

# United States Coast Guard Auxiliary

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## Strategic Plan 2020 – 2026



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**THE NATIONAL COMMODORE  
UNITED STATES COAST GUARD AUXILIARY  
Alexander J. Malewski, Jr.**



## **Forward**

From the National Commodore

I am pleased to present the 2020 – 2026 U. S. Coast Guard Auxiliary Strategic Plan to the 23,500 plus member volunteer force and to the U. S. Coast Guard as a whole. The Auxiliary has consistently proven its resourcefulness, organizational resiliency and demonstrable capacity to handle significant challenges. It has considerably diversified its support to Coast Guard missions, units, and personnel and has greatly helped the Coast Guard address mounting strategic concerns such as marine safety and security, environmental protection, and cyber security across the maritime transportation system. Going forward the Auxiliary will increase its focus on supporting the Prevention Mission of the Coast Guard and work to foster a Safety Culture across the organization

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

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

Alexander J Malewski  
National Commodore  
U.S. Coast Guard Auxiliary

***READY - RESOURCEFUL - RESILIENT***

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# Executive Summary

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Now in its 81st year of operations, the U.S. Coast Guard Auxiliary, the 23,500-strong uniformed volunteer component of the U.S. Coast Guard, embraces its mission and vision to have its people be the best-trained, most valued maritime volunteer organization in the world. The Auxiliary will continue to execute its responsibilities effectively and efficiently in support of operational goals and missions, during both normal operations and surge demands. It will continue to attract, develop, and retain a diverse and inclusive force, providing relevant and rewarding opportunities to its members.

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

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

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

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

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

As the Auxiliary operationalizes this Strategic Plan, it will remain steadfast and committed to the watchwords "Ready," "Resourceful," and "Resilient."



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

## AUXILIARY POLICY STATEMENT

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

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

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

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

The Auxiliary missions are:

- To promote and improve Recreational Boating Safety;
- To provide a diverse array of specialized skills, trained crews, and capable facilities to augment the Coast Guard and enhance safety and security of our ports, waterways and coastal regions;
- To support Coast Guard operational, administrative, and logistical requirements.

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

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

# Mission and Vision

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## Mission

- To promote and improve recreational boating safety;
- To provide a diverse array of specialized skills, trained crews, and capable facilities to augment the Coast Guard and enhance safety and security of our ports, waterways, and coastal regions; and,
- To support Coast Guard operational, administrative, and logistical requirements.

## Vision

*“The U.S. Coast Guard Auxiliary – the best trained, most valued maritime volunteer organization in the world – highly effective during normal operations and ready for emergencies.”*

## Auxiliary History and Overview

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

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

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

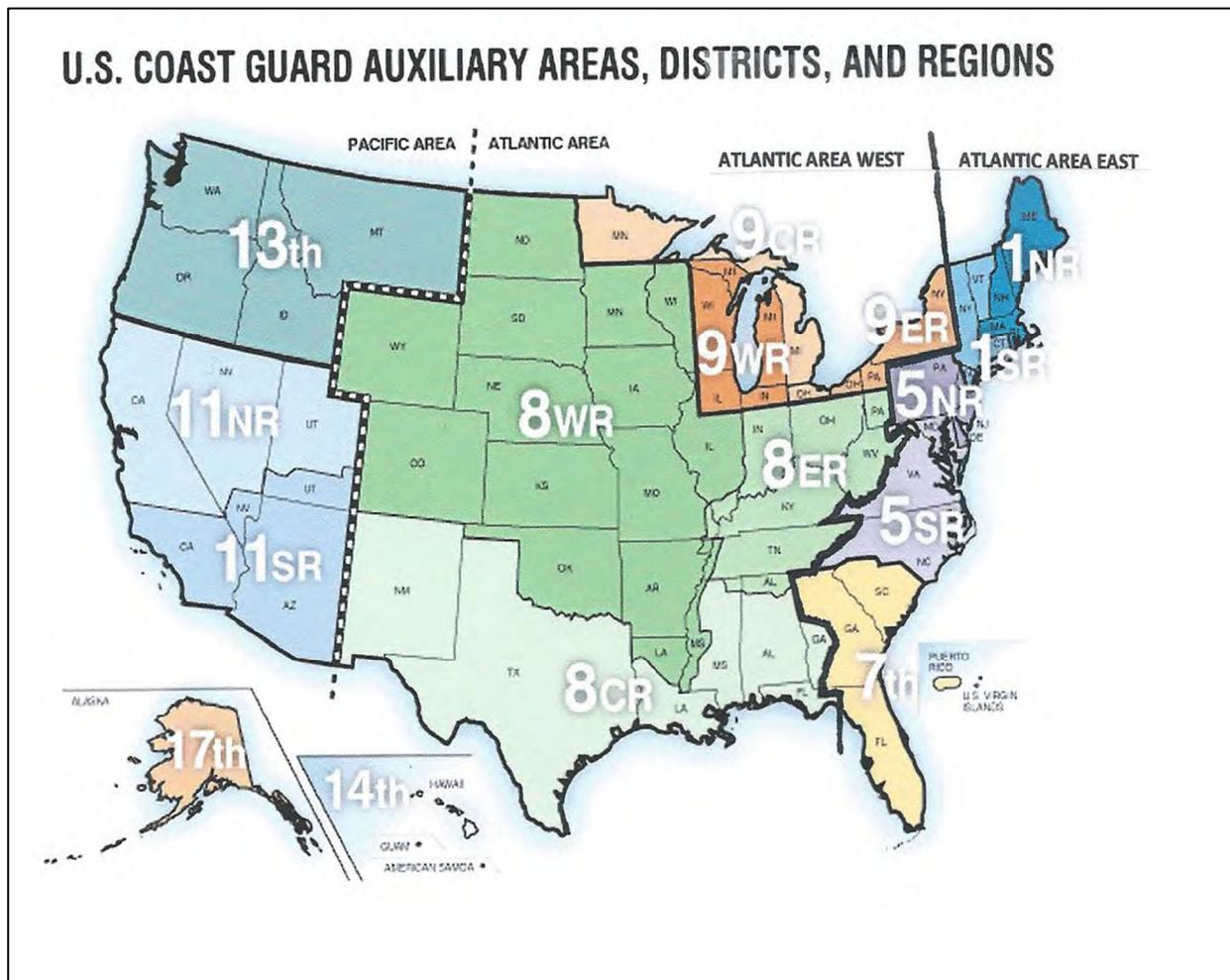
When we entered World War II, 50,000 Auxiliary members joined the war effort as military teams. Many of their private vessels were placed into service in an effort to protect the United States.

