

United States Coast Guard Auxiliary

Strategic Plan 2024 – 2026



1 November 2024
(Revised 1 November 2025)

Proud Traditions, Worthy Missions



THE NATIONAL COMMODORE
UNITED STATES COAST GUARD AUXILIARY
Mary Kirkwood



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.



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 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.

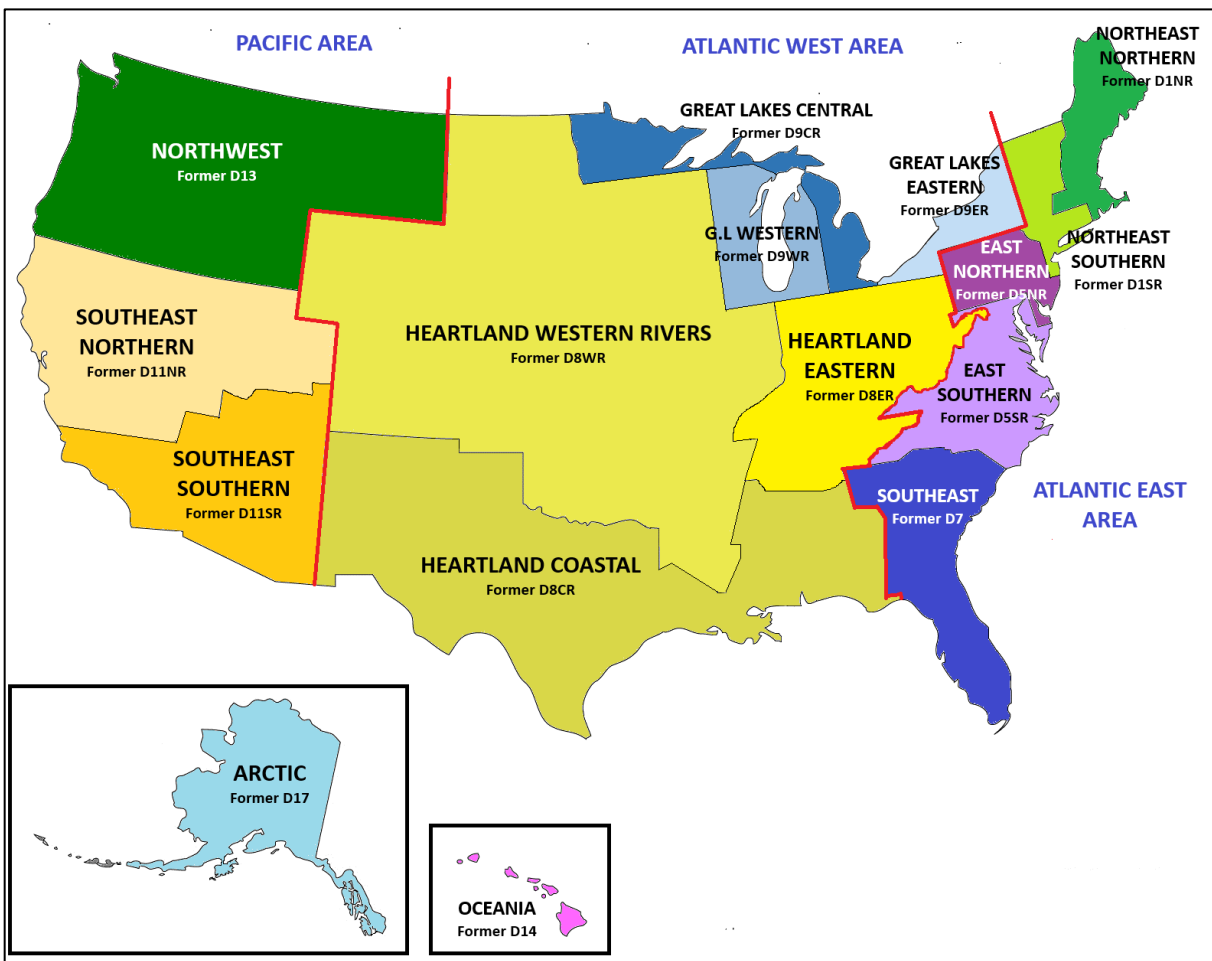
The Auxiliary has a presence in all 50 states, the District of Columbia, Puerto Rico, the Virgin Islands, American Samoa, and Guam.

