United States Coast Guard Auxiliary

Strategic Plan
2024 – 2026

1 November 2024
(Revised 27 January 2025)

Proud Traditions, Worthy Missions

From the National Commodore:

As we begin our 86th year of service to our nation, the words of ADM Linda Fagan, Commandant of the United States Coast Guard, provide the direction for the work of the U.S. Coast Guard Auxiliary: "Tomorrow looks different. So will we".

Over the past few years, the Coast Guard has seen an increase in the number and diverse set of missions while experiencing a decrease in human capital (number of personnel). In 2023-24 the Coast Guard made a significant shift in the utilization of Coast Guard personnel and assets due to these shortages and the demands of expansive missions. Increasing political tension around the world coupled with issues at our U.S. borders have redefined some of the Coast Guard's priorities and stretched them further than ever before. These challenges for the Coast Guard strengthen the need for the Auxiliary to be more relevant and provide an incredible opportunity for the Auxiliary to maximize the concept of force multipliers. The support of the Auxiliary has never been more relevant to the Coast Guard and the Nation.

The Auxiliary must step up and shine as we take Coast Guard support and augmentation to its maximum potential. Targeted recruitment for Auxiliary members with key skill sets and experience needs to be a focus if we are to help back-fill active-duty vacancies that have been caused by deployments and reduced billets, and for more Auxiliary members to work side-by-side with the active-duty as true force-multipliers.

This document defines the strategic framework for the Auxiliary of the future. We no longer have the luxury of reacting; we must anticipate and be ready to answer when the call to duty arises. The Strategic Plan is a fluid, living document that will be ever-changing as the needs and priorities of the Coast Guard continue to change. It provides key initiatives and philosophies that will advance the Auxiliary well into the future. We will be diligent, agile, and always "Semper Gumby" as we embrace that future.

No one can predict what lies ahead, but the next few years are destined to be interesting, exciting, and perhaps even scary at times; I am confident the United States Coast Guard Auxiliary will step up and succeed with the right direction, training, and leadership.

As the Auxiliary operationalizes this Strategic Plan, it will remain steadfast and committed to the watchwords "Engagement," "Integration," and "Innovation." Tomorrow does look different, and so must the Auxiliary.

Engagement   Integration   Innovation

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Executive Summary

Our greatest asset is our members. We must invest in our membership to ensure our ability to maximize our support to the United States Coast Guard and our Nation.

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 maintain its focus on Recreation Boating Safety, with the goal of reducing boating-related incidents by 10% each year in 2025 and 2026. It will rebrand itself: Proud Traditions, Worthy Missions, to make the organization more attractive to prospective members. Resources will be invested in Human Capital, an up-to-date and consistent web infrastructure, and the development of interactive asynchronous training. Valuable enterprise information will be protected by implementing a standardized process for Auxiliary-wide document management and retention. Enforcing and living a Safety Culture will be emphasized across all activities.

To be Relevant, the Auxiliary will capitalize on the unique talents and knowledge of every member that enhance our value to the Coast Guard both today and in the future. Programs will be put in place to prepare Flotillas to embrace and fully integrate Sea Scouts and other students into their units. Elected and appointed leaders will have easy access to improved training designed to motivate their members and help them lead their programs effectively. A comprehensive mentoring program will be implemented to maximize new member integration and participation.

To be Responsive, the Auxiliary will integrate its resources and capabilities into Coast Guard Units and Missions. A new Request for Forces program will be implemented in every District, giving the Coast Guard a streamlined way to pinpoint what, where, and when they need Auxiliary support. Auxiliary Cybersecurity augmentation capabilities will be enhanced with a focus on the Maritime Transportation System. The Auxiliary will identify the Coast Guard's need for key professional programs that directly augment or force-multiply the Coast Guard's capabilities. Members with needed skills will be identified and given the opportunity to become train-the-trainers for key Auxiliary programs and Coast Guard missions. The Auxiliary will be fully integrated into the Coast Guard Emergency Management program.

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.

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

Mission

- To promote and improve recreational boating safety;

- To provide a diverse array of specialized skills, trained crews, and capable facilities to augment and support 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 to protect the United States.