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

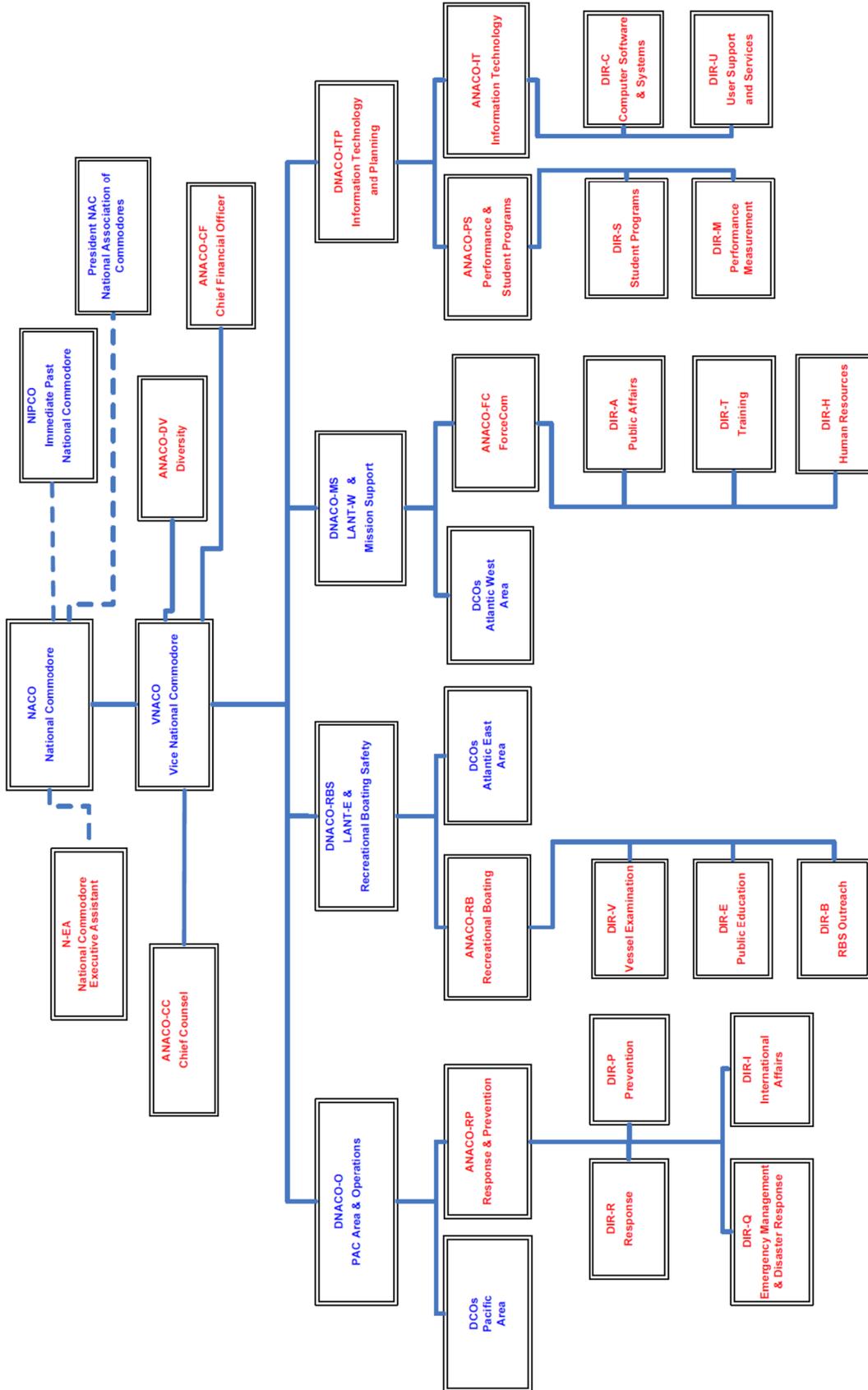
The Auxiliary has a presence in all 50 states, the District of Columbia, Puerto Rico, the Virgin Islands, American Samoa, and Guam.