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 AND DISTRICTS



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
- Training Directorate
- Public Education Directorate
- Computer Software & Systems Directorate
- Public Affairs Directorate
- Student Programs Directorate
- Auxiliary 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 (completed milestones are marked with an *):

Recreational Boating Safety Outreach (DIR-B)

- Create standardized methods to submit articles through the B directorate and RBS Job One web pages.*
- FOLLOW-ON Milestone 1.1. Review efficacy of processes as an ongoing project and submit findings at 2026 NACON (31 AUG 26).
- Establish a process to solicit content from B, E, and V Directorates for each issue of RBS Job One.*
- Standardize and implement a publication date schedule for RBS Job One to ensure consistent publication.*
- With the support of the Chief Counsel, review the status of all Memorandum of Understanding (MOUs), Memorandum of Agreements (MOAs), and Letters of Intent

(LOIs).*

- Develop a pipeline of potential partners and add new partnerships (31 JUL 26).
- Develop a structured AUXPAD Ashore program using both Auxiliary created and outside resources, with support from the V and E Directorates (31 AUG 26).
- With the support of the S Directorate, expand the relationship between the Auxiliary and paddling partners to include ACA and Sea Scouts (31 AUG 26).

Public Education (DIR-E)

- Update the Instructor Development 2020 course to Instructor Development 2025.*
- Develop a marketing guide and toolkit for Flotillas to expand their ability to deliver Public Education.*
- Develop a supplement to Boat America based on material from Boating Skills and Seamanship (31 DEC 26).

Vessel Examinations and Partner Visitation (DIR-V)

- Publish and post through all available means clarification on life jacket wear requirements by members when near the water.*
- Increase the number of qualified Vessel Examiners by 5% over the previous year's EOY number.*
- Develop a grant for boater Vessel Safety Check (VSC) education (31 MAR 26).
- Create a DSO-VE and DSO-PV training program for new and seasoned staff members (31 MAR 26).
- With the support of the C Directorate, create an "I Want a Program Visit" webpage (30 JUN 26).
- With the support of the C Directorate, create a publicly available web site to publish VSC stations (30 NOV 26).
- Develop video training for boaters on the most common boating safety issues (31 DEC 26).

Training (DIR-T)

- With input from PE, VE and RBS, create a list of opportunities for development of RBS-focused Moodle training.*
- Create a plan and timeline for creating the first set of Moodle classrooms with the participating Directorates.*

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 (AFLC, 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

Milestones (completed milestones are marked with an *):

Human Resources (DIR-H)

- Make Exit Survey results available to Flotilla Commanders to facilitate improving mentoring activities*.
- 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) (30 NOV 25).
- Design a program to reward and recognize Flotilla mentors (30 NOV 25).
- Update the existing Mentoring Guide, Member Involvement Plan, and Member Passport to Success (30 NOV 25).

Training (DIR-T)

- Send AP status lists to the DSO-MT officers for distribution down the MT COLM for their awareness and action.*
- Work with the DSO-MT officers to identify events where classroom training and workshops should be delivered, and where online courses should be promoted.*
- Plan and execute a pilot to evaluate the interest in holding Core Training and BQCII workshops at the National level*.
- Work with H Directorate to consolidate and review all existing mentoring programs (30 NOV 25).
- Develop deck-plate training for Flotillas to deliver on motivating volunteers (31 DEC 25).
- Review AFLC/AUXLAMs/AMLOC/AULOC chapters on motivating volunteers (31 MAY 26).

Student Programs (DIR-S)

- Publish a guide for flotillas on how to charter a new SeaScout Ship.*
- Develop and implement a method for tracking flotillas that partner with Ships, charter Ships, or participate in joint Auxiliary – Sea Scout activities.*
- Develop and rollout training for flotillas on how to succeed at partnering with existing Ships.*
- Report on flotilla participation with Sea Scouts.*
- Develop and host a self-funded in-person national gathering of Auxiliary-chartered Sea Scout Ships, youth, and adults.*
- 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.*
- Update the *AUP Leadership and Management Guide* to simplify internal processes and conform to best practices.*

- 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.*
- Update the *AUP Internship Guide* to reflect current staff and updated internship participation requirements.*
- Develop and roll out an AUP online resource library available to all Auxiliarists.*
- AUP unit monitoring.*
- AUP unit maintenance.*
- Develop and publicize online workshops about Team Coast Guard careers to be utilized by all Student Programs divisions (31 DEC 25).
- Develop and implement an AUP promotion plan targeted to district-elected leadership, and DSO-HRs (31 DEC 25).
- Update the AUP website and fully develop a social media presence that is available to the public, the Auxiliary, and potential customers (31 DEC 25).
- Create a step-by-step guide for districts to develop AUP relationships with baccalaureate schools (31 JAN 26).
- Bring the total number of Auxiliary-sponsored Sea Scout ships to 50 (31 AUG 26).
- Investigate and, where possible, secure grant funding for the Auxiliary Sea Scout program (31 AUG 26).

Recreational Boating Safety Outreach (DIR-B)

- Remove barriers to participation by clarifying and developing components of the AUXPAD program (31 AUG 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:

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

Milestones (completed milestones are marked with an *):

International Affairs (DIR-I)

- Identify the Coast Guard's top language translation needs from the Auxiliary Interpreter Corps.*
- Develop strategies for targeted recruiting in language areas of top need (30 NOV 25).
- In collaboration with BSX and cognizant Coast Guard offices, identify requirements for rapid deployment of Interpreter Corps personnel (31 DEC 25).

