

United States Coast Guard Auxiliary

Strategic Plan 2014 – 2020



November 2014
updated July 2015

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Preface

National Commodore's mantra

In service to our country, Auxiliaries should always keep in mind to:

- Do the right thing and take care of our people
- Know we are a maritime organization and that we will excel in that arena
- Nurture our Auxiliary culture via servant leaders who understand that to aspire to leadership positions, either elected or appointed, is a noble goal, not merely a position to be filled
- Set high expectations for ourselves and our members
- Plan for success but not be afraid to fail

Mark Simoni
National Commodore
Nov. 1, 2014

Executive summary

In this, its 75th year of operations, the United States Coast Guard Auxiliary, the 30,000-strong uniformed volunteer component of the United States Coast Guard, embraces its vision to be the best trained, most valued maritime volunteer organization in the world – highly effective during normal operations and ready for emergencies.

Answering the call to duty in performance of its missions, the Auxiliary incorporates the Coast Guard Commandant's guiding principles: Service to the Nation, Duty to People, and Commitment to Excellence.

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

In its Service to the Nation, the Auxiliary will stress outreach. The Auxiliary will expand and enhance its efforts in water safety and education to the recreational boating public in concurrence with the appropriate objectives of the Strategic Plan of the National Recreational Boating Safety Program.

In its Duty to People, the Auxiliary will create an environment where its members receive training and support in both their Auxiliary rolls and private life. Far from reflecting the ethnic makeup of the United States, the Auxiliary will seek to engage these diverse groups to bring their experience and cultural richness to the organization. By establishing new communities of practice, it will allow members to collaborate and communicate with others in their areas of interest. The Auxiliary will become more responsive to align members' interest with opportunities to serve.

In its Commitment to Excellence, the Auxiliary will establish new leadership training and criteria and nurture its culture via servant leaders who understand that to aspire to hold leadership positions is a noble goal. 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 provide excellence in mission support to the Coast Guard, the Auxiliary will seek to match its capacity and capabilities for optimal Coast Guard support and reduce reliance on Coast Guard financial resources.

As the Auxiliary operationalizes its strategic plan, the watchwords, Leadership, Initiative and Innovation, point the way into the future.



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

U.S. COAST GUARD AUXILIARY POLICY STATEMENT

The U.S. Coast Guard Auxiliary is the uniformed volunteer component of our Service. The Coast Guard's guiding principles of SERVICE TO NATION, DUTY TO PEOPLE and COMMITMENT TO EXCELLENCE are only achievable through the combined efforts of all Coast Guard forces. The Coast Guard Auxiliary is a valuable, dedicated and 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 Auxiliarists to duty continues today in the more than 30,000 professional men and women who faithfully execute assigned Auxiliary missions throughout 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. They are a crucial force multiplier for the Coast Guard's sustained mission excellence.

Auxiliarists enthusiastically provide experience, talent, and platforms 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 its mission, and they do it without compensation!

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 that reads "Paul F. ZURUNFT".

PAUL F. ZURUNFT
Admiral, U.S. Coast Guard

Mission and vision

Mission

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

Vision

The United States Coast Guard Auxiliary – the best trained, most valued maritime volunteer organization in the world – highly effective during normal operations and ready for emergencies.

Auxiliary Overview

Established by Congress in 1939 under [title 14, §§ 23](#) of the U.S. Code, the United States 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 the nation's navigable waters.

Two years later on February 19, Congress amended the 1939 act with passage of the Auxiliary and Reserve Act of 1941. Passage of 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 U.S.

Missions and Programs

Academy Introduction Mission (AIM) Auxiliarists are authorized assignment-to-duty to assist the Coast Guard Academy with recruitment of cadet candidates. This assignment includes orienting and counseling high school students, attending college fairs, and participating in AIM Week each summer at the US Coast Guard Academy (USCGA).

Administrative Support to the Coast Guard Auxiliarists are authorized assignment-to-duty to assist and to augment administrative functions of any Coast Guard unit.

Aids to Navigation (ATON) Qualified Auxiliarists and their facilities are authorized assignment-to-duty to support and augment the Coast Guard's ATON Program. After training and qualifying as an Aids Verifier, Auxiliarists verify the position and characteristics of private aids to navigation (PATONs) and help the National Ocean Service (NOS) and the U.S. Army Corps of Engineers in updating nautical and aeronautical charts. Members also support ATON units in servicing federal aids after receiving Coast Guard training. ATON units also help the National Ocean Service (NOS) and the U.S. Army Corps of Engineers in updating nautical and aeronautical

America's Waterway Watch Program (AWW) Individuals and families are invited to participate in this program that is a nationwide initiative similar to the well-known Neighborhood Watch program that asks community members to report suspicious activities to local law enforcement agencies.