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

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



# U.S. Coast Guard Auxiliary Organization Chart



## Core Values

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

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

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

## WATCHWORDS

### Ready

The Auxiliary stands always ready to answer the Coast Guard's call to service. We train to the same standards as Active Duty in all areas from on the water operations to Security fundamentals, Civil Rights Awareness and Workforce Resilience so that the Coast Guard knows we have the knowledge and capabilities required to respond to Active Duty requests be it surge, backfill or normal operations.

### Resourceful

The Auxiliary is able to find and use different ways to achieve its goals in service to the Coast Guard. It is not only resourceful it is "Resource Full." Auxiliary members have a lifetime of experience in nearly every profession and walk of life and are able to employ those skills and talents to respond to calls to duty.

### Resilient

Resilience is the evidence of Devotion to Duty. We are Auxiliarists because we choose to volunteer to serve the Coast Guard, our Country and our Community and we will not let any obstacle prevent us from serving. Regardless of the challenge the Auxiliary will persevere and move forward. Circumstances might knock us down, but we will not be knocked out. We will get up, dust ourselves off, and come back stronger than ever.



# Guiding Principles and Priorities

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## 1. Ready

- **Develop new tools for Flotilla use in their recruiting and retention programs**  
Provide support to the Flotillas by developing and distributing procedures and materials that enhance recruiting and retention at the deck plate level to meet Coast Guard needs.
- **Foster an Auxiliary-wide Prevention focus**  
Ensure that the Auxiliary Prevention program meets the ongoing needs of the Coast Guard by updating current qualifications and courses to match current Coast Guard qualifications.
- **Provide a unified web platform experience to facilitate mission and people needs**  
Provide a better experience for members and member leaders, maximizing efficiency, proficiency, and security by automating processes, enhancing cybersecurity practices, and providing tools and access to information to allow focus on people and missions.
- **Standardize, manage, and support Auxiliary financial policies and procedures**  
Define and implement sound financial processes and procedures Auxiliary-wide. Ensure compliance at all levels with laws and regulations pertaining to financial management.

## 2. Relevant

- **Meet Human Capital needs of the Coast Guard and the Auxiliary**  
Provide qualified and capable Auxiliary members to augment the mission, service, and people needs of the Coast Guard.
- **Strengthen presence in all aspects of recreational boating safety**  
Develop and deliver the prevention programs of safe boating education (PE), Vessel Safety Check (VSC), and RBS Partner Visitation (PV), paddlecraft and Personal Watercraft safety, and other RBS outreach, to encourage and increase safe boating behaviors by the public.
- **Expand Auxiliary Interpreter Corps augmentation**  
Accurately meet the interpreter and translation needs of the Coast Guard Director of International Affairs and Foreign Policy Coast Guard with qualified Auxiliary interpreters.

- **Expand the Auxiliary Student Programs: Auxiliary University Program and Sea Scouts to meet mission and service needs**  
Provide the Coast Guard Auxiliary and Coast Guard with young, talented, educated, dedicated, diverse, and well-trained leaders to serve the American public.
- **Enhance the relevance of the Auxiliary to its members and to the Coast Guard**  
Define and rollout national programs that support members, the Flotillas, and the Coast Guard.

### **3. Responsive**

- **Strengthen Auxiliary relevance to local Coast Guard units**  
Enhance the Auxiliary's relevance to the Coast Guard by identifying what the active duty needs from local Auxiliary units.
- **Embrace an enhanced Safety Culture Auxiliary-wide**  
Implement a national safety management system to reduce mishaps across all program areas. Improve readiness and availability of Auxiliary members through mishap prevention.