Emergency Management & Disaster Response (DIR-Q)

- 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.*
- FOLLOW-ON Milestone 4.1. Implement defined strategies to provide enhanced support to DSO-EMs and ASCs (31 DEC 25).
- Identify Auxiliary leadership's critical information requirements for situational awareness during major emergencies (31 DEC 25).
- In collaboration with DSO-EMs and CG-OEM, identify Coast Guard OEM, District and Sector emergency management needs (31 AUG 26).

Cybersecurity (DIR-Y)

- Auxiliary Cybersecurity (AUXCYBER) Exercise (31 DEC 25).
- Auxiliary Cybersecurity (AUXCYBER) Augmentation (28 FEB 26).

Human Resources (DIR-H)

- Survey all Directorates to determine what disciplines or functions deliver augmentation support to the USCG.*

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:

- Administrative Investigations Directorate
- Document & Administrative Directorate
- RBS Outreach Directorate
- Public Education Directorate
- Response Directorate
- Prevention Directorate
- Emergency Management Directorate
- Computer Software & Systems Directorate
- Cybersecurity Directorate
- National Safety Officer with NACO and VNACO
- Training Directorate
- Public Affairs Directorate

Milestones (completed milestones are marked with an *):

Administrative Investigations (DIR-O)

- 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.*
- 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.*
- Work with the Coast Guard's Office of Investigations and Casualty Analysis to identify skills needed to assist their unit (31 DEC 25).
- 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 (31 JAN 26).

Document & Administrative (DIR-W)

- Run a quarterly utilization report on District, Division, and Flotilla to determine compliance with the ongoing requirement to upload Secretary/Records (SR) meeting minutes.*
- Run an annual utilization report to determine that the District, Division, and Flotilla's Finance (FN) reports are compliant with the Financial SOP on the storage of financial documents.*
- Conduct a quarterly review of templates, training, and resource documents on the W-Directorate website, and update as needed.*

- Provide start-of-term training to NEXCOM, ANACOs, and Directors on the appointment spreadsheet processes, procedures, and utilization.*
- Conduct training for NEXCOM, ANACOs, Directors, Deputies, and DVCs on the guidelines, processes, and procedures for end-of-term National Staff Awards (28 FEB 26).

Recreational Boating Safety Outreach (DIR-B)

- Establish a cadre of District Liaison personnel and State Liaison Officers (SLOs) to make presentations at training events to explain the role and importance of the SLO.*
- 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 (31 AUG 26).

Public Education (DIR-E)

- Streamline the Boat America PowerPoint presentation to reflect a cleaner and more contemporary visual image.*
- Move annual Instructor workshops and development courses to Moodle (31 MAR 26).
- Translate selected courses into Spanish (31 MAR 26).
- Develop programs to recruit new members with professional teaching experience (30 JUN 26).

Response (DIR-R)

- 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.*

Prevention (DIR-P)

- Develop and submit recommendations to update the Navigation Systems AUX-06 C School.*

Emergency Management & Disaster Response (DIR-Q)

- Develop and publish a schedule of training sessions to enhance Auxiliary emergency management training programs (30 NOV 25).
- 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 (31 DEC 25).

Computer Software & Systems (DIR-C)

- Shut down all Auxiliary Internet Resource System (AIRS) sites.*

- Web Infrastructure Replacement Project (Requirements Phase).*
- Web Infrastructure Replacement Project (Technical Review Phase) (31 DEC 25)
- Web Infrastructure Replacement Project (Design Phase) (30 APR 26).
- Web Infrastructure Replacement Project (Framework Implementation Phase) (31 OCT 26).

Cybersecurity (DIR-Y)

- Submit Auxiliary Assistant Facility Inspector - Cyber PQS to USCG to review (30 SEP 26).
- 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) (30 SEP 26).

National Safety Officer with NACO and VNACO

- Set the course for Safety and obtain approval of the National Safety Board Proposal.*
- Appoint the National Safety Officer (N-PS).*
- Appoint and reconstitute National Safety Board (NSB) Members.*
- Schedule an initial meeting of NSB.*
- Secure from District Commodores the appointment of a District Safety Specialist (DSS) for each District and reconstitute the DSS Council.*
- Hold initial meeting of the DSS Council.*
- Develop NACO Safety Policy statement. Appoint a team to start the assessment of requirements.*
- Produce a Safety Climate Survey to assess the thoughts of the membership toward safety and to collect feedback on various safety issues.*
- Develop training tools and products on general safety topics to promote basic Safety Literacy for members.*
- Appoint a Safety Team Webmaster to enhance the Safety Website and keep it updated.*
- Appoint a team to develop mishap reporting training materials for members. In conjunction with the T Directorate, prepare training materials (31 DEC 25).
- Determine requirements for reporting and tracking miscellaneous mishaps (not underway or airborne), such as trips, falls, and safety hazards (31 DEC 25).
- Determine requirements/capabilities for anonymous safety reporting (31 MAR 26).
- Produce a quarterly Safety Newsletter (31 MAR 26).
- Conduct member survey, compile results, and present survey results to NEXCOM (31 AUG 26).