Bridge Administration Qualified Auxiliarists and their facilities are authorized to

- ❖ Support and augment bridge surveys
- ❖ To investigate and to provide information regarding waterways safety and navigation situations pertaining to the bridge program
- ❖ To provide direct assistance and support to bridge program staff and other Coast Guard personnel in the Bridge Administration Program

Contingency Preparedness Qualified Auxiliarists and their facilities are authorized to provide platforms and personnel for defense and non-defense exercises and to develop plans and support contingency response operations for disaster and lesser incidents. Auxiliarists and their operational facilities may also provide support as unarmed opposition forces (OPFOR) and gather information and data for contingency plans.

Merchant Mariner Licensing Qualified Auxiliarists are authorized to administer merchant mariner license and document examinations in remote areas, to conduct oversight of approved maritime training courses, and to provide administrative support for the marine licensing program at the local level.

Marine Environmental Protection and Safety (MEP) Qualified Auxiliarists and their facilities assist with marine environmental protection and safety programs and pollution prevention and environmental disaster relief operations. Auxiliarists, when qualified and approved, may assist in a variety of Coast Guard maritime inspection programs. Auxiliarists RBS Outreach Department issued 27 December 2011 may provide facilities and personnel for public education, for support of pollution prevention activities, and for environmental disaster relief operations.

Operational Support to the Coast Guard (OPS) Qualified Auxiliarists and their facilities are authorized to support all Coast Guard operational units. Auxiliarists must be qualified per current Coast Guard and Auxiliary manuals and directive provisions and must serve under an active duty unit commander's direction.

Port Safety and Security (PS&S) Qualified Auxiliarists and their facilities are authorized to support the Port Safety and Security Program. Auxiliarists may provide facilities and unarmed personnel for

- ❖ Surveillance and reporting
- ❖ Harbor and anchorage patrols
- ❖ Assistance to Coast Guard forces in safety and security zone enforcement
- ❖ Support for vessel boarding
- ❖ Port facility and vessel verification visits
- ❖ Aircraft over-flights augmenting Coast Guard crews
- ❖ Administrative support

Public Affairs Support (PA) Auxiliarists are authorized to support both Coast Guard and Auxiliary public affairs programs.

Public Education The Education Department's mission is twofold:

- ❖ To provide exceptional boating safety education to America with the aim of reducing loss of life, personal injury, and property damage to recreational boaters
- ❖ To deliver the highest possible quality training, resources and timely materials in support of our flotilla instructors and public education staff officers at every level who are furnishing such boating safety education

Recreational Boating Safety (RBS) Qualified Auxiliarists and their facilities may be assigned to support the recreational boating safety program by:

- ❖ Conducting public education
- ❖ Performing recreational Vessel Safety Checks (VSCs)
- ❖ Participating in State Liaison Programs
- ❖ Participating in marine program visitations (PVs), boat shows and National Safe Boating Week (NSBW) activities

Recruiting Auxiliarists may qualify and be assigned-to-duty as military recruiters to support the Coast Guard's recruiting program. This assignment includes qualification as a military recruiter, proctoring recruiting examinations, and administrative assistance to recruiting.

Search and Rescue Qualified Auxiliarists and their facilities are authorized to assist the Coast Guard in support of search and rescue operations. These duties include search planning, search operations, and the conduct of rescues at sea.

Training for Sea Cadets and Sea Scouts Coast Guard Auxiliary members are authorized to provide shore side and underway training to Sea Cadets and Sea Scouts, under a program that is an outgrowth of the Auxiliary's Memorandum of Understanding (MOU) with the Naval Sea Cadet Corps (NSCC), and its Memorandum of Agreement (MOA) with the Boy Scouts of America (BSA).

Inspections of commercial vessels Qualified Auxiliarists assist the Coast Guard in marine inspection mission by:

- ❖ Supporting and assisting Coast Guard accident investigations
- ❖ Providing platforms for inspectors
- ❖ Conducting barge inspections
- ❖ Providing remote area surveillance and response
- ❖ Conducting voluntary examinations of uninspected commercial vessels
- ❖ Providing administrative and operational program support

Waterways Management Qualified Auxiliarists are authorized to assist in Coast Guard waterways management mission areas by:

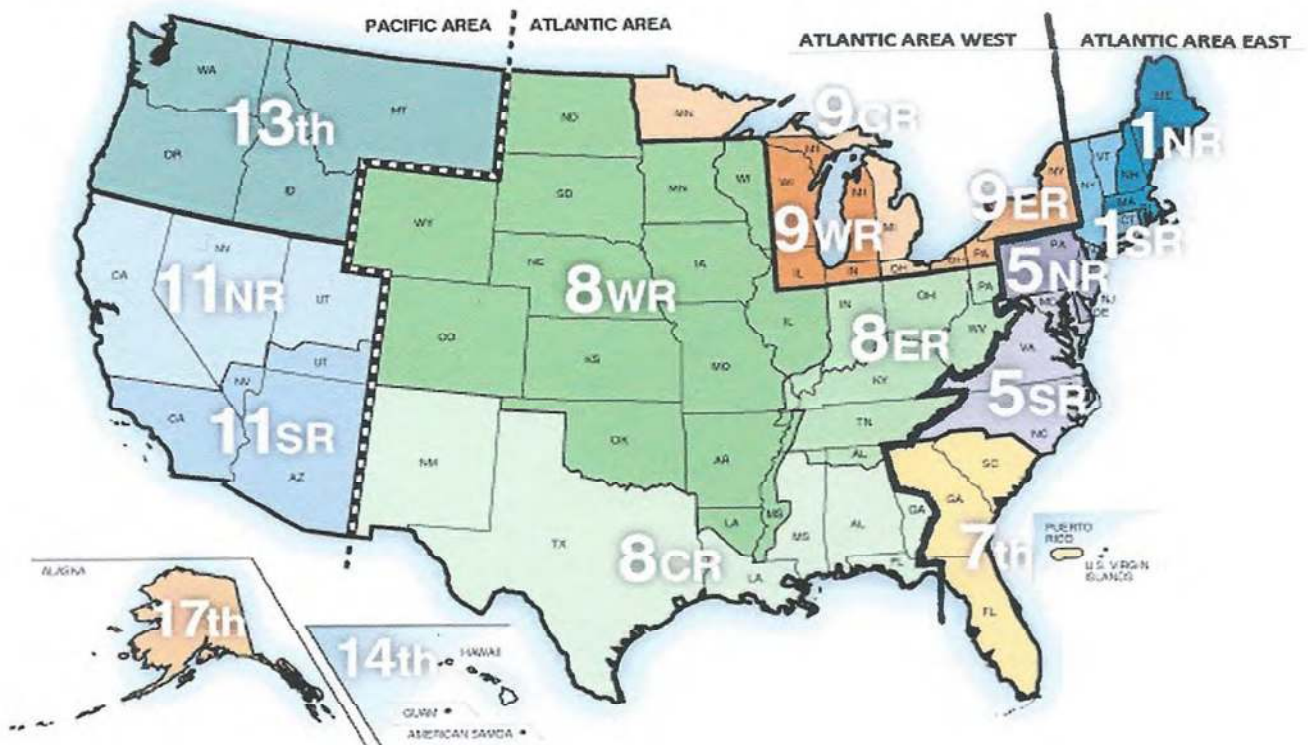
- ❖ Providing platforms and unarmed personnel for Coast Guard and other federal and state agencies
- ❖ Inputting information and data into the analysis process
- ❖ Providing administrative and operational program support for commercial vessels

In addition the U.S. Coast Guard Auxiliary can perform any mission as directed by the Commandant of the U.S. Coast Guard or Secretary of Homeland Security except for law enforcement or military operations.

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 via the Commandant of the U.S. Coast Guard, the Auxiliary's internally operating levels are broken down into four organizational levels: Flotilla, Division, District, and National.