Today, Auxiliarists are authorized to perform operational, recreational boating safety, culinary services, chaplaincy, information technology and cybersecurity, emergency management, medical, 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 AREAS, DISTRICTS, AND REGIONS
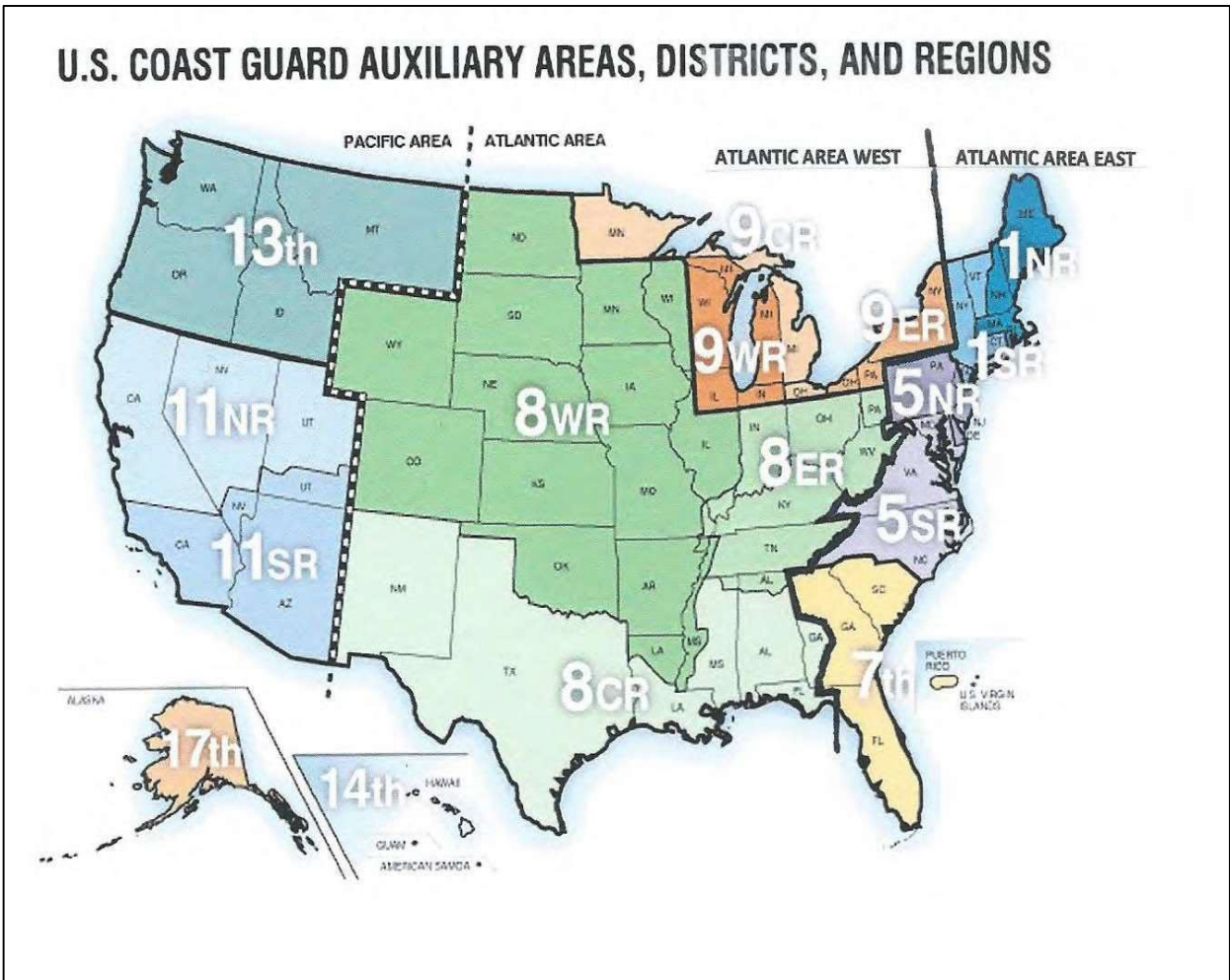
Core Values

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 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.

Motto: "Proud Traditions, Worthy Missions"

Watchwords

Engagement

To be the effective force multiplier for the Coast Guard, the Auxiliary will develop and implement tools to ensure our members are fully trained and actively involved in mission support.
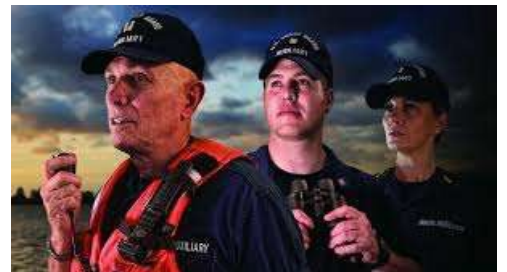
Integration

To capitalize on the Auxiliary's human capital, the Auxiliary will strive to be integrated as much as possible into the everyday missions and activities of the active duty. We will maintain currency and provide training to back-fill positions as warranted to support new and ever-changing Coast Guard missions as they present themselves.

Innovation

The informal description of the Auxiliary, "Semper Gumby" has never been truer or more vital to the Auxiliary. Changing Coast Guard missions and personnel shortages require the Auxiliary to be more responsive and nimbler to foster creativity in responding to the changing missions of the Coast Guard. Innovation will be key to reaching the necessary results. Our training and actions must reflect the ever-changing and future needs of the Coast Guard.

Strategic Priorities for the Auxiliary in 2024 and Beyond

I. **Priority #1: Recreational Boating Safety**

Recreational Boating Safety will always be a key priority for the Auxiliary. In 2023 there were 3,844 boating incidents in the United States with 564 boating fatalities, a rate of 4.9 fatalities per 100,000 registered recreational vessels. While this was the largest year-over-year drop in RBS fatalities, it still shows that the work of the Auxiliary to educate the boating public remains a top priority.

Goal:

A. Reduce boating-related incidents by 10% each year in 2025 and 2026.

Responsibility: Assistant National Commodore, Recreational Boating

In Collaboration with:

- All Directorates in the RBS group
- Other Directorates: Training, Public Education, Computer Software and Systems, Public Affairs and the Chief Counsel
- AUX State Liaison Officers
- Assistant Commandant for Prevention Policy (CG-5P)
- Boating Safety Division (CG-BSX-2)
- United States Power Squadron
- National Association of State Boating Law Administrators (NASBLA)
- National Safe Boating Council, Water Sports Foundation, American Canoeing Association

Milestones	Lead	Due Date
1. Create standardized methods to submit articles through the B directorate and RBS Job One web pages.	DIR-B	1 JUL 25
1.1. Establish a workgroup with A Directorate to share processes.		1 DEC 24
1.2. Workgroup to share and evaluate processes for submitting, editing, and processing articles.		1 FEB 25
1.3. Standardize article submission, editing, and review processes, using editorial staff across the RBS Directorates.		1 JUL 25
1.4. Review efficacy of processes as an ongoing project and submit findings at 2026 NACON.		1 AUG 26
2. Establish a process to solicit content from B, E, and V Directorates for each issue of RBS Job One.	DIR-B	1 JUL 25
2.1. Develop and publish a schedule of broad seasonal themes for upcoming issues.		1 MAR 25
2.2. Engage RBS Directorate leadership in the review process, including assigning article topics to staff to ensure themed issues are fully addressed.		1 JUL 25