Training (DIR-T)

- Train-the-Trainer programs (31 JAN 26).
- Interactive Asynchronous Training (31 OCT 26).

Public Affairs (DIR-A)

- Update and provide access to all new logos.*
- Update the new graphics into the AUX-12 PA course.*
- Update PowerPoint presentations.*
- Update branding on all applicable National Website pages (31 DEC 25).
- Update all brochures/flyers (31 MAY 26).
- ADA compliance (30 JUN 26).

Appendix A – Milestones and Tasks by Group and Directorate

Recreational Boating Safety

Lead	Strat Plan Priority #	Milestone and Priority Task #	Intermediate Tasks	Due Date
DIR-B	1	1. Create standardized methods to submit articles through the B directorate and <u>RBS Job One</u> web pages.		1-Aug-26 (Complete)
DIR-B	1	Follow-on milestone 1.1. Review efficacy of processes as an ongoing project and submit findings at 2026 NACON.		31-Aug-26
DIR-B	1	2. Establish a process to solicit content from B, E, and V Directorates for each issue of <u>RBS Job One</u> .		1-Jul-25 (Complete)
DIR-B	1	3. Standardize and implement a publication date schedule for <u>RBS Job One</u> to ensure consistent publication.		1-Sep-26 (Complete)
DIR-B	1	4. With the support of the Chief Counsel, review the status of all Memorandum of Understanding (MOUs), Memorandum of Agreements (MOAs), and Letters of Intent (LOIs).		1-Nov-25 (Complete)
DIR-B	1	5. Develop a pipeline of potential partners and add new partnerships.		31-Jul-26
			5.1. Identify potential partners with whom the Auxiliary does not currently have an LOI.	28-Feb-25 (Complete)
			5.2. Rank order potential partners in terms of highest value to the Auxiliary.	30-Jun-25 (Complete)
			5.3. Establish contact with the four highest priority organizations.	31-Aug-25 (Complete)
			5.4. Initiate the process of developing an LOI with at least two of these organizations.	30-Sep-25 (Complete)
			Follow-on task (new 5.5) Submit at least one new proposed LOI and one updated LOI for an existing partner no later than 01 August 2026.	31-Jul-26
DIR-B	1	6. Develop a structured AUXPAD Ashore program using both Auxiliary created and outside resources, with support from the V and E Directorates.		31-Aug-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 (Complete)

			6.2. Approve all aspects of the paddling instruction program "Paddle Safe" for use by Paddlecraft Safety personnel.	1-Mar-25 (Complete)
			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 (Complete)
			6.4. Educate the Auxiliary personnel regarding the "Smart Start for Safe Paddling" and offer the program to the public.	1-Jul-25 (Complete)
			6.5. Collect feedback and publish final guidelines.	31-Jul-26
			6.6. Present the final program at NACON 2026.	31-Aug-26
DIR-B	1	7. With the support of the S Directorate, expand the relationship between the Auxiliary and paddling partners to include ACA and Sea Scouts.		31-Aug-26
			7.1. Offer at least one national paddlecraft training opportunity for Auxiliary members (aka "AUXPAD Academy") bi-annually.	1-Oct-25 (Complete)
			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 (Complete)
			7.3. AUXPAD coordinators to offer District and Division level paddling programs open to Auxiliary members, Sea Scout leaders, and Sea Scouts, in at least three Districts.	1-Jan-26 (Complete)
			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 (Complete)
			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 (Complete)
			7.6. Recruit Auxiliary members to assist with Kayaking 101. Target dual ACA	1-Mar-25 (Complete)

			instructors-AUXPAD Qualifiers who can offer on-water instruction via their ACA qualification.	
			7.8. Increase participation in Kayaking 101 by one new state and 10% Auxiliary participation in 2026 compared to 2025.	31-May-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 (Complete)
			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 (Complete)
DIR-B	2	30. Remove barriers to participation by clarifying and developing components of the AUXPAD program.		31-Aug-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-Nov-25 (Complete)
			30.2. Field test possible corrective actions and write draft policy.	1-Jul-25 (Complete)
			30.3. Suggest changes to the AUXPAD Handbook to address barriers and problems.	1-May-25 (Complete)
			30.4. Submit recommended changes to AUXPAD Handbook to BSX for final editing and approval.	31-Jul-26
DIR-B	4	10. Establish a cadre of Districts Liaison personnel and State Liaison Officers (SLOs) to make presentations at training events to explain the role and importance of the SLO.		31-Aug-26 (Complete)
DIR-B	4	11. Re-examine the role of the State Liaison Officer and assess the individual district expectations for those filling the positions. Improve the		31-Aug-26