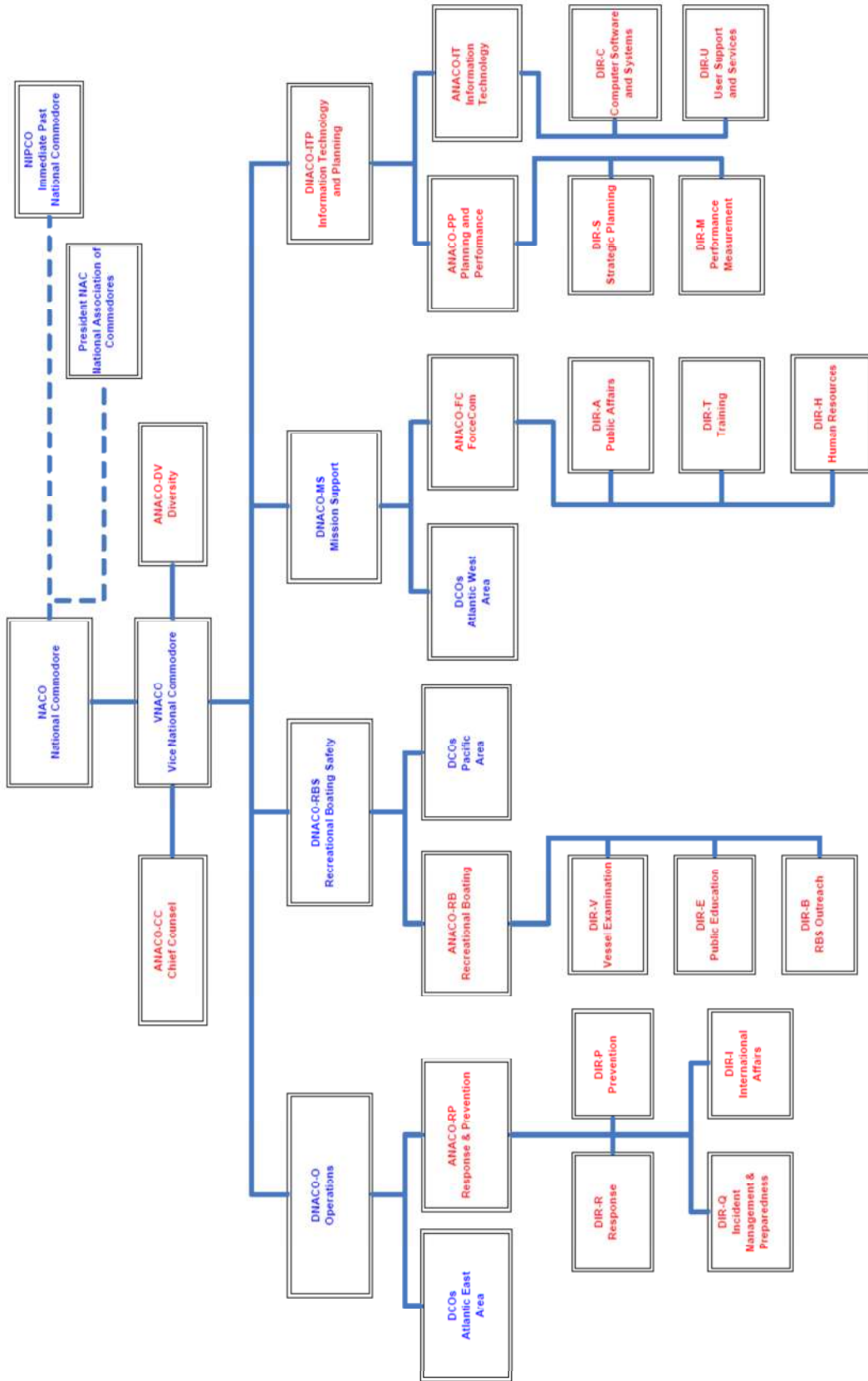
U.S. COAST GUARD AUXILIARY AREAS, DISTRICTS, AND REGIONS



- National – National, comprised of the National Board and National Executive Committee, is responsible under the governing policies established by the Commandant of the Coast Guard for the administration and policy direction for the Auxiliary. The National Staff 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 and is comprised of at least 15 qualified members, who perform the day-to-day activities of the unit. Members and facilities are based in Flotillas; every Auxiliary member is part of 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

- **Leadership**

The Auxiliary as an organization will rise and fall with leadership. Training effective leaders will be a top priority.

- **Initiative**

Auxiliarists, by the very nature of their volunteerism, are motivated persons. The Auxiliary will provide an environment that allows members to exhibit disciplined initiative.

- **Innovation**

The Auxiliary will continue to develop new and better means and processes to provide a more diverse portfolio of services to the Coast Guard, other partners, and the citizens of the United States.



Guiding principles and priorities

1. Service to the Nation

- **Reinforce existing partnerships**

Delineate expectations and responsibilities of existing partnerships. As opportunities emerge, establish effective MOUs or MOAs with our partners

- **Strengthen presence in electronic safe boating education**

Monitor the Auxiliary's electronic Public Education products, modifying and expanding on-line delivery of courses and products to meet public demand

- **Expand efforts in Water Safety**

Increase Auxiliary presence and relevance in the growing paddlecraft community to better promote on the water safety and reduce fatalities

2. Duty to People

- **Support and benefit members**

Create an environment where members receive training and support that will benefit them in both their Coast Guard Auxiliary roles and private lives

- **Establish communities of practice**

Engage member collaboration by creating moderated and guided communities of practice for missions and programs to better enhance alignment, sharing best practices and information by communicating between members beyond their personal flotilla, division, or district.

- **Identify member capabilities and match them with opportunities**

Develop a formal method linking member's interests and capabilities with existing or potential positions within the organization, giving interested members a way to make their desires, civilian skills, and professionalism known to the leadership and the Coast Guard

3. Commitment to Excellence

- **Develop world-class leaders**

The best volunteer organization needs the best leaders, whether elected or appointed.

Policy and resources will emphasize leadership training that is as important as job qualification training. With the an emphasis on leadership as well as that management, training will be provided to all members on a regular basis because all members are leaders in some regard

- **Maximize Response and Prevention support, capacity, and capabilities**

Determine the requirements for optimal Coast Guard operational support and an Auxiliary unit's capacity at different operational tempos and address discrepancies

- **Streamline organizational processes and administration**

Simplify and standardize Auxiliary procedures

- **Continue to expand the Auxiliary University program**

Provide the Coast Guard Auxiliary and Coast Guard with young, talented, educated, dedicated, diverse, and well-trained leaders to meet the service's operational and mission support needs

- **Reduce reliance on Coast Guard financial resources**

In a continuing era of tight budgets, develop models for future states that include minimal Coast Guard financial resources

Oversight and implementation

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

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

Assistant National Commodore – Response and Prevention

Maximize Response and Prevention support, capacity, and capabilities

Goal: Roll out the RP Strategies for Success to all districts in 2015

Activities: Perform GAP analysis by determining support requirements/wishes of Coast Guard units: operations normal, backfill, surge; and determining Coast Guard Auxiliary capacity at Coast Guard units at various operational tempos. Develop plans to address gaps with targeted recruiting; Coast Guard owned, Auxiliary operated facilities; and manufacturer supplied platforms.

