2023 and then ongoing.**
8. Identify best practices used by SLOs and share them Auxiliary-wide. **By 1 MAY 2023.**
9. Develop a guide and toolkit to assist flotillas in expanding their delivery of education

for youth in public and private schools and community water safety programs. **By 30 JUN 2023.**

10. Collaborate with the V Directorate to create paddlecraft-specific Program Visitor material. **By 1 JUL 2023.**
11. Review current partnerships with recreational boating safety community stakeholders/businesses, including nontraditional companies, to benefit the boating public. Enter into formal MOAs/MOUs as appropriate. **Initially by 1 AUG 2023 and then ongoing.**
12. Review the library of Public Education programs and offerings for relevance and content. Identify any necessary changes and prioritize/triage needed updates. **By 31 DEC 2023.**
13. Investigate and recommend an incentive and awards program targeted to instructors and flotillas to encourage excellence and increased public education class offerings. **By 31 DEC 2023.**
14. Expand training opportunities to grow the number of AUXPAD Operators and Qualifiers by 25%, as compared to 1 October 2022. **By 1 OCT 2024.**
15. Compare RBS education industry standards and methods to current Auxiliary standards and methods of instruction, including interactive learning. Make appropriate recommendations to senior leadership for changes as appropriate. **By 31 OCT 2024.**

Assistant National Commodore – ForceCom

Develop new tools for all Auxiliary units to use in their recruiting and retention programs

Goal: Provide support to all Auxiliary Units by developing and distributing procedures and materials that enhance recruiting and retention at all levels to meet Coast Guard and Auxiliary needs.

Activities: Define and develop Public Affairs (PA) materials that promote the excellent 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. Update member training offerings and delivery methods to support what members want and need. Determine through the interview and exit interviews areas that need to be addressed to improve recruiting and retention within the organization.

Implementing Partners: The Auxiliary, including the Deputy National Commodore Mission Support (DNACO-MS), Assistant National Commodore ForceCom (ANACO-FC), Assistant National Commodore Response and Prevention (ANACO-RP), Assistant National Commodore Performance and Student Programs (ANACO-PS), Assistant National Commodore Recreational Boating (ANACO-RB), Director Public Affairs (DIR-A), Director Human Resources (DIR-H), Director Training (DIR-T), Director Emergency Management (DIR-Q), Director Prevention (DIR-P), Director Performance Measurement (DIR-M), and Flotilla, Division and District Human Resources officers (FSO-HRs, SO-HRs, DSO-HRs).

Milestones:

1. Recommend to the Districts that they appoint an ADSO-HR with the responsibility to follow up with the Flotilla Commanders on leads that have not been contacted within 30 days. **By 1 FEB 2023.**
2. Review, update, and relaunch four existing HR tools: AAMS Contact Surveys, mentoring guides, Individual member participation guides, and Exit Surveys. **By 1 APR 2023.**
3. Provide Exit and AAMS survey results in a quarterly report to the DCOs and DSO-HRs for review and additional assistance at the Flotilla level. **By 1 APR 2023.**
4. Work with the T Directorate to develop training presentations for the FSO, SO & DSO-HR staff to assist with upgraded recruiting for specialized or targeted members. Include HR office roles and responsibilities, and how to use the Auxiliary Applicant Management System (AAMS). **By 1 MAY 2023.**
5. Deliver the training presentations to the Districts. **Dates TBD with each District.**
6. Develop, and maintain an online catalog, located on the H Directorate webpage, of flotilla best practices in both recruiting and retention. **Ongoing.**
7. Collaborate with the A Directorate to regularly gather and publish Public Affairs (PA) materials that promote the excellent work done throughout the Auxiliary. **By 1 JUN 2023.**
8. Enhance recruiting material to attract new members of all ethnic, gender, age, and socio-economic backgrounds.
 - Initial new material to NEXCOM by **31 DEC 2023.**
 - Revisions and second round of new material to NEXCOM by **31 MAR 2024.**

Assistant National Commodore – ForceCom

Align Auxiliary Clergy Support augmentation to meet Coast Guard needs

Goal: Supplement and support Coast Guard Chaplains by providing qualified Auxiliary Clergy to perform religious rites, services, ordinances, and other religious activities according to each Auxiliary Clergy Support (ACS) Chaplain's particular faith tradition.