3. Standardize and implement a publication date schedule for <u>RBS Job One</u> to ensure consistent publication.	DIR-B	1 SEP 26
3.1. Establish set publication dates (to include times for article receipt, editorial process, layout, and final approval).		1 JUL 25
4. With the support of the Chief Counsel, modernize and update all Memorandum of Understanding (MOUs), Memorandum of Agreement (MOAs), and Letters of Intent (LOIs) by moving to the approved LOI format.	DIR-B	30 SEP 26
4.1. Review 25% of existing MOUs, MOAs, and LOIs and determine their agreement with the current format.		1 JAN 25
4.2. Review an additional 25% of existing MOUs, MOAs, and LOIs and determine their agreement with the current format.		1 FEB 25
4.3. Review an additional 25% of existing MOUs, MOAs, and LOIs and determine their agreement with the current format.		1 MAR 25
4.4. Review the remaining 25% of existing MOUs, MOAs, and LOIs and determine their agreement with the current format.		1 APR 25
4.5. Rewrite obsolete agreements and gain approval for new agreements. Average one approval every three months. Complete at least four rewrites by NACON 2026.		1 SEP 26
4.6. Maintain at least quarterly contact with each partner to ensure mutual goals are achieved.		Quarterly, beginning 1 JAN 25
5. Develop a pipeline of potential partners and add new partnerships.	DIR-B	1 OCT 25
5.1. Identify potential partners with whom the Auxiliary does not currently have an LOI.		1 MAR 25
5.2. Rank order potential partners in terms of highest value to the Auxiliary.		1 JUL 2025
5.3. Establish contact with the four highest priority organizations.		1 SEP 25
5.4. Initiate the process of developing an LOI with at least two of these organizations.		1 OCT 25
5.5. Finalize new LOIs at a rate of one every 6 months, while maintaining older agreements, leading to a net gain of at least one new partner every year.		Annually, beginning 1 SEP 25
6. Develop a structured AUXPAD Ashore program using both Auxiliary created and outside resources, with support from the V and E Directorates.	DIR-B	1 SEP 26
6.1. Create a standardized discussion template for paddlecraft vessel exams, identifying key content all examiners should address with all paddlers.		1 JAN 25
6.2. Approve all aspects of the paddling instruction "Program Paddle Safe" for use by Paddlecraft Safety personnel.		1 MAR 25

6.3. Review the American Canoeing Association's (ACA's) "Smart Start for Safe Paddling" and incorporate shore-based components into Auxiliary programming.		1 MAY 25
6.4. Educate the Auxiliary personnel regarding the "Smart Start for Safe Paddling" and offer the program to the public.		1 JUL 25
6.5. Collect feedback and publish final guidelines.		1 AUG 26
6.6. Present the final program at NACON 2026.		1 SEP 26
7. With the support of the S Directorate, expand the relationship between the Auxiliary and paddling partners to include ACA and Sea Scouts.	DIR-B	1 SEP 26
7.1. Offer at least one national paddlecraft training opportunity for Auxiliary members (aka "AUXPAD Academy") bi-annually.		Approx. every six months, beginning 1 OCT 24
7.2. Develop at least one Auxiliary member who also is a new ACA instructor trainer (typically a two- to four-year process).		1 SEP 26
7.3. AUXPAD coordinators to offer in-person or online District and Division level paddling programs, open to Auxiliary members, Sea Scout leaders, and Sea Scouts, in at least 3 Districts.		1 JAN 26
7.4. Confirm baseline participation in Kayaking 101 during 2024, to include the total number of participants, and the numbers of Auxiliary members, students, sites in each state, and states involved.		31 DEC 24
7.5. Use Auxiliary resources to publicize information regarding Kayaking 101, a paddling safety program offered during National Safe Boating Week, via social media and RBS Job One.		1 JAN 25 and ongoing afterward
7.6. Recruit Auxiliary members to assist with Kayaking 101. Target dual ACA instructors-AUXPAD Qualifiers who can offer on-water instruction via their ACA qualification.		1 MAR 25
7.7. Increase participation in Kayaking 101 by one new state and 10% Auxiliary participation in 2025 compared to 2024.		1 JUN 25
7.8. Increase participation in Kayaking 101 by one new state and 10% Auxiliary participation in 2026 compared to 2025.		1 JUN 26
7.9. Provide AUXPAD targeted recruiting material intended for potential AUXPAD Qualifiers and Paddlecraft Operators during at least 25% of Kayaking 101 sites in 2025, expanding to at least 33% in 2026.		1 JUN 25
7.10. Provide general Auxiliary and USCG recruiting material for all participants during at least 25% of Kayaking 101 sites in 2025, expanding to at least 33% in 2026.		1 JUN 25

8. Update the Instructor Development 2020 course to Instructor Development 2025,	DIR-E	31 DEC 24

9. Develop a supplement to Boat America based on material from Boating Skills and Seamanship.
  9.1. Chapter 9
  9.2. Chapter 10
  9.3. Chapter 11
  9.4. Chapter 12
  9.5. Chapter 13
	DIR-E	31 JUL 25
		
		31 MAR 25
		31 MAR 25
		30 JUN 25
		30 JUN 25
		31 JUL 25

10. Develop a marketing guide and toolkit for Flotillas to expand their ability to deliver Public Education.	DIR-E	31 DEC 25
11. Publish and post through all available means clarification on life jacket wear requirements by members when near the water.	DIR-V	30 JAN 25
12. Increase the number of qualified Vessel Examiners by 5% over the previous year's EOY number.	DIR-V	Annually, beginning 30 JUN 25
13. Develop a grant for boater Vessel Safety Check (VSC) education.	DIR-V	1 MAR 25

14. Develop video training for boaters on the most common boating safety issues.
  14.1. Create and edit videos
  14.2. Obtain approval from NEXCOM
  14.3. Rollout videos onto appropriate social media sites
	DIR-V	1 DEC 26
		
		1 NOV 25
		31 JAN 26
		Beginning 31 JAN 26 and continuing to 31 AUG 26

15. Create a DSO-VE and DSO-PV training program for new and seasoned staff members.
  15.1. Develop virtual training program
  15.2. Obtain NEXCOM approval
  15.3. Rollout DSO training to Districts
	DIR-V	31 MAR 26
		