Implementing Partners: DNACO-O, ANACO-RP, DIR-R, DIR-P, DIR-Q, DCOs, DCOS', ASC, COAST GUARD commands, boat manufacturers

Tactics and time line:

- Measure the number of Auxiliary units that complete contact with their active duty counterparts and record feedback on the results by NACON 2015.
- Assist the Districts with assessment of active duty needs and perform a gap analysis comparison of those needs against the available Auxiliary assets. DIR-Q to produce an initial report of the differences by 30 November 2015.
- Develop training for DCO, DCOS, DSO-IMs, DSO-AV and Sector Coordinators to be delivered at NTrain 2016 with facilitated District-specific breakout sessions.
- Follow up with selected Active Duty counterparts in 2016 to determine the effectiveness of the implementations.
- Complete GAP Analysis on remaining portions:
 - Surge Operations to Q by 30 March 2016; Q Analysis by 30 April 2016.
 - Targeted Augmentation to Q by 30 June 2016; Q Analysis by 30 July 2016.
 - Updated report on GAP Analysis by NACON 2016.

Assistant National Commodore – Recreational Boating

Strengthen existing partnerships

Goals:

- (1) Make the USCG Auxiliary the key partner in CG RBS efforts
- (2) Ensure all partnerships have a viable value proposition
- (3) Strengthen MOUs/MOAs

Activities: Increase cooperation and joint activities with partner organizations such as the United States Power Squadrons and The American Canoe Association and other organizations including National Recreational Boating Safety Strategic Plan signatory organizations. Increase cooperation with the Coast Guard Office of Boating Safety. Make continued progress on the appropriate objectives of the Strategic Plan of the National Recreational Boating Safety Program.

Implementing Partners: DNACO-RBS, ANACO-RB, DIR-B, DIR-V, DIR-E, DIR-T, USCG

Tactics and time line:

- Implement an observer corps program to measure life jacket wear rates in 10 states by summer 2015, 20 states by summer 2016, and entire US by summer 2017. Training to be conducted in June and July; program begins in August. Success of the first 10 states pilot will be evaluated by 30 September 2015.
- With ANACO-CC, evaluate existing MOA and MOUs by 30 November 2015.
- In accordance with the Strategic Plan of the National Recreational Boating Safety Program 2012-2016, strategy 2.8, regularly deliver recreational boating safety messages to the RBS community through the extended marine dealer network (new & used boat dealers, marinas, and retailers who sell boating supplies). Ongoing.
- Partner with the USPS on ongoing activities:
 - Solicit articles and info about existing successful partnership activities. Ongoing.
 - Environmental Clean-Up – Participate in shoreside sweeps and cleanup activities.
 - America’s Waterways Watch Presentations - Presentations to the public highlighting what we do and what they can do to enhance the security of our waterways.
 - Collaborate on VSC Stations. Safety & PA Booths, etc. (Joint Auxiliary/USPS VSC tables at marinas, boat shows, etc.).
 - USPS Guest Lectures at Aux Boating Classes & Aux Guest Lectures at USPS Boating Classes.
 - Use the Web (and especially Social Media) to jointly promote both organizations’ mutual RBS projects. e.g. PE, NSBW activities, Marine Safety, etc.

Assistant National Commodore – Recreational Boating

Strengthen presence in electronic safe boating education

Goal: Develop e-books, on-line courses and new classroom material that will increase public enrollments by 5% per year beginning in 2015.

Activities: Develop requirements and methods to evaluate current traditional and electronic educational products, and their use and acceptance by our customers and members. Develop an annual process for review of our educational products to insure that they continue to meet public demand.

Implementing Partners: DNACO-RBS, ANACO-RB, DIR-B, DIR-V, DIR-E, DIR-T, Auxiliary Association, DIR-C, DIR-A.