# Oversight and Implementation

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

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

## Assistant National Commodore – Response and Prevention

### **Expand Auxiliary Interpreter Corps augmentation**

*Goal:* Develop a five-year augmentation plan that meets the needs of the Coast Guard Director of International Affairs and Foreign Policy

*Activities:* Leverage working partnerships with Coast Guard and other Government demand-side organizations to forecast Interpreter demand levels by language in order to recruit and develop delivery capabilities.

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

#### *Milestones:*

1. Develop a plan to identify International Directorate champions at the District level. **By 30 NOV 2020.**
2. Develop plans for recruiting to meet needs identified in the Gap Analyses.
  - a. Identify target markets for high need languages. **By 31 DEC 2020.**
  - b. Identify District partners for recruitment efforts. **By 31 JAN 2021.**
  - c. Identify target local community organizations for recruitment. **By 31 JUL 2021.**
3. Carry out outreach strategies for the Auxiliary. **By 30 SEP 2021.**
  - a. Identify countries on DCO-I's engagement list. **By 31 DEC 2020.**
  - b. Work with DCO-I to develop a plan to outreach target country's SAR or Auxiliaries. **By 30 JUN 2021.**
4. Define outreach strategies for Coast Guard partners.
  - a. Participate in USCG Language Access Plan working group. **By 31 DEC 2020.**
  - b. Explore additional collaboration opportunities with Coast Guard Investigative Services. **By 30 JUN 2021.**
  - c. Work with DCO-I to establish auxiliary support for each Combatant Command region. **By 30 SEP 2021.**

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

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

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

*Activities:* Develop programs and best practices to close the gap in operational effectiveness in support of local active duty needs in all areas. Build relationships with active duty stations to understand their needs.

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

#### *Milestones:*

1. Develop a best practice for establishing and maintaining an ongoing relationship between the Auxiliary air program (AUXAIR) and active duty sector and air station leadership to enhance the understanding of AUXAIR capabilities and availability to support the command and order issuing authorities of air stations.
  - a. Create a team to include members of National Aviation Staff, District Aviation Staff, and Air Station Staff. **By 31 MAR 2021.**
  - b. Create a Guideline Document, using the lessons learned and philosophies from successful Districts. **By 31 OCT 2021.**
  - c. Present Guideline Document to DSOs, Air Station AUXLOs, and ASCs **at NTRAIN 2022.**
  - d. Determine tracking metrics and reporting. **By 1 JAN 2022.**
2. Develop and implement a plan for finding, training, and evaluating the resources necessary to meet Coast Guard requirements for watchstanding at Coast Guard commands.
  - a. Identify units already providing effective communications support. **By 30 JUN 2021.**
  - b. Publish current Best Practices for watchstanding under Coast Guard orders in The Responder beginning first quarter 2021. **By 31 MAR 2021.**
  - c. Starting with the Gap Analysis, evaluate and determine mechanisms for finding, training, and evaluating the resources necessary to meet Coast Guard needs, with DCOs and DCOSs, C4IT and COMMCOM. **By 30 SEP 2021.**
3. Develop programs and methodologies for Operations members to increase their proficiency and professionalism to improve mission safety and effectiveness.
  - a. Publish and promote Surface Operations on the water training exercises designed to increase crew proficiency and safety. **By 31 MAR 2021.**
  - b. Evaluate and update Facility Offer for Use form and facility inspection guideline document. **By 30 APR 2021.**
  - c. Evaluate and, if needed, recommend changes to Vessel Examiners training requirements. **By 30 APR 2021.**
  - d. Complete Coxswain, Crew, and PWO PQS and submit for NEXCOM review. **By 30 JUN 2021.**
  - e. Include a surface training or safety article in each issue of The Responder. **Beginning 15 JAN 2021, and then ongoing.**

- f. Implement a program of ongoing quarterly communication with both surface operation Chief Qualification Examiners (CQEC's) and AUXAir Instructor Pilot - Flight Examiner Liaison (IP- FE) to enhance safety standards. **By 30 JUN 2021.**
  - Add two Branch Chiefs to the Response Directorate, IP-FE Liaison and QE Liaison.
  - Develop position descriptions and obtain NEXCOM approval.
- g. Develop procedures for currency maintenance for telecommunications (TCO) and radio operators of Auxiliary facilities. **By 30 SEP 2021.**

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

### **Foster an Auxiliary-wide Prevention focus**

*Goals:* Ensure that the Auxiliary Prevention program meets the ongoing needs of the Coast Guard by updating current qualifications and courses to match current Coast Guard qualifications. Recruit current and new members to fill needs identified in the GAP analyses for Uninspected Passenger Vessel Examiners and Commercial Fishing Vessel Examiners. Encourage and increase participation in Prevention programs in the Sea Scout Youth Development (AuxScout) and Auxiliary University (AUP) Programs by working with national staff in both program areas.