		31 OCT 25
		15 JAN 26
		31 MAR 26

16. Create a publicly available web site to publish VSC stations.
  16.1. Develop requirements, in conjunction with the IT group
  16.2. Create a plan, based on the documented requirements
  16.3. Implement the plan.
	DIR-V	1 DEC 26
		TBD
		TBD
		TBD

17. Create an "I want a Program Visit" webpage.
  17.1. Establish a cross-functional team to evaluate the feasibility.
  17.2. Develop requirements, in conjunction with the IT group.
  17.3. Create a plan, based on the documented requirements
  17.4. Implement the plan
	DIR-V	30 JUN 26
		15 MAR 25
		
		TBD
		TBD
		TBD

18. With input from PE, VE and RBS, create a list of opportunities for development of RBS-focused Moodle training.	DIR-T	31 JAN 25

19. Create a plan and timeline for creating the first set of Moodle classrooms with the participating Directorates.	DIR-T	31 AUG 25

II. **Priority #2: Member Engagement and Growth**
The Coast Guard Auxiliary will capitalize on the unique skills, experience and talents of our members and identify ways to motivate them to contribute to our expanding mission set. We will move beyond outdated practices and ensure an environment where every member is treated with respect, recognized for their contributions, and empowered to succeed.

Goals:

A. Identify and capitalize on the unique skillsets our members provide. **Responsibility**: Assistant National Commodore, ForceCom

B. Train at every leadership level for motivating volunteers; integrate how to motivate volunteers into every leadership development program (FLC, AUXLAM, AMLOC, AULOC, ASOC) and every elected/appointed leader orientation program. **Responsibility**: Assistant National Commodore, ForceCom

C. Auxiliary leaders will motivate their staff to engage in unit activities, train for new competencies, and provide mission support of the Coast Guard. **Responsibility:** National Executive Committee (NEXCOM)

D. Reduce the number of members in Application Pending (AP) status to maximize their involvement, potential, interests, and personal fulfillment. Provide instructor-led Core Value and Basic Qualification Course (BQCII) training. **Responsibility**: Assistant National Commodore, ForceCom

E. Ensure new members have access to a mentor throughout their first two years in the organization. Strengthen the mentoring program to include tools and resources for mentors. **Responsibility:** Assistant National Commodore, ForceCom

F. Prepare Flotillas to embrace and fully integrate Sea Scouts and other students into their Flotillas. **Responsibility**: Assistant National Commodore, ForceCom

In Collaboration with:
   - Human Resources Directorate
   - Training Directorate
   - Student Programs Directorate
   - RBS Outreach Directorate

Milestone	Lead	Due Date
1. Plan and implement an incentive award such as a challenge coin or certificate for new members attaining BQ status within a prescribed period. Determine the timing for the award. Identify costs and funding source(s).	DIR-H	1 JAN 25
1.1. Initiative and advertise the program.		1 JAN 25
1.2. Add the program information to the new member "welcome aboard" email.		1 JAN 25
1.3. Report on the rate of new members attaining BQ status quarterly to all DSO-HRs, DCOs, and DCOSs.		Quarterly beginning 1 APR 25
2. Make Exit Survey results available to Flotilla Commanders to facilitate improving mentoring activities.	DIR-H	Quarterly beginning 1 APR 25
3. Design a program to reward and recognize Flotilla mentors.	DIR-H	1 JAN 25
4. Update the existing Mentoring Guide, Member Involvement Plan, and Member Passport to Success.	DIR-H	1 FEB 25
4.1. Convert to web-based interactive tools.		1 JUN 25
5. Send AP status lists to the DSO-MT officers for distribution down the MT COLM for their awareness and action.	DIR-T	Quarterly beginning 31 JAN 25
6. Work with the DSO-MT officers to identify events where classroom training and workshops should be delivered, and where online courses should be promoted.	DIR-T	31 JAN 25
7. Plan and execute a pilot to evaluate the interest in holding Core Training and BQCII workshops at the National level.	DIR-T	30 JUN 25
8. Work with H Directorate to consolidate and review all existing mentoring programs.	DIR-T	31 AUG 25
8.1. Update mentoring materials and resources.		30 JUN 25
8.2. Launch an information campaign to advertise, promote and encourage use of Mentoring resources and materials.		31 AUG 25
8.3. With the H Directorate, develop training for Flotilla Mentors.		31 AUG 25
9. Develop deck-plate training for Flotillas to deliver on motivating volunteers.	DIR-T	30 JUN 25
10. Review AFLC/AUXLAMS/AMLOC/AULOC chapters on motivating volunteers.	DIR-T	31 DEC 25
10.1. Update the AFLC/AUXLAMS/AMLOC/AULOC courses as indicated by the review.		31 MAY 26
11. Publish a guide for flotillas on how to charter a new SeaScout Ship.	DIR-S	31 DEC 24
12. Develop and implement a method for tracking flotillas that partner with Ships, charter Ships, or participate in joint Auxiliary – Sea Scout activities.	DIR-S	31 JAN 25

13. Develop and rollout training for flotillas on how to succeed at partnering with existing Ships.	DIR-S	28 FEB 25
14. Report on flotilla participation with Sea Scouts.	DIR-S	Quarterly, beginning 30 APR 25

15. Develop and host a self-funded in-person national gathering of Auxiliary-chartered Sea Scout Ships, youth, and adults.
   15.1. Determine what events can support an in-person national gathering of Auxiliary-chartered Sea Scout Ships, youth, and adults.
   15.2. If feasible, develop and execute a plan for hosting such a gathering.
	DIR-S	31 JUL 26
		