Tactics and time line:

- In partnership with Boat-Ed, rollout enhanced e-book.
- Collect feedback from initial use of the first-generation e-book and evaluate the need for changes by 30 July 2015.
- Develop, plan and execute rollout of the online Modern Marine Navigation course.
 - Introduce course by 30 September 2015.
 - Train instructors on how to deliver the online course prior to course introduction by 15 August 2015.
 - Evaluate response to the initial rollout and level of use by 1 November 2015.
 - Determine market potential for follow on courses by 31 December 2015.
- In partnership with Boat-Ed, overhaul the PowerPoint presentations for ABS in 2016.
- With the A Directorate, develop marketing plans for the newly developed e-books, enhanced e-books, on-line courses and classroom material by 1 October 2015.
- Develop and publish talking points for the Recreational Boating Safety Visitation Program's (RBSVP) Program Visitors to use to promote e-courses, workshops, seminars at suitable marinas and retail outlets by 15 August 2015.
- Develop and publish talking points for Vessel Examiners to use during the one-on-one educational interaction with boaters during Vessel Safety Checks to promote the e-courses by 1 August 2015.
- Plan for development and execution of training for the online Modern Marine Navigation course by 24 August 2015.
- In accordance with the Strategic Plan of the National Recreational Boating Safety Program 2012-2016, strategy 1.5, measure the effectiveness of educational methods.
 - With the M Directorate determine what should be measured and make recommendations for doing the measurement by 30 September 2016.

Assistant National Commodore – Recreational Boating

Expand efforts in Water Safety

Goals:

- (1) Increase Auxiliary presence and relevance in the paddlecraft community.
- (2) Double the number of VSCs on paddlecraft in 2015.

Activities: Develop paddlecraft safety advocates. Assist other groups in outreach techniques; Expand existing programs to provide outreach to the paddlecraft community including Vessel Safety Checks (VSCs), PVs, education and an aggressive outreach to outfitters and sales outlets. Expand recruiting efforts in the paddlecraft community. Develop trained paddlecraft vessel examiners.

Implementing Partners: DNACO-RBS, ANACO-RB, DIR-E, DIR-V, DIR-T, USPS, DIR-R, DIR-S (AUP)

Tactics and time line:

- Grow the Auxiliary Paddlecraft (AUXPAD) program in multiple districts by 1 August 2016.
- Develop an outreach program to increase VSCs on paddlecraft with outfitters, rental agencies and retail sales outlets by 17 August 2015.
- Create a paddlecraft course to be available by NACON 2015.
- Train the trainer to teach the new paddlecraft course. Training material available by 15 October 2015.
- Analyze paddlecraft fatalities to identify key causes and contributing factors. Use the results to revise key safety messages. Annually, as fatality data is available.
- In accordance with the Strategic Plan of the National Recreational Boating Safety Program 2012-2016:
 - strategy 2.3, deliver boating safety education messages through grassroots efforts. Ongoing support of USBI and NSBC and their programs.
 - strategy 2.4 and 2.5, deliver branded messages through traditional (television, radio, public service announcements, and print materials) and non-traditional (internet, social) media –on at least a quarterly basis.
 - strategy 2.6, reach the segment of the boating public with limited English proficiency by NACON 2015.
 - strategy 8.6 and 8.7, increase boaters knowledge and use of safety equipment through VSCs, PVs and promotion of the BOAT PRO education program for retailers.

Assistant National Commodore – ForceCom

Develop world-class leaders

Goals: Develop proven performers and high-potential members into world-class Auxiliary leaders.

Activities: Provide resources and policy to deliver formal training at all levels with an emphasis on practical leadership rather than general management. Leadership training will be available to all members on a regular basis, training members in leadership skills prior to running for office or accepting a staff position. Establish expectations for all office levels based on leadership principles that match job descriptions. Develop the infrastructure to track leadership training. Develop a method for assessing leadership skills. Promote leaders based on training, experience, and performance, not popularity. Develop Senior Leadership Training and a training methodology that expands from C-Schools to online/seminar training to reduce course costs and expand reach

Implementing Partners: DIR-T, DIR-H, DIR-A, DIR-S, ANACO-FC, ANACO-IT, ANACO-PP, DNACO-MS, DNACO-ITP, DIR-C, CHDIRAUX/BSX-1, DCOs, DCOSs, All DIRs

Tactics and time line:

- Analyze current courses: FLC, AUXLAMs, AMLOC, AULOC, and ASOC to determine difference between management and leadership aspects of the courses by 15 September 2015.
- Create a plan by 1 August 2015 for development of new courses for each level of elected and staff leadership: e.g. FC, DCDR, DCO, DIRs, DIRds.
- Develop a detailed schedule with at least quarterly milestones for delivering leadership content with planning completed by 1 August 2015.
- Document the requirements for development of an infrastructure to track leadership training.
 - Work with H Directorate to establish a search and sort requirements document leveraging AUXDATA to identify current and past leadership traits and experiences by 1 August 2015.
 - Work with U Directorate to implement and test search and sort capabilities in AUXDATA in response to the above requirements document. Date TBD with U Directorate.
- Propose a method to assess leadership skills and incorporate assessment methodology into the leadership training modules. By 1 October 2015
- Develop senior leadership training that expands from C-Schools to online and seminar training to reduce course costs and expand reach
 - Analyze Auxiliary training methodologies to identify the gaps between current practice and what higher education uses by 1 August 2015
 - After analysis, develop a requirements document for an integrated solution, including communications, courses, webinars, testing, data storage & retrieval to name a few features. Date TBD. Requires analysis of feasibility with DIR-C.
- Develop a detailed schedule with at least quarterly milestones for delivering deckplate leadership content and develop a method of assessment.
 - Detailed schedule for 2015 by 1 August 2015.
 - Delivery of leadership content via CGAUX messaging system - ongoing quarterly.
 - Measure effectiveness via Survey Monkey questionnaire quarterly beginning Q4 2015.