		effectiveness of each SLO by creating a consistent evaluation process.		
			11.1. Identify assessment tools to define effective SLOs.	1-Jan-25 (Complete)
			11.2. Use the assessment tools to identify those effectively serving as an SLO.	1-Apr-25 (Complete)
			11.3. Obtain input from effective SLOs and District leadership regarding expectations of SLOs.	31-Dec-25
DIR-E	1	8. Update the Instructor Development 2020 course to Instructor Development 2025.		31-Dec-24 (Complete)
DIR-E	1	9. Develop a supplement to Boat America based on material from Boating Skills and Seamanship.		31-Jul-26
			a. Chapter 9	31-Mar-26
			b. Chapter 10	31-Mar-26
			c. Chapter 11	30-Jun-26
			d. Chapter 12	30-Jun-26
			e. Chapter 13	31-Jul-26
DIR-E	1	10. Develop a marketing guide and toolkit for Flotillas to expand their ability to deliver Public Education.		31-Dec-25 (Complete)
DIR-E	1	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.		31-Aug-26
			11.1. Identify assessment tools to define effective SLOs.	1-Jan-25 (Complete)
			11.2. Use the assessment tools to identify those effectively serving as an SLO.	1-Apr-25 (Complete)
			11.3. Obtain input from effective SLOs and District leadership regarding expectations of SLOs.	31-Dec-25
DIR-E	4	12. Develop programs to recruit new members with professional teaching experience.		30-Jun-26
DIR-E	4	13. Move annual Instructor workshops and development courses to Moodle.		31-Mar-26
			13.1. Instructor workshop	31-Dec-25
			13.2. Development course	31-Mar-26
DIR-E	4	14. Translate selected courses into Spanish		31-Mar-26

			14.1. Suddenly In Command	28-Feb-26
			14.2. Introduction to Basic Boating Safety	31-Dec-25 (Complete)
			14.3. Water 'n Kids	31-Mar-26
DIR-E	4	15. Streamline the Boat America PowerPoint presentation to reflect a cleaner and contemporary visual image		31-Dec-24 (Complete)
DIR-V	1	11. Publish and post through all available means clarification on life jacket wear requirements by members when near the water.		31-Jan-25 (Complete)
DIR-V	1	12. Increase the number of qualified VEs by 5% over the previous year's EOY number.		30-Jun-25 (Complete)
DIR-V	1	13. Develop a grant for boater Vessel Safety Check (VSC) education.		31-Mar-26
DIR-V	1	14. Develop video training for boaters on the most common boating safety issues.		31-Dec-26
			14.1. Create and edit videos	31-Aug-26
			14.2. Obtain approval from NEXCOM	30-Nov-26
			14.3. Rollout videos onto appropriate social media sites	31-Dec-26
DIR-V	1	15. Create a DSO-VE and DSO-PV training program for new and seasoned staff members.		31-Mar-26
			15.1 Develop virtual training program	31-Dec-25
			15.2 Obtain NEXCOM approval	31-Jan-26
			15.3 Rollout DSO training to Districts	31-Mar-26
DIR-V	1	16. Create a publicly available web site to publish VSC stations.		30-Nov-26
			16.1 Develop requirements, in conjunction with the IT group	11-Feb-25 (Complete)
			16.2 Create a plan, based on the documented requirements	30 Apr 25 (Complete)
			16.3 Implement the plan.	31-May-26
DIR-V	1	17. Create an "I Want a Program Visit" webpage.		30-Jun-26
			17.1 Establish a cross-functional team to evaluate the feasibility.	15-Mar-25 (Complete)
			17.2 Develop requirements, in conjunction with the IT group.	11 Feb 25 (Complete)
			17.3 Create a plan, based on the documented requirements	31 Dec 25

			17.4 Implement the plan	31 May 26
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Response and Prevention

Lead	Strat Plan Priority #	Milestone and Priority Task #	Intermediate Tasks	Due Date
DIR-I	3	1. Identify the Coast Guard's top language translation needs from the Auxiliary Interpreter Corps.		28-Feb-25 (Complete)
DIR-I	3	2. Develop strategies for targeted recruiting in language areas of top need.		30-Nov-25
			2.1. In coordination with FORCECOM, implement a targeted recruiting strategy for existing Auxiliary members to join the Interpreter Corps.	30-Nov-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
DIR-I	3	3. In collaboration with BSX and cognizant Coast Guard offices, identify requirements for rapid deployment of Interpreter Corps personnel.		31-Dec-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.	31-Dec-25
			3.2. Issue revised Interpreter Corps deployment guidance, incorporating any process changes.	31-Dec-25
DIR-Q	3	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.		30-Jun-25 (Complete)
DIR-Q	3	Follow-on Milestone 4.1. Implement defined strategies to provide enhanced support to DSO-EMs and ASCs.		31-Dec-25
DIR-Q	3	5. In collaboration with DSO-EMs and CG-OEM identify Coast Guard OEM, District and Sector emergency management needs.		31-Aug-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.	31-Aug-26
DIR-Q	3	6. Identify Auxiliary leadership's critical information requirements for situational awareness during major emergencies.		31-Dec-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.	31-Dec-25
DIR-Q	4	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.		31-Dec-25
			18.1. Identify and recruit Auxiliary members with the qualifications.	31-Dec-25
DIR-Q	4	19. Develop and publish a schedule of training sessions to enhance Auxiliary emergency management training programs.		30-Nov-25
DIR-R	4	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.		31-Jan-25 (Complete)
DIR-P	4	17. Develop and submit recommendations to update the Navigation Systems AUX-06 C School.		30-Nov-25 (Complete)