		31 MAR 25
		
		31 AUG 25

16. Update the *AUP Program of Study* to reflect curricula that support USCG and Auxiliary recruiting strategies, and that ensure strong leadership in all Team Coast Guard elements.	DIR-S	31 DEC 24
17. Update the *AUP Leadership and Management Guide* to simplify internal processes and conform to best practices.	DIR-S	28 FEB 25
18. Integrate leadership development opportunities for the Auxiliary's Sea Scout program into the *AUP Program of Study*. Provide leadership competencies Levels 1 and 2 to both Sea Scouts and AUP participants.	DIR-S	31 AUG 25
19. Update the *AUP Internship Guide* to reflect current staff and updated internship participation requirements.	DIR-S	30 APR 25
20. Develop an AUP online resource library available to all Auxiliarists. 20.1. Roll out the resource library to the districts for cascading down their COLM.	DIR-S	31 MAR 25 31 AUG 25

21. Develop and publicize online workshops about Team Coast Guard careers to be utilized by all Student Programs divisions.
   21.1. Develop a joint Recruiting-AUP-Academy presentation for Sea Scouts to be presented, recorded, and made available on-demand.
   21.2. Identify funding for at least 3 program-specific handouts that can be available to Flotillas through the Auxiliary National Supply Center (ANSC).
   21.3. Identify funding for at least 3 program-specific handouts that can be available to Districts through the Auxiliary National Supply Center (ANSC).
	DIR-S	31 AUG 25
		
		31 AUG 25
		
		31 MAR 25
		
		31 AUG 25

22. Develop and implement an AUP promotion plan targeted to district-elected leadership, and DSO-HRs.	DIR-S	31 MAR 25
23. Update the AUP website and fully develop a social media presence that is available to the public, the Auxiliary, and potential customers.	DIR-S	30 JUN 25

24. Bring the total number of Auxiliary-sponsored Sea Scout ships to 50.	DIR-S	31 AUG 26
24.1. Total of 39 (an additional 20%)		31 DEC 24
24.2. Total of 43 (an additional 10%)		31 DEC 25
24.3. Total of 50 (an additional 20%)		31 AUG 26
25. AUP unit monitoring	DIR-S	
25.1. Develop and implement metrics to monitor the health of AUP units.		31 DEC 24
25.2. Produce metrics reports.		Quarterly, beginning 30 APR 25
26. AUP unit maintenance	DIR-S	
26.1. Develop and implement strategies to correct AUP units that are not functioning satisfactorily.		31 JAN 25
26.2. Produce status reports.		Quarterly beginning 30 APR 25
27. Create a step-by-step guide for districts to develop AUP relationships with baccalaureate schools.	DIR-S	30 SEP 25
27.1. Evaluate the success of the step-by-step guide.		Quarterly beginning 31 JAN 26
28. Identify options for setting up and funding a Lucky Bag system for Sea Scout – Auxiliarists and AUP students.	DIR-S	31 AUG 25
28.1. If feasible, plan and implement a Lucky Bag system for Sea Scout – Auxiliarists and AUP students.		TBD, depending on feasibility
29. Investigate and, where possible, secure grant funding to:	DIR-S	31 AUG 26
29.1. Pay the council charter fee for Auxiliary-sponsored Ships.		31 MAR 25
29.2. Purchase Auxiliary AWU/ODU/CGUU and Trops for Sea Scout – Auxiliarists.		31 AUG 25
29.3. Produce printed promotional materials.		31 MAR 26
29.4. Pay BSA council activity fees for Sea Scouts and Auxiliarist volunteers who register with the BSA to help Sea Scout ships.		31 AUG 26
30. Remove barriers to participation by clarifying and developing components of the AUXPAD program.	DIR-B	1 SEP 26
30.1. Develop a list of problems with AUXPAD policies that create barriers to participation and present them to BSX and RBS leadership.		1 JAN 25
30.2. Field test possible corrective actions and write draft policy		1 JUL 25
30.3. Suggest changes to the AUXPAD Handbook to address barriers and problems. Present suggested changes to Auxiliary and BSX leadership at NACON 2025.		1 SEP 25
30.4. Work with BSX to incorporate changes and publish a revised AUXPAD Handbook.		1 SEP 26

III. **Priority #3: Integrate Auxiliary Resources into Coast Guard Units and Missions**
Beginning in the summer of 2023, a task force of members from a variety of Auxiliary Directorates and the Chief Director's office met to develop a nationwide Help Wanted program (Request for Forces) that will provide an easy method for active duty to request the Auxiliary's assistance. The Auxiliary will structure its programs to anticipate the needs of Coast Guard units at every level and be prepared to meet them when they arise.

Goals:

A. Fully implement the Request for Forces program in every District. Sunset/transition the GAP Analysis such that statistics are drawn from District data on filled/unfilled requests for assistance from the active duty from the Request for Forces program. **Responsibility**: Assistant National Commodore, ForceCom

B. Enhance Auxiliary Cybersecurity capabilities, with a focus on Maritime Transportation System (MTS) in the cyber domain. **Responsibility**: Assistant National Commodore, Information Technology

C. Identify the Coast Guard's need for key professional programs that directly augment or force-multiply the Coast Guard's capabilities and put plans into place to address those needs (chaplains, medical, culinary, interpreter corps). **Responsibility**: Assistant National Commodore, ForceCom and Assistant National Commodore, Response and Prevention

D. Fully integrate the Auxiliary into the Coast Guard Emergency Management program. **Responsibility**: Assistant National Commodore, Response and Prevention

In Collaboration with:

- Cybersecurity Directorate
- Human Resources Directorate
- Emergency Management and Disaster Response Directorate
- Coast Guard Cyber Command
- Coast Guard Office of Port & Facility Compliance (CG-FAC)

Milestone	Lead	Due Date
1. Identify the Coast Guard's top language translation needs from the Auxiliary Interpreter Corps.	DIR-I	30 FEB 25
2. Develop strategies for targeted recruiting in language areas of top need.	DIR-I	30 MAY 25
2.1. In coordination with FORCECOM, implement a targeted recruiting strategy for existing Auxiliary members to join the Interpreter Corps.		30 AUG 25
2.2. In collaboration with FORCECOM, implement a targeted recruiting strategy for externally recruiting new Auxiliarists with language skills into the Auxiliary.		30 NOV 25