Assistant National Commodore – ForceCom

Identify member capabilities and match with opportunities

Goals: Provide a method by which members can be provided with Auxiliary and Coast Guard augmentation opportunities. Develop the Skills Bank and centralize the personnel recruiting, classifying and screening process in the H Directorate so that the best qualified candidates are considered for national staff appointments by 1 January 2016

Activities: Provide a method by which members can easily notify the right person of opportunities (positions, etc.) they wish to pursue and provide feedback that their message has been received. Provide an easily accessible posting of opportunities including available open position lists that include the opportunity description and the qualifications required. Create a method of matching applications to the position being posted.

Implementing Partners: DIR-H, DNACO-MS, DNACO-ITP, DNACO-O, ANACO-FC, CHDIRAUX/BSX-1, ANACO-IT, DIR-C, DIR-U, DIR-Q, DIR-T, N-AP

Tactics and time line:

- Interview a sample of the membership by 1 September 2015.
- Define requirements for the technical framework for matching opportunities to members. Plan is for a single entry point on the national website for both CG augmentation and national staff opportunities by 1 October 2015.
- Deliver content to end users via a robust marketing approach by 1 September 2015.
- Develop Skills Bank to centralize the personnel recruiting and application process so that the best qualified candidates are considered for national staff appointments. Functions include:
 - Advertise open National Staff positions.
 - Process for members to apply for open positions.
 - Ability to download resumes for future consideration.
 - Track applications.
 - Search submitted resumes.

Demo for NEXCOM review by 31 July. Implementation schedule to be set after receiving feedback from the demo.

Assistant National Commodore – ForceCom

Create an environment where members receive training and support that will benefit them in both their Coast Guard Auxiliary roles and private lives

Goal: Develop and market new member information and training programs that are focused on the needs of the members as determined from member feedback.

Activities: Improve direct communications to members via marketing and communication approaches. Provide as many PQS elements online as possible. Conduct regularly scheduled member satisfaction surveys.

Implementing Partners: DIR-A, DNACO-MS, DNACO-ITP, ANACO-FC, ANACO-IT, CHDIRAUX/BSX-1, DIR-T, DIR-H, DIR-C, DIR-U, DIR-S, N-AP

Tactics and time line:

- Develop and distribute marketing messages on training opportunities available to members
 - Ongoing monthly via Navigator Express
- In addition to the Member Training Compendium, provide an easily accessible posting of training opportunities on the T Directorate website which gives the description and the qualifications required - ongoing
- Use the CG Messaging system to send out recurrent notices on the information available in the MT Compendium – Five messages to be sent from July through October 2015.
- Improve communication to Deckplate via Navigator Express – ongoing
- Obtain feedback from members on their preference for training, both content and delivery method – ongoing.
- Evaluate member feedback to determine if new Training Courses or changes to existing courses are appropriate, and if they can be done within budget constraints
 - Determine the process for prioritizing appropriate course work by 10 August 2015.
 - Develop a plan for updating and building courses, based on results of the prioritization.
- Prepare plan for additional activities in the second half of 2015– 1 August 2015.
- Prepare plan for additional activities in 2016 – 1 January 2016.

Assistant National Commodore – Planning and Performance

Continue to expand the Auxiliary University program

Goals: Establish written program guidance consistent with existing Auxiliary policy. Promote the program to university, Auxiliary, Reserve, and active duty communities. Update the course of study to ensure support of the Auxiliary mission, while providing relevant course delivery. Increase student internships. Identify local active duty commands for each Auxiliary University Program unit that are willing to provide additional mentoring and on-the-job training and internship opportunities. Align the Auxiliary University Program with standard Auxiliary information systems.

Activities: Finalize the Leadership and Management Guide to make AUP more scalable, sustainable, and consistent with Auxiliary policies. Complete restructuring of academic course offerings. Leverage active duty partners in high-potential growth areas to strengthen existing and grow new AUP units in and around maritime and military academies and pre-existing units. Increase awareness of AUP among university, Auxiliary, Reserve, and active duty communities.