FORCECOM

Lead	Strat Plan Priority #	Milestone and Priority Task #	Intermediate Tasks	Due Date
DIR-T	1	18. With input from PE, VE and RBS, create a list of opportunities for development of RBS-focused Moodle training.		31-Jan-25 (Complete)
DIR-T	1	19. Create a plan and timeline for creating the first set of Moodle classrooms with the participating Directorates.		31-Aug-25 (Complete)
DIR-T	2	5. Send AP status lists to the DSO-MT officers for distribution down the MT COLM for their awareness and action.		31-Jan-25 (Complete)
DIR-T	2	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.		31-Jan-25 (Complete)
DIR-T	2	7. Plan and execute a pilot to evaluate the interest in holding Core Training and BQCII workshops at the National level.		30-Jun-25 (Complete)
DIR-T	2	8. Work with H Directorate to consolidate and review all existing mentoring programs.		30-Nov-25
			8.1. Update mentoring materials and resources.	30-Nov-25
			8.2. Launch an information campaign to advertise, promote and encourage use of Mentoring resources and materials.	30-Nov-25
			8.3. With the H Directorate, develop training for Flotilla Mentors.	31-Nov-25
DIR-T	2	9. Develop deck-plate training for Flotillas to deliver on motivating volunteers.		31-Dec-25
DIR-T	2	10. Review AFLC/AUXLAMs/AMLOC/AULOC chapters on motivating volunteers.		31-May-26
			10.1. Update the AFLC/AUXLAMs/AMLOC/AULOC courses as indicated by the review.	31-May-26
DIR-T	4	45. Staff Officer Training for District, Division and Flotilla.		31-Oct-26
			45.1. Contact the Directorates to identify existing Staff Officer training, or to determine the need to develop it.	28-Feb-26
			45.2. Plan and schedule development of Staff Officer training courses based on input from the Directorates.	31-Jul-26

			45.3. Develop Moodle Staff officer training courses.	31-Oct-26
DIR-T	4	46. Train-the-Trainer programs.		31-Jan-26
			46.1. Contact the Directorates to identify existing Train-the-Trainer programs, or to determine the need to develop them.	31-Dec-25
			46.2. Plan and schedule development of Train-the-Trainer programs based on input from the Directorates.	31-Dec-25
			46.3. Develop Moodle Train-the-Trainer programs.	31-Jan-26
			46.4. Promote and encourage Train-the-Trainer programs to the MT/FC chains.	31-Jan-26
DIR-T	4	47. Interactive Asynchronous Training		31-Oct-26
			47.1. Identify the Directorates willing to create asynchronous training.	31-Mar-25 (Complete)
			47.2. Assign teams to work with Directorates to assist with content creation.	31-Dec-25
			47.3. Plan and develop Asynchronous Training. Promote newly created or updated training via MT/Elected leadership chains.	31-May-26
DIR-H	2	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).		30-Nov-25
			1.1. Initiative and advertise the program.	30-Nov-25
			1.2. Add the program information to the new member "welcome aboard" email.	30-Nov-25
			1.3. Report on the rate of new members attaining BQ status quarterly to all DSO-HRs, DCOs, and DCOs.	30-Nov-25
DIR-H	2	2. Make Exit Survey results available to Flotilla Commanders to facilitate improving mentoring activities.		30-Jun-25 (Complete)
DIR-H	2	3. Design a program to reward and recognize Flotilla mentors.		30-Nov-25
DIR-H	2	4. Update the existing Mentoring Guide, Member Involvement Plan, and Member Passport to Success.		30-Nov-25
			4.1. Convert to web-based interactive tools.	30-Nov-25