3. In collaboration with BSX and cognizant Coast Guard offices, identify requirements for rapid deployment of Interpreter Corps personnel.	DIR-I	15 APR 25
3.1. In collaboration with BSX, identify process changes that may be necessary to meet requirements to support rapid deployment of Interpreter Corps personnel.		30 SEP 25
3.2. Issue revised Interpreter Corps deployment guidance, incorporating any process changes.		31 DEC 25
4. Develop innovative strategies to enhance the support provided to DSO-EMs and ASCs, to assist them in their responsibilities to the Coast Guard units in their Districts.	DIR-Q	31 MAR 25
4.1. Implement defined strategies to provide enhanced support to DSO-EMs and ASCs.		30 JUN 25
5. In collaboration with DSO-EMs and CG-OEM, identify Coast Guard OEM, District and Sector emergency management needs.	DIR-Q	30 APR 26
5.1. Develop innovative strategies to enhance capabilities to meet Coast Guard OEM, District and Sector emergency management needs through alignment and integration with Coast Guard emergency management and surge staffing programs.		30 JUN 26
5.2. Implement defined strategies to provide enhanced capabilities to meet Coast Guard OEM, District and Sector emergency management needs.		30 AUG 26
6. Identify Auxiliary leadership's critical information requirements for situational awareness during major emergencies.	DIR-Q	30 JAN 25
6.1. Enhance and align the emergency management situational awareness reporting capabilities with leadership requirements to provide a clear and concise picture of the Auxiliary's emergency management support to the Coast Guard.		30 JUN 25
7. Auxiliary Cybersecurity (AUXCYBER) Augmentation	DIR-Y	30 JUN 25
7.1. Update the CGCYBER Instruction for the AUXCYBER Program to optimize the AUXCYBER onboarding process.		28 FEB 25
7.2. Develop an AUXCYBER Advisor Program Standard Operating Procedure and initiate the Coast Guard concurrent clearance for the SOP.		31 DEC 24
7.3. Identify AUXCYBER-designated auxiliary advisors for the assignment of auxiliary cyber advisors for at least 33% of Coast Guard Sectors.		31 MAR 25
7.4. Upon Coast Guard approval of the AUXCYBER Advisor Program SOP, employ qualified Auxiliarists in Sectors.		30 JUN 25

8. Auxiliary Cybersecurity (AUXCYBER) Exercise	DIR-Y	30 SEP 25
8.1. Plan and develop an Auxiliary-managed cybersecurity exercise.		31 MAR 25
8.2. Execute the Auxiliary-managed cybersecurity exercise in at least one Sector on behalf of the Coast Guard.		30 SEP 25
9. Survey all Directorates to determine what disciplines or functions deliver augmentation support to the USCG.	DIR-H	1 FEB 25
9.1. Identify those Directorates that provide augmentation support and determine what they need from a help-wanted program.		1 MAR 25
9.2. Identify alternative solutions.		1 JUN 25
9.3. Test and vet options.		TBD

IV. **Priority #4: Innovation- Prepare for the Future**

As the Auxiliary evaluates its needs and goals for 2024 and beyond, it will invest in its infrastructure, training, and member support to live up to its motto: "Proud Traditions, Worthy Missions". We will be innovative and not rely on the way "it's always been done", but rather learn from our past and focus on the future.

Goals:

A. Rebrand the Auxiliary to reinvigorate excitement and make the organization more attractive to prospective members. **Responsibility**: Assistant National Commodore, ForceCom

B. Invest in our Human Capital. **Responsibility**: Assistant National Commodore, ForceCom; Assistant National Commodore, Information Technology; Assistant National Commodore, Administrative Services; Assistant National Commodore, Response and Prevention; Assistant National Commodore, Recreational Boating

   1. Recruit for key positions/skills needed by the Coast Guard.

   2. Provide training to seasoned members in new missions/roles/skill sets.

   3. Develop an outreach program to recruit active duty as they depart the Coast Guard and other military organizations.

C. Develop Web presence infrastructure that supports AUX units with common internal and external user experience on a secure platform. **Responsibility**: Assistant National Commodore, Information Technology

D. Develop a training program for staff officers at the District, Division, and Flotilla levels to help them lead their programs effectively and motivate their members to succeed. **Responsibility**: Assistant National Commodore, ForceCom

E. Identify members with expertise to be train-the-trainers for key Auxiliary programs and Coast Guard missions. **Responsibility**: Assistant National Commodore, ForceCom; Assistant National Commodore, Response and Prevention; Assistant National Commodore, Recreational Boating; Assistant National Commodore, Information Technology

F. Implement a mentoring program that ensures:

   1. that every new member has a qualified mentor for the first two years to enhance their involvement and success. Responsibility: Assistant National Commodore, ForceCom

   2. that every member has the opportunity to be mentored and become qualified in Auxiliary programs they are interested in. Responsibility: Assistant National Commodore, ForceCom; Assistant National Commodore, Response and Prevention; Assistant National Commodore, Recreational Boating; Assistant National Commodore, Information Technology

G. Develop Interactive Asynchronous Training – enhance accessibility and engagement in training. **Responsibility**: Assistant National Commodore, ForceCom

H. Standardize processes and systems for Auxiliary-wide document management and retention. **Responsibility**: Assistant National Commodore, Administrative Services

I. Enforce and live a Safety Culture across all Auxiliary activities. **Responsibility**: Vice National Commodore (VNACO)

In Collaboration with:
- Cybersecurity Directorate
- Computer Software and Systems Directorate
- IT User Support and Services Directorate
- Human Resources Directorate
- Training Directorate
- RBS Outreach Directorate
- Response Directorate
- Document and Administrative Directorate