Activities: Define and develop Public Affairs (PA) materials that promote the work that Auxiliary Clergy Support members do, including articles in Auxiliary as well as Coast Guard publications and social media sites. Work with the Coast Guard Chaplain to recruit and retain ACS Chaplains to provide religious support capabilities to Coast Guard members and their families. Support and keep up to date the Auxiliary Chaplain Training website.

Implementing Partners: The Auxiliary, including Deputy National Commodore for Mission Support (DNACO-MS), Assistant National Commodore FORCECOM (ANACO-FC), Director Training (DIR-T), Director Human Resources (DIR-H), and Director Public Affairs (DIR-A) will partner with the Chaplain of the Coast Guard (CG-00A).

Milestones:

1. Share the guidance in COMDINST 1730.5B regarding ACS Chaplain recruiting and retention with the H Directorate. **By 1 JAN 2023.**
2. Work with the T Directorate to continually update mandatory training courses and add additional training as needed. Initial review complete by **1 APR 2023.**
3. Work with the A Directorate to develop and finalize additional ACS public affairs materials. **By 1 MAR 2023.**
4. Continue ongoing recruiting efforts to achieve the target goal of 120 ACS Chaplains. **By 31 OCT 2024.**
5. Work with the A Directorate to develop an ACS tri-fold recruiting pamphlet and produce a five-minute ACS Program introduction video. **By 28 FEB 2024.**
6. Work with the office of the Chaplain of the Coast Guard (CG-00A) to establish a process for Coast Guard Area, District, and Sector Commanders approval of reimbursement for ACS Chaplain travel of 50 miles or more (round trip). **By 28 FEB 2024.**
7. Socialize all planned activities through the Chaplain of the Coast Guard (CG-00A), who is the administrator of the ACS program for the Commandant. **Ongoing.**

Assistant National Commodore – Performance and Student Programs

Expand the Auxiliary Student Programs: Auxiliary University Program (AUP), Sea Scouts (AuxScout) program, and the Auxiliary Academy Admissions Partner (AAP) Program to meet mission and service needs

Goals: Promote the Auxiliary within Higher Education and Sea Scout programs. Increase the number of AUP and Sea Scout members, fully integrating them into the local Auxiliary units. Enhance leadership training targeted to these programs. Strengthen and expand the AAP program.

Activities: Develop future Coast Guard active duty, Reserve, and Auxiliary leaders. Grow the number of members in support of Coast Guard human capital needs. Further develop leadership curriculum, training, and tools. Recruit, retain, and recognize highly qualified Auxiliary personnel for the AAP program to provide effective, proactive assistance to the Coast Guard Academy in its efforts to attract top-flight applicants.

Implementing Partners: The Auxiliary, including the Deputy National Commodore Information Technology and Planning (DNACO-ITP), Assistant National Commodore Planning and Student Programs (ANACO-PS), Assistant National Commodore for Diversity (ANACO-DV), Director Student Programs (DIR-S), Director Training (DIR-T), Director Computer Systems and Software (DIR-C), and the District Commodores (DCOs), will partner with Flotilla Commanders (FCs), the Office of Auxiliary and Boating Safety (CG-BSX), Coast Guard Recruiting Command, the National Sea Scout Support Committee of the Boy Scouts of America, and the Coast Guard Academy.

Milestones:

1. Track Sea Scouts or AUP participants who are new Auxiliary members by having the ANSC-7001 form modified. **By 31 DEC 2022.**
2. Update AUXDATA II to reflect Sea Scout and AUP membership. **By 31 MAR 2023.**
3. Develop a way to track AUP selection rates to officer accession programs. **By 31 MAR 2023.**
4. Develop the means to track Sea Scout selection to the Coast Guard Academy and to the Academy Introduction Mission (AIM). **By 31 MAR 2023**
5. Update the AUP Leadership and Management Guide to simplify internal processes and institutionalize best practices. **By 30 JUN 2023.**
6. Integrate leadership development opportunities for the Auxiliary's Sea Scout program into the AUP Program of Study. **By 30 JUN 2023.**
7. Showcase at least one Student Programs post on the Coast Guard Auxiliary's top-level social media pages every quarter. **Beginning 30 JUN 2023, and then ongoing.**
8. Develop new relationships with at least one school in each Auxiliary district without an AUP unit with the goal of starting new brick-and-mortar units. **By 31 DEC 2023.**
9. Develop new relationships with military junior colleges with the goal of starting new brick-and-mortar units. **By 31 DEC 2023**
10. Work with each district to assist them in developing new Auxiliary-chartered Sea Scout Ships. **By 31 DEC 2023**
11. Develop an online workshop on Team Coast Guard careers. **By 31 DEC 2023.**