*Activities:* Write and submit articles regarding various Prevention programs for national publication. Develop marketing materials for Prevention program recruiting both within the Auxiliary and targeted to new members. Update existing Personal Qualification Standards (PQS) to mirror current Coast Guard PQSs. Engage Auxiliary Sector Coordinators to facilitate smooth transition for continued support as changes in Coast Guard personnel occur. Work with AuxScout and AUP program managers to ensure current, accurate materials are included in their programs. Develop state-of-the-art online training to better engage all members.

*Implementing Partners:* Deputy National Commodore for Operations (DNACO-OP), Assistant National Commodore for Response and Prevention (ANACO-RP), Assistant National Commodore for ForceCom (ANACO-FC), Prevention (DIR-P), Director, Human Resource (DIR-H), Director, Training (DIR-T), Director, Emergency Management (DIR-Q) Director, Public Affairs (DIR-A), District Commodores (DCOs), District Chiefs of Staff (DCoSs), Auxiliary Sector Coordinators (ASCs).

#### *Milestones:*

1. Develop an online presentation for Introduction to Commercial Fishing and Refresher for use in recruiting new members into the Commercial Fishing program and as a refresher for those already in the program. **By 1 FEB 2021.**
2. Develop an outreach program targeted to both Ocean and Inland Commercial Fishing Captains to generate more interest to request exams in all Districts. **By 30 APR 2021.**
3. Develop and update materials for use by the Auxiliary for the Sea Partners Division. Work to find funding for new material through possible grants, Coast Guard, etc. **By 1 NOV 2021.**
4. Review and update Commercial Vessels Personal Qualification Standards (PQS) workbooks.
  - a. Uninspected Passenger Vessel (UPV) PQS. **By 1 MAY 2021.**
  - b. Commercial Fishing Vessel (CFV) PQS. **By 30 NOV 2021.**
5. Develop new event presentation to be used by the Auxiliary student programs: Youth Programs (AuxScout) and Auxiliary University Program (AUP).
  - a. Develop presentation materials specific for AUP use. **By 30 JUN 2021.**
  - b. Work with the Youth Programs Division Chief and staff to develop program that works within the guidelines of the AuxScout program. **By 31 DEC 2021.**
6. Update all Performance Qualifications Standards (PQS) in the Ports and Security Division within Prevention.
  - a. Review and update the Auxiliary Assistant Facility Inspector (AUX-EU), Auxiliary Assistant Pollution Responder (AUX-ED), Auxiliary Assistant Port State Control Dispatcher (AUX-PSC), Auxiliary Assistant Port State Control Examiner (AUX-PSCE) and Auxiliary Assistant

- Water Ways Management (AUX-WM) PQS workbooks to meet active duty job requirements and 14 USC and 33 CFR Part 5 regulations. **By 1 JAN 2022.**
- b. Develop corresponding Study Guides. Complete preliminary first drafts for internal review. **By 1 JAN 2022.**
7. Develop and complete full rewrite of the Auxiliary Marine Safety Administrative and Management Specialist (AUX-MSAM) qualification.
    - a. Complete first draft of the revised PQS for internal review (to be submitted as individual chapters) **By 1 JAN 2022.**
    - b. Revise corresponding Study Guide, submitting individual chapters with corresponding PQS sections. **By 1 JAN 2022.**
    - c. Complete all online modules for review. **By 1 JAN 2022**
  8. Develop training as an introduction to Marine Safety for DCOs, DCOSs and ASCs to enable a better understanding of the Marine Safety missions within their Districts, so local leadership can explain what can be done to help the Sectors complete their mission. **By 1 JAN 2022.**
  9. Review and update Introduction to Marine Safety and Environmental Protection (IMSEP) study guide and online test. **By 01 JAN 2022.**

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

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

*Goal:* Develop and deliver the prevention programs of safe boating education (PE), Vessel Safety Check (VSC), and RBS Partner Visitation (PV), paddlecraft and Personal Watercraft (PWC) safety, and other RBS outreach, to encourage and increase safe boating behaviors by the public.

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

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

#### *Milestones:*

1. Complete NASBLA course renewals. **By 1 DEC 2020.**
2. Encourage/Identify individuals to apply for appointment to relevant RBS committees and panels, such as NASBLA Education Standards, NBSAC, etc. **Initially by 1 DEC 2020 and then ongoing.**
3. Expand publicity of Auxiliary efforts in RBS, including National Safe Boating Week. **Initially by 15 JAN 2021 and then ongoing.**
4. Publicize member recognition of IT, VE and PV awards, and the Recreational Boating Safety device, etc. through internal and external media outlets. **Initially by 15 FEB 2021 and then ongoing.**
5. Review VE and PV exams and update, as necessary. **Initially by 15 MAR 2021 and then ongoing.**
6. Expand Paddlecraft education tools by developing short evidence-based educational programs aimed at inexperienced paddlers without access to mentors, reflecting common causes and contributing factors for fatalities and accidents. **Initially by 15 APR 2021 and then ongoing.**
7. Encourage development of local relationships with clubs, liveries, instructors, and others who can serve as mentors to inexperienced paddler. **Initially by 15 APR 2021 and then ongoing.**
8. Expand Life Jacket Wear Observation Program training opportunities to enable additional data collection and evaluation. **By 15 MAY 2021.**