Milestone	Lead	Due Date
1. Work with the Coast Guard's Office of Investigations and Casualty Analysis to identify skills needed to assist their unit.	DIR-O	30 JUN 25
2. Develop an outreach program for those currently in the active duty ranks who have expertise in conducting investigations to provide them with an avenue to continue their trained profession in the Auxiliary.	DIR-O	1 SEP 25
3. Complete delivery of Professional Administrative Investigation training, with a focus on Coast Guard Investigative Certifications such as the Anti-Harassment and Hate Incident Investigating Officer Designation.	DIR-O	Incrementally, with all certifications complete by 30 JAN 26
4. Work with the US Coast Guard Auxiliary Chief Legal Counsel to develop legal investigation/investigative templates. Distribute the templates to the district commodores for use in all administrative investigations.	DIR-O	1 MAR 25
5. Run a quarterly utilization report on District, Division, and Flotilla to determine compliance with the ongoing requirement to upload SR meeting minutes.	DIR-W	Quarterly, beginning 1 JAN 25
6. Run an annual utilization report to determine that the District, Division, and Flotilla's FN reports are compliant with the Financial SOP on the storage of financial documents.	DIR-W	Annually, beginning 1 AUG 25
7. Conduct a quarterly review of templates, training, and resource documents on the W-Directorate website, and update as needed.	DIR-W	Quarterly, beginning 1 JAN 25
8. Provide start-of-term training to NEXCOM, ANACOs, and Directors on the appointment spreadsheet processes, procedures, and utilization.	DIR-W	15 JAN 25
9. Conduct training for NEXCOM, ANACOs, Directors, Deputies, and DVCs on the guidelines, processes, and procedures for end-of-term National Staff Awards	DIR-W	31 JAN 26

10. Establish a cadre of District Liaison personnel and SLOs to make presentations at training events to explain the role and importance of the SLO.	DIR-B	1 SEP 26
10.1. Identify assessment tools to identify those actively involved and effectively carrying their jobs.		1 JAN 25
10.2. Use the assessment tools to identify personnel who meet the criteria.		1 APR 25
10.3. Recruit members from those identified to participate in a training team.		1 JUL 25
10.4. Develop a first draft standardized training program on the role and importance of the SLO.		1 OCT 25
10.5. Receive feedback on initial draft and present updated version at NACON 2026		1 SEP 26
11. Re-examine the role of the State Liaison Officer and assess the individual district expectations for those filling the positions. Improve the effectiveness of each SLO by creating a consistent evaluation process.	DIR-B	1 SEP 26
11.1. Identify assessment tools to define effective SLOs.		1 JAN 25
11.2. Use the assessment tools to identify those effectively serving as an SLO.		1 APR 25
11.3. Obtain input from effective SLOs and District leadership regarding expectations of SLOs.		1 AUG 25
11.4. Refine evaluation tools for SLO assessment.		25 DEC 25
11.5. Apply refined evaluation tools, gathering data regarding any changes in SLO effectiveness.		1 SEP 26
12. Develop programs to recruit new members with professional teaching experience.	DIR-E	30 JUN 26
13. Move annual Instructor workshops and development courses to Moodle.	DIR-E	31 MAR 25
13.1. Instructor workshop		31 DEC 24
13.2. Development course		31 MAR 25
14. Translate selected courses into Spanish	DIR-E	
14.1. Suddenly In Command		30 SEP 25
14.2. Introduction to Basic Boating Safety		31 DEC 25
14.3. Water 'n Kids		31 MAR 26
15. Streamline the Boat America PowerPoint presentation to reflect a cleaner and more contemporary visual image.	DIR-E	31 DEC 24

16. In collaboration with the RBS Group, identify Staff Members within the Paddlecraft Division and Vessel Examination Directorate to participate on a cross-functional team supporting Rescue and Survival Systems (RSS) program improvement.	DIR-R	31 JAN 25
16.1. Working as a cross-functional team develop and operationalize requirements and training programs for RSS support. The team will coordinate the efforts of the Response Directorate Aviation Division, Recreational Boating Safety Outreach. Paddlecraft Division, and the Vessel Examination Directorate.		31 MAR 26
17. Develop and submit recommendations to update the Navigation Systems AUX-06 C School.	DIR-P	31 MAR 25
17.1. Implement the approved updated curriculum.		30 NOV 25
18. In collaboration with CG-OEM, identify opportunities to identify, recruit, and integrate Auxiliary members with relevant emergency management instructor or train-the-trainer qualifications into Coast Guard and/or Auxiliary emergency management training programs.	DIR-Q	30 MAR 25
18.1. Identify and recruit Auxiliary members with the qualifications.		30 JUL 25
19. Develop and publish a schedule of training sessions to enhance Auxiliary emergency management training programs.	DIR-Q	30 NOV 25
20. Shut down all Auxiliary Internet Resource System (AIRS) sites.	DIR-C	31 OCT 25
20.1. Determine AIRS site groupings based on effort required for the shutdown process (easy, medium, hard) and create a shutdown schedule.		1 NOV 24
20.2. Notify impacted units of their shutdown schedule and impact.		31 DEC 24
20.3. Complete shutdown of the first group.		28 FEB 25
20.4. Complete shutdown of the second group.		31 MAY 25
20.5. Complete shutdown of the third, and final, group.		31 OCT 25
21. Web Infrastructure Replacement Project (Requirements Phase)	DIR-C	31 MAR 25
21.1. Complete web infrastructure replacement requirements review.		31 JAN 25
21.2. Present summary report to NEXCOM, via the COLM.		31 MAR 25
22. Web Infrastructure Replacement Project (Technical Review Phase)	DIR-C	31 OCT 25
22.1. Identify three to five potential commercial website-building products.		30 JUN 25
22.2. Present summary and recommendation to NEXCOM, via the COLM.		31 OCT 25
23. Web Infrastructure Replacement Project (Design Phase) - detailed timeline TBD depending on selected product.	DIR-C	30 APR 26