Assistant National Commodore – Information Technology

Expand Auxiliary Cyber capabilities to meet internal security needs and Coast Guard augmentation requirements

Goals: Enhance the cybersecurity posture of Auxiliary National IT systems and cybersecurity awareness of Auxiliary members; provide qualified members to augment the cybersecurity mission, service, and people needs of the Coast Guard, with a focus on Maritime Transportation System (MTS) security.

Activities: Implement accepted recommendations from the 2021 Auxiliary Cybersecurity Risk Assessment. Provide training material and newsletter articles for Auxiliarists on cybersecurity best practices. Leverage working partnerships with the Coast Guard to forecast Auxiliary Cyber (AUXCYBER) demand levels by skill in order to recruit and develop delivery capabilities. Expand the AUXCYBER augmentation program to all Districts/Sectors.

Implementing Partners: The Auxiliary, including the Deputy National Commodore Information Technology and Planning (DNACO-ITP), the Assistant National Commodore Information Technology (ANACO-IT), the Assistant National Commodore Response and Prevention (ANACO-RP), Director Computer Systems and Software (DIR-C), Director Student Programs (DIR-S) and all program managers who have an affected process, in partnership with the Assistant Commandant for Prevention Policy (CG-5P), Assistant Commandant for Command, Control, Communications, Computers and Information Technology (C4&IT)/CG-6, Assistant Commandant for Capability (CG-7), Coast Guard Cyber Command, Coast Guard Sector commands, and the Office of Auxiliary and Boating Safety (CG-BSX).

Milestones:

1. Strengthen the cybersecurity posture of the Coast Guard Auxiliary including the National Information Technology Group.
 - 1.1. Assess the existing Auxiliary cybersecurity organizational structure beginning with the National staff and develop recommendations for changes to support implementation of cybersecurity objectives. **By 31 JAN 2023.**
 - 1.2. Complete implementation of the Cognito authentication system on all Auxiliary National IT systems. **By 1 JUN 2023.**
 - 1.3. Develop a policy for requiring cybersecurity certification for all Auxiliary personnel with privileged access. **By 31 AUG 2023.**
 - 1.4. Develop a policy for required completion of cyber security training such as the Federal Cyber Awareness Challenge task. **By 31 AUG 2023.**
 - 1.5. Coordinate with the Student Programs Directorate to establish a Cyber Track for the Auxiliary University Program. **By 31 OCT 2023.**
 - 1.6. Conduct a comprehensive market survey to identify candidate replacements for WOW II, including a cost-benefit analysis, and provide a recommendation to NEXCOM to make an informed decision on a replacement strategy. **By 1 OCT 2024.**
 - 1.7. Conduct a cybersecurity risk assessment of the Auxiliary National IT system and update the 2021 Auxiliary Cybersecurity Risk Assessment. **By 1 OCT 2024.**
 - 1.8. Develop and promulgate cybersecurity training material for members. **Ongoing through OCT 2024.**

2. Operationalize the AUXCYBER cybersecurity augmentation program to support the Coast Guard.
 - 2.1. Coordinate approval of the CGCYBER instruction implementing the AUXCYBER program. **By 31 JAN 2023.**
 - 2.2. Develop, staff, and publish Personnel Qualification Standards for AUXCYBER members to support CGCYBER and Coast Guard units in cyber activities. **By 31 AUG 2023.**
 - 2.3. Identify and field qualified Auxiliarists onto CGCYBER Cyber Protection Teams. **By 31 AUG 2023.**
 - 2.4. Qualify and field AUXCYBER members to support Coast Guard reviews of Maritime Transportation System Act (MTSA)-regulated facilities' Facility Security Plans and Facility Security Assessments. **By 31 AUG 2023.**
 - 2.5. Support one or more Coast Guard cybersecurity exercises. **By 1 OCT 2024.**

Assistant National Commodore – Administrative Services

Define, develop, and standardize processes, tools, and systems for Auxiliary-wide document management and retention

Goals: Identify what documents need to be managed centrally and the retention period for each. Implement a cloud-based digital management system (DMS) for the storage of Auxiliary-wide documents.