DIR-H	3	9. Survey all Directorates to determine what disciplines or functions deliver augmentation support to the USCG.		30-Sep-25 (Complete)
DIR-S	2	11. Publish a guide for flotillas on how to charter a new SeaScout Ship.		31-Dec-24 (Complete)
DIR-S	2	12. Develop and implement a method for tracking flotillas that partner with Ships, charter Ships, or participate in joint Auxiliary – Sea Scout activities.		31-Jan-25 (Complete)
DIR-S	2	13. Develop and rollout training for flotillas on how to succeed at partnering with existing Ships.		31-Mar-25 (Complete)
DIR-S	2	14. Report on flotilla participation with Sea Scouts.		30-Apr-25 (Complete)
DIR-S	2	15. Develop and host a self-funded in-person national gathering of Auxiliary-chartered Sea Scout Ships, youth, and adults.		31-Jul-26 (Complete)
DIR-S	2	16. Update the AUP Program of Study to reflect curricula that support USCG and Auxiliary recruiting strategies, and that ensure diversity, inclusion, and strong leadership in all Team Coast Guard elements.		31-Dec-24 (Complete)
DIR-S	2	17. Update the AUP Leadership and Management Guide to simplify internal processes and conform to best practices.		28-Feb-25 (Complete)
DIR-S	2	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.		31-Aug-25 (Complete)
DIR-S	2	19. Update the AUP Internship Guide to reflect current staff and updated internship participation requirements.		30-Apr-25 (Complete)
DIR-S	2	20. Develop and roll out an AUP online resource library available to all Auxiliarists.		31-Aug-25 (Complete)
DIR-S	2	21. Develop and publicize online workshops about Team Coast Guard careers to be utilized by all Student Programs divisions.		31-Dec-25
			21.1. Develop a joint Recruiting-AUP-Academy presentation for Sea Scouts to be presented, recorded, and made available on-demand.	31-Dec-25
			21.2. Identify funding for at least 3 program-specific handouts that can be available to Flotillas through the	31-Dec-25

			Auxiliary National Supply Center (ANSC).	
DIR-S	2	22. Develop and implement an AUP promotion plan targeted to district-elected leadership and DSO-HRs.		31-Dec-25
DIR-S	2	23. Update the AUP website and fully develop a social media presence that is available to the public, the Auxiliary, and potential customers.		31-Dec-25
DIR-S	2	24. Bring the total number of Auxiliary-sponsored Sea Scout ships to 50.		31-Aug-26
			24.1. Total of 39 (an additional 10%)	31-Dec-24 (Complete)
			24.2. Total of 43 (an additional 20%)	31-Dec-25
			24.3. Total of 50 (an additional 20%)	31-Aug-26
DIR-S	2	25. AUP unit monitoring.		31-Dec-25 (Complete)
DIR-S	2	26. AUP unit maintenance.		31-Aug-25 (Complete)
DIR-S	2	27. Create a step-by-step guide for districts to develop AUP relationships with baccalaureate schools.		31-Jan-26
			27.1. Evaluate the success of the step-by-step guide.	31-Jan-26
DIR-S	2	29. Investigate and, where possible, secure grant funding to:		31-Aug-26
			29.1. Pay the council charter fee for Auxiliary-sponsored Ships.	31-Mar-25 (Complete)
			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
DIR-A	4	48. Update branding on all applicable National Website pages.		31-Dec-25
			48.1. Home page	31-Dec-24 (Complete)
			48.2. Join Us Now, Leadership, Aux Members pages	31-Dec-25
			"48.3. Work with each Directorate to educate them on how to update their pages, using the A Directorate page as a template	31-Dec-25
			48.4. Work through the Districts to educate their units on how to update their pages, using the A Directorate page as a template.	31-Dec-25
DIR-A	4	49. ADA Compliance		30-Jun-26

			49.1. Develop a plan for making the National website ADA compliant.	30-Jun-26
			49.2. Create educational materials for the units on ADA compliance requirements.	30-Jun-26
DIR-A	4	50. Update and provide access to all new logos.		31-Mar-25 (Complete)
DIR-A	4	51. Update all brochures/flyers.		31-May-26
			51.1. Inventory all existing brochures and flyers; identify those that should be kept; and set priorities for what should be done first.	31-Jan-25 (Complete)
			51.2. Complete content and design development.	31-Jan-25 (Complete)
			51.3. Stakeholder and legal reviews completed.	30-Nov-25
			51.4. Final designs and revisions completed.	30-Nov-25
			51.5. Final approval and distribution setup.	30-Nov-25
			51.6. Project wrap-up, review completed, and all documents shared to a "forms bank".	30-Nov-25
DIR-A	4	52. Update PowerPoint presentations.		1-Jun-25 (Complete)
DIR-A	4	53. Update the new graphics into the AUX-12 PA course.		31-Dec-24 (Complete)