9. Expand VE/PV cooperation and partnership with Power Squadrons, including cooperative sharing of training materials, workshops; assistance with qualifying examiners; and assistance with data collection and evaluation. **Initially by 15 JUN 2021 and then ongoing.**
10. Expand efforts to identify Auxiliary members with paddling skills and knowledge, and to recruit them into the AUXPAD program. **Initially by 15 JUN 2021 and then ongoing.**
11. Develop an improved training program and tools for Auxiliary members involved in shore-based paddling programs, leveraging, and strengthening relationships with the ACA. **By 15 JUN 2021.**
12. Develop venue specific paddlecraft programs – (river and coastal paddling have different risks). **By 15 JUN 2021.**
13. Develop recommendations for Paddlecraft uniform standardization. **By 15 JUN 2021.**
14. Develop additional Paddlecraft Operator Training opportunities and training centers. **By 15 JUN 2021.**
15. Develop improved systems to gather and evaluate data from various sources, including the automation of 7012 / 7012A form. **By 15 JUL 2021.**
16. Develop PV database with collection and evaluation tools. **By 15 JUL 2021.**
17. Encourage collaborative efforts among the recreational boating safety community stakeholders / businesses, including non-traditional companies, to benefit the boating public. **Initially by 15 JUL 2021 and then ongoing.**
18. Evaluate current legacy RBS brochures. Evaluate for reprinting, or update into alternate means of delivery, i.e., QR code links to web pages, etc. **By 15 JUL 2021.**
19. Engage with RBS partners and Districts on PWC safety. **By 15 JUL 2021.**
20. Review the entire library of Public Education programs and offerings. Replace and replace where necessary. **By 30 JUL 2021.**
21. Support the Gap Analysis results by providing Up-to Date Instructor Development and Qualification by ensuring new instructors benefit from the use of the new Instructor Development Course 2020 materials and process. **By 30 JUL 2021.**
22. Review the Boating Skills and Seamanship (BS&S) Product with the goal of dividing it up into discrete Instructional Modules. **By 30 JUL 2021.**
23. Update pre-teen materials
  - c. Review existing material for relevancy. **By 15 MAR 2021.**
  - d. Create new material as determined by review process. **Initially by 1 DEC 2021 and then ongoing.**
24. Seek certain technical modification and updates to AUXPAD program instruction (e.g. ACA level 2 coastal kayak and river kayak criteria, and other issues). **By 15 DEC 2021.**
25. Improve AUXPAD program data collection and reporting. **By 15 DEC 2021 and then ongoing.**
26. Work with RBS partners (Power Squadrons, Water Sports Foundation, etc.) to develop/ host/store a library of water safety videos. **By 15 JAN 2022.**

## Assistant National Commodore – ForceCom

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

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

*Activities:* Identify the skills and capabilities the Coast Guard needs at the local level from Auxiliary members in established categories. Match Auxiliary training requirements with the skill levels requested. Define and develop training as needed and assign the training development to the proper Directorate(s).

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

#### *Milestones:*

1. Redevelop metrics within AUXDATA II to track workload trends for augmentation in CG Recruiting, Clergy Support, Health Care, and Food Service. **By 31 DEC 2020.**
2. Complete Standard Operating Procedures for Coast Guard Auxiliary Food Services in cooperation with active duty program elements, including BSX. **By 1 FEB 2021.**
3. Identify the Coast Guard requirements for augmentation in Coast Guard Recruiting, Clergy Support, Healthcare, and Food Service based on the 2019 Gap Analysis and program office requests. **By 1 FEB 2021.**
4. Identify qualified healthcare professionals in the fields of pharmacy and behavioral health to meet specified CG augmentation needs. **By 31 MAR 2021.**

## **Assistant National Commodore – ForceCom**

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

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

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

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

#### *Milestones:*

1. Redevelop metrics in AUXDATA II to track progress to BQ status. **By 31 DEC 2020.**
2. Redevelop metrics in AUXDATA II to document members remaining in AP or IQ status six months after initial entry. **By 31 DEC 2020.**
3. Plan and implement recognition, in the form of a certificate, for new members attaining BQ status within a to-be-defined time period. **By 31 DEC 2020.**
4. Develop and place material on social media to steer prospective members to the National Website "Join Now" page. **By 31 MAR 2021.**
5. Research physical and online recruiting venues for potential members with an interest in Marine Environmental Protection, Marine Safety and Emergency Management. **By 31 MAR 2021.**
6. Enhance Auxiliary Application Management System (AAMS) processing with tighter metrics on local follow-ups and resulting new members. **By 31 MAR 2021.**
7. Research, develop, and maintain an online catalog of flotilla best practices in both recruiting and retention. **By 31 MAR 2021**

## **Assistant National Commodore – Performance and Student Programs**

### **Expand the Auxiliary Student Programs: Auxiliary University Program (AUP) and Sea Scouts (AuxScout) to meet mission and service needs**

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

*Activities:* Develop future Coast Guard active duty, Reserve, and Auxiliary leaders. Grow the number of members in support of Coast Guard human capital needs. Develop a leadership curriculum, training, and tools.