Activities: Define the types of financial and legal documents to be retained, such as unit meeting minutes, contracts, unit financial reports, equipment inventories, memoranda of agreements, and administrative investigation reports. Research and acquire the DMS, train stakeholders in its use, engage stakeholders to have ownership in the system, and document the requirements for its use.

Implementing Partners: The Auxiliary National Executive Committee (NEXCOM), Assistant National Commodore Chief Counsel (ANACO-CC), National Staff, Coast Guard Auxiliary Association (AuxA), District Commodores (DCOs), District Chiefs of Staff (DCOSs), District Secretary/Records Officers (DSO-SRs), District Finance Officers (DSO-FNs), and District Materials Officers (DSO-MAs).

Milestones:

1. Survey NEXCOM, the ANACO-CC, and their designees for requirements for the documents to be maintained on the DMS system. **By 30 NOV 2022.**
2. Identify an appropriate DMS system and obtain approval to purchase it. **By 15 NOV 2022.**
3. Work with the DMS vendor to implement the system. **By 31 DEC 2022.**
4. Complete Administrative staff training on the use of the DMS system. **By 31 JAN 2023.**
5. Conduct training of DSO-SRs on the updated meeting minutes form by area: LANT E, LANT W, and PAC. **By 28 FEB 2023.**
6. Presentation of new DMS system at NTRAIN 2023. **By 31 JAN 2023.**
7. Work with the DSO-SRs to begin training SO-SRs in the use of the new meeting minutes form. **By 31 MAR 2023.**
8. Begin training DSO-SRs on the use and inputting of Flotilla, Division and District meeting minutes form into the DMS. **By 1 APR 2023.**
9. Create a schedule for DSO-SRs, rolled out by District, to begin inputting their Flotilla, Division, and District meeting minutes. All Districts to be completed. **By 1 AUG 2023.**

Assistant National Commodore – Administrative Services

Specify the structure and process for conducting administrative investigations for Auxiliary elected leaders and identified Coast Guard officers

Goals: Standardize the process for conducting administrative investigations at the National level. Have a cadre of trained personnel available to assist the Coast Guard with administrative investigations as requested.

Activities: Define and promulgate standardized procedures for administrative investigations. Train administrative investigators and investigative staff members of the Administrative Investigation Directorate. Provide support for District investigations as directed or requested.

Implementing Partners: The Auxiliary National Executive Committee (NEXCOM), the Assistant National Commodore Administrative Services (ANACO-AS), and the Assistant National Commodore Chief Counsel (ANACO-CC), will partner with the Coast Guard Investigative Service (CGIS), the Auxiliary Chief Director's Office (BSX-1), Coast Guard Commands, the Assistant National Commodore Chief Counsel (ANACO-CC), and the District Commodores (DCOs).

Milestones:

1. Create the SOP for conducting O Directorate administrative investigations. **By 31 DEC 2022.**
2. Meet with the new Director of Coast Guard Investigative Service (CGIS). **By 31 DEC 2022.**
3. Design a training program for Auxiliary investigators. **By 31 MAR 2023.**
4. Roll out the training program. **Date TBD.**

Assistant National Commodore – Diversity and Inclusion

Support the Commandant's Inclusive Leadership, Excellence and Diversity (ILEAD) Council

Goals: Include Auxiliary concerns and best practices that can be addressed by the active duty as identified by the National LDAC process and share them with the USCG ILEAD Council. Encourage members and leaders at all levels to submit concerns and best practices to the National LDAC. Empower individual members to identify and share concerns and best practices related to Diversity, Inclusivity, Excellence, and Leadership.