Information Technology

Lead	Strat Plan Priority #	Milestone and Priority Task #	Intermediate Tasks	Due Date
DIR-Y	3	7. Auxiliary Cybersecurity (AUXCYBER) Augmentation		28-Feb-26
			7.1. Update the CGCYBER Instruction for the AUXCYBER Program to optimize the AUXCYBER onboarding process.	31-Dec-25
			7.2. Develop an AUXCYBER Advisor Program Standard Operating Procedure and initiate the Coast Guard concurrent clearance for the SOP.	31-Jan-26
			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 (Complete)
			7.4. Upon Coast Guard approval of the AUXCYBER Advisor Program SOP, employ qualified Auxiliarists in Sectors.	28-Feb-26
DIR-Y	3	8. Auxiliary Cybersecurity (AUXCYBER) Exercise		31-Dec-25
			8.1. Plan and develop an Auxiliary-managed cybersecurity exercise.	30-Nov-25
			8.2. Execute the Auxiliary-managed cybersecurity exercise in at least one Sector on behalf of the Coast Guard.	31-Dec-25
DIR-Y	4	25. Submit Auxiliary Assistant Facility Inspector - Cyber PQS to USCG to review.		30-Sep-26
DIR-Y	4	26. 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).		30-Sep-26
DIR-C	4	20. Shut down all Auxiliary Internet Resource System (AIRS) sites.		31-Oct-25 (Complete)
DIR-C	4	21. Web Infrastructure Replacement Project (Requirements Phase)		31-Mar-25 (Complete)
DIR-C	4	22. Web Infrastructure Replacement Project (Technical Review Phase)		31-Dec-25
			22.1. Identify three to five potential commercial website-building products.	31-Dec-25
			22.2. Present summary and recommendation to NEXCOM, via the COLM.	28-Feb-26
DIR-C	4	23. Web Infrastructure Replacement Project (Design Phase).	Detailed timeline TBD depending on selected product.	30-Jun-26
DIR-C	4	24. Web Infrastructure Replacement Project (Framework Implementation	Detailed timeline TBD depending on selected product.	31-Oct-26

		Phase).		
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Administrative Services

Lead	Strat Plan Priority #	Milestone and Priority Task #	Intermediate Tasks	Due Date
DIR-O	4	1. Work with the Coast Guard's Office of Investigations and Casualty Analysis to identify skills needed to assist their unit.		31-Dec-25
DIR-O	4	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.		1-Sep-25 (Complete)
DIR-O	4	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.		31-Jan-26
DIR-O	4	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.		1-Mar-25 (Complete)
DIR-W	4	5. Run a quarterly utilization report on District, Division, and Flotilla to determine compliance with the ongoing requirement to upload Secretary/Records (SR) meeting minutes.		1-Jan-25 (Complete)
DIR-W	4	6. Run an annual utilization report to determine that the District, Division, and Flotilla's Finance (FN) reports are compliant with the Financial SOP on the storage of financial documents.		1-Aug-25 (Complete)
DIR-W	4	7. Conduct a quarterly review of templates, training, and resource documents on the W-Directorate website, and update as needed.		1-Jan-25 (Complete)
DIR-W	4	8. Provide start-of-term training to NEXCOM, ANACOs, and Directors on the appointment spreadsheet processes, procedures, and utilization.		15-Jan-25 (Complete)
DIR-W	4	9. Conduct training for NEXCOM, ANACOs, Directors, Deputies, and DVCs on the guidelines, processes, and procedures for end-of-term National Staff Awards		28-Feb-26

National Safety Officer with NACO and VNACO

Lead	Strat Plan Priority #	Milestone and Priority Task #	Intermediate Tasks	Due Date
VNACO	4	29. Set the course for Safety and obtain approval of the National Safety Board Proposal.		30-Nov-24 (Complete)
NACO	4	30. Appoint the National Safety Officer (N-PS)		30-Nov-24 (Complete)
NACO	4	31. Appoint and reconstitute National Safety Board (NSB) Members.		31-Dec-24 (Complete)
N-PS	4	32. Schedule an initial meeting of NSB.		31-Jan-25 (Complete)
N-PS	4	33. Secure from District Commodores the appointment of a District Safety Specialist (DSS) for each District and reconstitute the DSS Council.		31-Jan-25 (Complete)
N-PS	4	34. Hold initial meeting of the DSS Council.		28-Feb-25 (Complete)
N-PS	4	35. Develop NACO Safety Policy statement. Appoint a team to start the assessment of requirements.		30-Jul-25 (Complete)
N-PS	4	36. Produce a Safety Climate Survey to assess the thoughts of the membership toward safety and to collect feedback on various safety issues.		30-Jul-25 (Complete)
			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	4	37. Conduct member survey and compile results		30-Nov-25
N-PS	4	38. Present survey results to NEXCOM		31-Aug-26
N-PS	4	39. Appoint a team to develop mishap reporting training materials for members. In conjunction with the T Directorate, prepare training materials.		31-Dec-25
N-PS	4	40. Determine requirements/ capabilities for anonymous safety reporting.		31-Mar-26
N-PS	4	41. Determine requirements for reporting and tracking miscellaneous mishaps (not underway or airborne), such as trips, falls, and safety hazards.		31-Dec-25
N-PS	4	42. Develop training tools and products on general safety topics to promote basic Safety Literacy for members.		31-May-25 (Complete)

N-PS	4	43. Appoint a Safety Team Webmaster to enhance the Safety Website and keep it updated.		15-Mar-25 (Complete)
N-PS	4	44. Produce a quarterly Safety Newsletter.		31-Mar-26



United States Coast Guard Auxiliary

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