*Implementing Partners:* The Auxiliary, including DNACO-ITP, ANACO-PS, Assistant National Commodore for Diversity (ANACO-DV), DIR-S, DIR-T, DIR-C, and DCOs, will partner with Flotilla Commanders, the Office of Auxiliary and Boating Safety (CG-BSX), Coast Guard Recruiting Command and the National Sea Scout Support Committee of the Boy Scouts of America.

#### *Milestones:*

1. Develop and publicize a crosswalk between Auxiliary and Sea Scout training and activity programs. **By 01 DEC 2020.**
2. Develop AuxScout Slides presentation for partner organizations. **By 1 JAN 2021.**
3. Develop and implement a customer service plan to provide AuxScout program support to the Coast Guard, Coast Guard Auxiliary, Coast Guard Auxiliary Association, and the Boy Scouts of America. **By 1 FEB 2021.**
4. Develop analytics to systematically document and report AuxScout program performance. **By 1 FEB 2021.**
5. Explore integration opportunities between Sea Scouts and Coast Guard Active Duty and Reserve components, particularly Coast Guard Recruiting. **By 1 MAR 2021.**
6. Promote AUP to university, Auxiliary, Reserve, and Active Duty communities. Coordinate with the Public Affairs Directorate and Diversity Group to promote AUP to flotillas through the Public Affairs and Diversity FSOs. **By 31 MAR 2021.**
7. Overhaul the AUP website to reflect current policies, staff, and materials. **31 MAR 2021.**
8. Regain and maintain control of the AUP social media presence: discontinue or update social media accounts as appropriate. **By 31 MAR 2021.**
9. Adapt existing monthly AUP STEM workshops for AuxScout use. **By 1 APR 2021.**
10. Develop and deploy Public Service Announcements (PSAs) to promote AUP. **By 31 JUL 2021.**
11. Include AuxScout achievements into the AUP Program of Study. **By 15 AUG 2021.**
12. Review, evaluate and update the AUP Program of Study to ensure support of the Auxiliary mission, while providing relevant course delivery. **By 15 AUG annually.**

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

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

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

#### *Activities:*

Leverage features and capabilities of the new AUXDATA platform (AUXDATA II) to make Auxiliary business processes more efficient. Create a stable and secure server resource environment that facilitates development of new services and upgrades of existing services. Complete a cybersecurity risk assessment of the Auxiliary's national web presence and develop recommendations for enhancing cybersecurity practices.

*Implementing Partners:* The Auxiliary, including DNACO-ITP, ANACO-IT, ANACO-PS, DIR-C, DIR-U, and all other Directorates and program managers who have an affected process, will partner with the Assistant Commandant for Command, Control, Communications, Computers and IT (CG-6), CG Cyber Command, Assistant Commandant for Capability (CG-7), and the Office of Auxiliary and Boating Safety (CG-BSX).

#### *Milestones:*

1. Complete the Auxiliary server infrastructure project. **By 31 DEC 2020.**
2. Assist CG-BSX with development of written policy for administration of AUXDATA II, to include training and certification requirements for each user permission level. **By 31 MAR 2021.**
3. In conjunction with introduction of the new AUXWOW Communications Services (CS) course, develop recommended CS Officer certifications. **By 31 MAR 2021.**
4. Establish a formal process to review, approve, and prioritize requested enhancements to Auxiliary databases and services. **By 31 MAR 2021.**
5. Revise the Information Services (IS) C-School (AUX-10) course curriculum and develop recommended IS Officer certifications. **By 30 JUN 2021.**
6. Evaluate the AUXDATA II Case Management service as a replacement for the Auxiliary Help Desk ticketing service. **By 30 JUN 2021.**
7. Complete a cybersecurity risk assessment of the Auxiliary's national web presence, to include WOW and legacy AIRS websites, and develop recommendations for NEXCOM approval. **By 31 AUG 2021.**
8. Evaluate legacy Auxiliary process workflows such as paper-based mission and member activity forms and identify opportunities to leverage workflow capabilities of the AUXDATA II platform. **By 31 DEC 2021.**
9. Assess the feasibility of migrating "home grown" databases and services such as the National Testing Center to commercial/open source software, to include cost estimates, and develop recommendations for NEXCOM. **By 31 DEC 2021.**
10. In coordination with CG-6, CG-7, and CG-BSX as members of the Configuration Control Board, prioritize implementation of items in backlog for AUXDATA II. **Ongoing.**

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

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

*Goal:* Standardize and manage Auxiliary National financial strategies and administration.