Activities: Develop a system to collect data, ideas, best practices, and concerns from Auxiliary members and local Auxiliary units that can be shared with the USCG ILEAD Council for consideration of presentation to the USCG Commandant. Develop District-level LDACs (Leadership Diversity Advisory Councils) that will gather best practices and concerns regarding Inclusion, Diversity, Leadership, and Excellence from members and leaders at all levels. Provide training to members, District LDACs, District Commodores (DCOs), and District Chiefs of Staff (DCOSs) regarding the program.

Implementing Partners: The Auxiliary, including the National Executive Committee (NEXCOM), National LDAC, Assistant National Commodore ForceCom (ANACO-FC), Director Training (DIR-T), Director Human Resources (DIR-H), Assistant National Commodore Diversity & Inclusion (ANACO-DV), District Commodores (DCOs), all District Staff Officers (DSOs), District LDAC members, District Captains (DCAPs), Division Commanders (DCDRs), Flotilla Commanders (FCs), and members, and the U.S. Coast Guard ILEAD Council.

Milestones:

1. Establish 4 pilot Districts (1S, 7, 9CR, 17) to discover, address and resolve issues in developing the Auxiliary National LDAC. **By 15 NOV 2022.**
2. Add a link to LDAC to the Auxiliary national website homepage. **By 31 NOV 2022.**
3. Conduct monthly meetings of the national LDAC. **Ongoing beginning 1 NOV 2022.**
 - Review submissions from the previous month
 - Review trend analysis of issues
 - Review and consider updates to the LDAC website
 - Discuss issues and potential resolutions with the Pilot Districts
 - Consider changes to processes and policies as relevant
 - Develop new strategies for successful implementation
4. Review the results of the LDAC pilot program and present them to NEXCOM for approval. **By 1 JUL 2023.**
5. Upon approval of the PILOT program by NEXCOM, review, and present to the USCG ILEAD Council for approval. **By 15 SEP 2023.**
6. Upon approval of the program by the USCG ILEAD Council, implement the program in all Auxiliary Districts. **By 1 JAN 2024.**

Vice National Commodore

Embrace an enhanced Safety Culture Auxiliary-wide

Goals: Implement a national safety management system (SMS) to reduce mishaps across all program areas. Improve readiness and availability of Auxiliary members through mishap prevention by insuring the four components of safety management systems are in place: 1) policy, 2) risk management, 3) safety assurance and 4) safety promotion.

Activities: Develop a data-driven safety management system that provides a proactive and systematic way to identify hazards and control risks while maintaining assurance that risk controls are effective. Define and document specific responsibilities, organization, and procedures to promote safety and occupational health for Auxiliary members. Establish a Safety Board which will meet regularly to review safety issues and provide safety advice to Auxiliary leaders. Set up procedures for reporting and gathering information on mishaps for analysis of trends. Adopt better training and procedures that ensure high standards of compliance and a rise in behaviors that result in the lowest potential risk.

Implementing Partners: The Auxiliary, including the National Commodore (NACO), Vice National Commodore (VNACO), Deputy National Commodores (DNACOs), National Safety Officer (N-PS), Assistant National Commodore for Response (ANACO-RP), Assistant National Commodore ForceCom (ANACO-FC), Assistant National Commodore Recreational Boating Safety (ANACO-RB), Assistant National Commodore Information Technology (ANACO-IT), Director Response (DIR-R), Director Prevention (DIR-P), Director Human Resource (DIR-H), Director Training (DIR-T), Director Performance Measurement (DIR-M), Director Computer Software & Systems (DIR-C), District Commodores (DCOs), and District Chiefs of Staff (DCOSs) will partner with Coast Guard Office of Safety and Environmental Health (CG-113) safety managers and Coast Guard Office of Auxiliary and Boating Safety (CG-BSX)

Milestones:

1. Reconstitute the Auxiliary National Safety Board. **By 30 NOV 2022.**
2. Communicate with district leaders to encourage the appointment of District Safety Specialists in each district. **By 30 NOV 2022.**
 - a. Organize a meeting of the District Safety Specialists. **By 30 JAN 2023.**
 - b. Provide initial training materials to each District Safety Specialist. **By 30 JAN 2023.**
3. Identify Safety Board representatives to the CG-113 Safety Information System / Initial Planning Team (SIS/IPT). **By 30 DEC 2022.**
4. Develop Safety curricula on topics such as Safety Fundamentals and Mishap Reporting for training members. **By 30 JAN 2023**
 - a. Work with T and R Directorates to develop a plan for incorporating Safety Training into existing member training products. **By 30 APR 2023.**
 - b. Work with the C and U Directorates to develop a website presence for Safety. **By 30 JUN 2023.**
5. In conjunction with the M Directorate and CG-113, prepare and administer the annual Safety Climate Survey. **For release in JUN 2023.**
 - a. Review the 2022 Survey process to identify what should be changed for the 2023 survey. **By 30 DEC 2022.**

- b. Prepare the 2023 Survey. By **30 APR 2023**.
- c. Administer 2023 Survey to membership. **Exact date TBD; target is June/July 2023**.
- d. Collect and analyze results. **By 31 AUG 2023**.

National Executive Committee

Equip Auxiliary leaders with the skills they need to forge ways in which all members are welcomed, valued, made to feel that their contributions are appreciated, and are provided opportunities to advance.

Goals: Develop a fully inclusive Coast Guard Auxiliary that attracts the best of America's diverse population and fosters an environment that encourages members to stay in the Auxiliary.

Activities: Create training for elected leaders on how to set expectations of inclusion. Implement Auxiliary solutions in the Diversity and Inclusion Action Plan. Leaders and members will be trained on how to foster a more inclusive and welcoming atmosphere. Teach members to recognize and address bias and exclusion. Intentionally reach out to minorities in the Auxiliary to hear their concerns and address them as an organization. Encourage recruitment of underrepresented groups. Develop policies and procedures for the support and creation of affinity groups.

Implementing Partners: The Auxiliary, the Auxiliary Association (AuxA), Coast Guard Office of Diversity and Inclusion (CG-127), the Auxiliary National Leadership Diversity Advisory Council (LDAC), Assistant National Commodore Diversity and Inclusion (ANACO-DV), Assistant National Commodore Information Technology (ANACO-IT), the Assistant National Commodore Performance and Student Programs (ANACO-PS,) Assistant National Commodore ForceCom (ANACO-FC), Director Training (DIR-T), Director Human Resources (DIR-H), the Women's Leadership Initiative and all other subsequently formed Affinity Groups, elected leaders at all levels.

Milestones:

1. Analyze exit survey results. Work with leadership to initiate solutions to patterned issues. See that results of the surveys and solutions are widely disseminated **Quarterly, beginning NOV 2023.**
2. Create anonymized reports highlighting demographic data in AuxData II based on gender identity, race, and age. This includes, but is not limited to, total membership at various demographic levels, and within elected and appointed offices held. **Biannually, beginning Q1 2024.**
3. Implement a process for providing information regarding affinity groups to members utilizing national websites and messaging systems. This information will include but is not limited to, programs, activities, and resources. **By FEB 2024.**
4. Develop a methodology for conducting annual trend analysis to determine progress toward recruiting and retaining underserved populations into the Auxiliary and into leadership roles. **By JUN 2024.**
5. Work with Auxiliarists interested in starting Auxiliary chapters of Coast Guard-recognized affinity groups. Also work with Auxiliarists wanting to start affinity groups or clubs that do not have a Coast Guard-recognized equivalent, such as young adults. **Ongoing, beginning NOV 2023.**
6. Develop policy recommendations for NEXCOM consideration that support an inclusive Auxiliary, and that establish expectations of conduct for members. **Ongoing.**

7. Develop a strategy to increase the membership of underrepresented groups and their participation at all levels of leadership. Implement the initial recommended changes **by 31 DEC 2025**. Evaluate progress **30 JUN 26**.
8. Supplement all leadership training C-schools and leadership competency levels with skills and exercises that teach the concepts of inclusion, bias, and equity.
 - a. Work with course owners to identify where material can be added. **By 31 DEC 2024**.
 - b. Develop materials to be added to the courses. **By 31 AUG 2025**.
 - c. Integrate the new materials into courses and competency levels. **By 30 JUN 2026**.



United States Coast Guard Auxiliary

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