24. Web Infrastructure Replacement Project (Framework Implementation Phase) - detailed timeline TBD depending on selected product.	DIR-C	31 OCT 26
25. Contact the Personnel Services Center (PSC) to initiate a partnership to advertise the Auxiliary and AUXCYBER to members departing the Coast Guard.	DIR-Y	31 DEC 24
26. Prepare and submit an article for the Coast Guard Retiree newsletter, Long Blue Line, with information about AUXCYBER and how to join the Auxiliary.	DIR-Y	1 MAR 25
27. Submit Auxiliary Assistant Facility Inspector - Cyber PQS to USCG to review.	DIR-Y	1 MAR 25
28. Develop mentorship workbooks to assist AUXCYBER members to prepare for and qualify as Auxiliary Facility Cyber Document Examiner (AUXCY-DE) or Auxiliary Assistant Facility Inspector - Cyber (AUXCY-FI).	DIR-Y	TBD
29. Set the course for Safety and obtain approval of the National Safety Board Proposal.	VNACO	30 NOV 24
30. Appoint the National Safety Officer (N-PS).	NACO	30 NOV 24
31. Appoint and reconstitute National Safety Board (NSB) Members	NACO	31 DEC 24
32. Schedule an initial meeting of NSB.	N-PS	31 JAN 25
33. Secure from District Commodores the appointment of a District Safety Specialist (DSS) for each District and reconstitute the DSS Council.	N-PS	31 JAN 25
34. Hold initial meeting of the DSS Council.	N-PS	28 FEB 25
35. Develop NACO Safety Policy statement. Appoint a team to start the assessment of requirements.	N-PS	30 JUL 25
36. Produce a Safety Climate Survey to assess the thoughts of the membership toward safety and to collect feedback on various safety issues. 36.1. Appoint a team to work on the survey, assess the scope of the project, establish a time frame, and project a schedule. 36.2. Produce initial Committee report.	N-PS	30 JUL 25
37. Conduct member survey and compile results	N-PS	30 NOV 25
38. Present survey results to NEXCOM	N-PS	15 AUG 26
39. Appoint a team to develop mishap reporting training materials for members. In conjunction with the T Directorate, prepare training materials.	N-PS	30 JUL 25
40. Determine requirements/capabilities for anonymous safety reporting.	N-PS	31 MAR 26
41. Determine requirements for reporting and tracking miscellaneous mishaps (not underway or airborne), such as trips, falls, and safety hazards.	N-PS	31 JUL 25

42. Develop training tools and products on general safety topics to promote basic Safety Literacy for members.	N-PS	31 MAY 25
43. Appoint a Safety Team Webmaster to enhance the Safety Website and keep it updated.	N-PS	15 MAR 25
44. Produce a quarterly Safety Newsletter.	N-PS	Beginning 31 MAR 26, and then quarterly

45. Staff Officer Training for District, Division and Flotilla.
   45.1. Contact the Directorates to identify existing Staff Officer training, or to determine the need to develop it.
   45.2. Plan and schedule development of Staff Officer training courses based on input from the Directorates.
   45.3. Develop Moodle Staff officer training courses.
	DIR-T	TBD
		28 FEB 25
		
		31 JUL 25
		
		Per the above plan

46. Train-the-Trainer programs.
   46.1. Contact the Directorates to identify existing Train-the-Trainer programs, or to determine the need to develop them.
   46.2. Plan and schedule development of Train-the-Trainer programs based on input from the Directorates.
   46.3. Develop Moodle Train-the-Trainer programs.
 	
   46.4. Promote and encourage Train-the-Trainer programs to the MT/FC chains.
	DIR-T	TBD
		28 FEB 25
		
		31 DEC 25
		
		Per the above plan
		31 JAN 26

47. Interactive Asynchronous Training
   47.1. Identify the Directorates willing to create asynchronous training.
   47.2. Assign teams to work with Directorates to assist with content creation.
   47.3. Plan and develop Asynchronous Training. Promote newly created or updated training via MT/Elected leadership chains.
	DIR-T	31 MAY 26
		31 MAR 25
		
		31 MAY 25
		
		31 MAY 26

48. Update branding on all applicable National Website pages.
   48.1. Home page
   48.2. Join Us Now, Leadership, Aux Members pages
   48.3. Work with each Directorate to educate them on how to update their pages, using the A Directorate page as a template
   48.4. Work through the Districts to educate their units on how to update their pages, using the A Directorate page as a template.
   48.5. Auxiliary Association pages
	DIR-A	13 MAY 25
		31 DEC 24
		30 JAN 25
		31 MAR 25
		
		28 MAY 25
		
		31 DEC 24

49. ADA Compliance		
49.1. Develop a plan for making the National website ADA compliant.		30 APR 25
49.2. Create educational materials for the units on ADA compliance requirements.		30 APR 25
50. Update and provide access to all new logos.	DIR-A	1 DEC 24
51. Update all brochures/flyers.	DIR-A	1 NOV 25
51.1. Inventory all existing brochures and flyers; identify those that should be kept; and set priorities for what should be done first.		15 JAN 25
51.2. Complete content and design development.		31 JAN 25
51.3. Stakeholder and legal reviews completed.		1 MAR 25
51.4. Final designs and revisions completed.		1 MAY 25
51.5. Final approval and distribution setup.		1 JUL 25
51.6. Project wrap-up, review completed, and all documents shared to a "forms bank".		1 NOV 25
52. PowerPoint presentations.	DIR-A	1 JUN 25
52.1. Determine what presentations are needed		31 DEC 24
52.2. Develop a plan and timeline for creating the presentations		1 NOV 25
52.3. Complete edits		15 FEB 25
52.4. Stakeholder and legal reviews complete		1 APR 25
52.5. Release to deckplate		1 MAY 25
52.6. Project wrap-up, review completed, and all documents shared to a "forms bank".		1 JUN 25
53. Update the new graphics into the AUX-12 PA course.	DIR-A	31 DEC 24
53.1. Update graphics in each section of the AUX-12 course		31 DEC 24
53.2. Update graphics in each section of the online PA courses		31 DEC 24
53.3. Add information to the PA courses on the proper use of the new branding and graphics		31 DEC 24

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