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

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

#### *Milestones:*

1. Advance Auxiliary financial independence.
  - e. Increase visibility over financial activities of the Coast Guard Auxiliary Association, Inc. as the fiscal agent for the Auxiliary. **Ongoing.**
  - f. Prepare new and revised policies and procedures for the custody, disbursement, and stewardship of Auxiliary member funds administered by the Coast Guard Auxiliary Association, Inc. **Ongoing.**
2. Develop and maintain, as required, financial policies and procedures in support of the Auxiliary Manual. **Ongoing.**
3. Develop procedures, as required, for ensuring compliance with laws and regulations pertaining to financial management. **Ongoing.**
4. Develop and implement Auxiliary-wide improved financial controls to prevent defalcations and improve visibility at all levels of the organization. **Present to National Board at NTrain 2021.**

## Vice National Commodore

### **Embrace an enhanced Safety Culture Auxiliary-wide**

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

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

*Implementing Partners:* The Auxiliary, including the National Commodore (NACO), Vice National Commodore (VNACO), Assistant National Commodore for Response (ANACO-RP), Assistant National Commodore for ForceCom (ANACO-FC), Assistant National Commodore for Recreational Boating Safety (ANACO-RBS), Director, Response (DIR-R), Director, Prevention (DIR-P), Director, Human Resource (DIR-H), Director, Training (DIR-T), District Commodores (DCOs), and District Chiefs of Staff (DCOSs), will partner with Coast Guard Office of Safety and Environmental Health (CG-113) safety managers and Coast Guard Office of Auxiliary and Boating Safety (CG-BSX)

#### *Milestones:*

1. Select Advisory Board for the development of Safety Program Outline. **By 1 DEC 2020.**
2. NEXCOM and CG-BSX complete review and provide feedback of draft program. **By 15 JAN 2021.**
3. Announce program overview at OPCOM and add education of implementing partners on core concepts and the operation of a SMS program. **At NTRAIN 2021.**
4. Set up initial development of Risk Management committees with selected ANACOs and Directors (pending approval by NEXCOM). **At NTRAIN 2021.**
  - a. Operations and Policy Development Committee
  - b. Occupational Health and Culture Committee
  - c. Safety and Risk Assurance Committee
  - d. Safety and Risk promotion Committee
  - e. Data Collection Committee
5. Develop first draft for the various components of the committee process, for internal review and feedback by NEXCOM, BSX and CG113. **By 30 APR 2021.**
6. Develop and train an Auxiliary Safety Review Board. **By 30 JUN 2021.**
7. Coordinate with CG-BSX, CG 113 and appropriate Active Duty staff elements to develop a national standards (SOP) outline for an Auxiliary Safety Program.
  - a. Develop a standardized Auxiliary coordination process to support District Directors of Auxiliary on mishap reporting and policies with BSX. Submit to NEXCOM **by NACON 2021.**

- b. Propose safety officer member initial qualification standards, appropriate staffing levels.  
Submit to NEXCOM **by NACON 2021**.
- 8. Within 12 months of NEXCOM, CG-BSX and CG-113 program approval have 25% of District Safety officers qualified. **TBD**.

## National Executive Committee

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

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

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

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

#### *Milestones:*

1. Automate a process for outgoing Flotilla Commanders to receive a letter of appreciation from the National Commodore.
  - a. Draft a letter for NEXCOM review and approval. Action: Director, Human Resources Directorate. **By 15 NOV 2020.**
  - b. Assemble list of Flotilla Commander names and email addresses. Action: District Commodores via Area DNACOs. **Every year by 10 DEC.**
  - c. Generate letter for electronic delivery with NACO signature. Action: NACO Executive Assistant staff. **Every year by 15 DEC.**
2. Automate a process for outgoing Division Commanders to receive a certificate of appreciation from the National Commodore.
  - a. Draft a certificate for NEXCOM review and approval. Action: Director, Human Resources Directorate. **By 15 NOV 2020.**
  - b. Assemble list of Division Commander names and addresses. Action: District Commodores via Area DNACOs. **Every year by 10 DEC.**
  - c. Generate certificates to be mailed with NACO signature. Action: NACO Executive Assistant staff. **Every year by 15 DEC.**
3. Act on exit survey results
  - a. Analyze quarterly exit survey results. Action: District Commodores via Area DNACOs. **Ongoing, as survey results are published.**
    - i. Identify the top five reasons members leave.
    - ii. Set goals for Divisions and Flotillas to develop action plans.
    - iii. Report back to Area DNACOs.



United States Coast Guard Auxiliary

<http://www.cgaux.org>