Implementing Partners: DNACO-ITP, ANACO-PP, DIR-S, DIR-T, DCOs, FCs, DIR-A, ANACO-DV, DIR-C, DIR-M, CG-BSX, CGRC, CG-092

Tactics and timeline:

- Share training materials and delivery systems with the Training Directorate. Ongoing as new material is completed.
- Provide the final draft of the AUP Leadership and Management Guide.
 - send to NEXCOM by 1 August 2015.
- Work with the Chief Director's office on updates needed to integrate the Auxiliary University Program into the next revision of the Auxiliary and Flotilla Procedures Manuals.
- Design and execute a Public Affairs campaign on the program's value to student, Auxiliary, and Coast Guard - ongoing through 2015, to include:
 - Work with the A Directorate and Diversity to define needs and expectations for marketing the AUP program.
 - Outreach presentations and information packets for program partners.
 - Weekly social media postings.
 - Monthly Navigator Express articles that showcase program activities.
 - AUP workshop at NACON 2015.
- Identify and have in place sponsorship at local active duty commands to provide mentoring, on-the-job training and internship opportunities by 30 November 2015.
- Develop a plan for documenting processes for connecting student interests to project and internship opportunities and for cataloging AUP student's relevant research and other academic work by 1 October 2015. Complete execution of the plan by NTrain 2016.
- Assess feasibility and develop requirements for migrating AUP data onto standard Auxiliary systems by 31 December 2015.

Assistant National Commodore – Information Technology

Create communities of interest

Goal: Create moderated, guided forums for specific functional areas, for example: flotilla commanders; division public affairs officers; air crew; etc. Determine the need for other on-line tools that can be used across the Auxiliary. Provide senior leadership with views on the organization from the member perspective.

Activities: Launch a moderated forum. Review progress with the moderated forums. Determine steps for additional community of interest supporting activities as part of the program to create a member portal.

Implementing Partners: DNACO-ITP, ANACO-IT, DIR-C, DIR-U, CHDIRAUX, ANACO-CC, ANACO-RB, DIR-R, DIR-A, all program managers for implemented forum areas

Tactics and timeline:

- Post-launch report on pilot of moderated, guided forums for specific functional areas, including recommendations, to NEXCOM by 1 August 2015.
 - If approved, develop plan for additional Communities of Interest by 27 August 2015.
- Provide senior leadership with analytic reports on use of the active Communities – ongoing, beginning 6/10/15.
- Provide senior leadership with views on the organization from the member perspective – ongoing.
 - Initial plan for reporting on Communities of Interest use, including key topics, to NEXCOM by 27 August 2015.
- Determine the need for other on-line tools that can be used across the Auxiliary – ongoing.
 - Recommendation to NEXCOM for additional or modified tools to promote the objectives of the Communities of Interest by 1 November 2015.
- Periodically promote the use of the Communities of Interest to the membership, including:
 - Email blast to active AuxCOI participants to keep them involved.
 - Occasional update emails to the membership, no more frequently than once per month
 - Navigator Express articles.
 - Targeted emails to selected members based on office or qualification, via the message system.
 - Packaged member training materials (video and/or PPT) for use in meetings to promote the system as a whole and to highlight a mix of learnings from recent discussions.

Assistant National Commodore – Information Technology

Streamline organizational processes and administration

Goal: Better member experience and an easier organization to lead and manage. Double the size of the Knowledge Base as a key resource for common member inquiries.

Activities: Standardize, simplify, and clarify processes. Re-envision the National website, making it the go-to source for all official information - complete, accurate, searchable, and easy to navigate. Seek out and eliminate urban legends by providing Letters of Promulgation and guidance that is documented, searchable, and easy to find (i.e. document control). Identify a comprehensive set of templates and management tools that are task-specific.

Implementing Partners: DNACO-ITP, ANACO-PP, DIR-S, ANACO-IT, DIR-C, DIR-U, N-AP, all program managers who have an affected process, CHDIRAUX/BSX-1

Tactics and Time line:

- National Website Usability, Core
 - Update the cgaux.org front page; develop and deploy landing pages for Coast Guard and other Government Agency users; and for Auxiliary Members by 1 August 2015.
 - Survey site users for user experience issues – ongoing.
- National Website Usability, Directorates: Define the strategy and approach for Directorate usability analysis and updates.
 - Discussion to begin at NACON 2015, planning by NTrain 2016, and implementation by NACON 2016.
- Document Management
 - Develop document management processes and pilot centralized document management with Forms, and C and U Directorate documents by 1 August 2015.
 - Implement document management process by 30 September 2015.
 - Establish video hosting for internal Auxiliary content, including process for submitting and publishing videos by 1 August 2015.
- Mission Codes – improve and standardize descriptions to be consistent, adhere to policy, and be easy for members to understand and use while providing necessary program data.
 - Support BSX's project to update mission codes and mission code definitions. Prepare and provide training to members and IS officers based on the outcomes of the BSX effort no later than 60 days following completion of the project or any major element.
- Implement my.cgaux.org, a customizable member-centric portal
 - Develop implementation plan after evaluating the results of the risk analysis by 1 October 2015.
- Event Management
 - Evaluate the suitability of the CVENT tool for use at future National and District events by 30 September 2015.
- AuxBRIDGE: Automate bi-directional communication between AuxIT systems and AuxData
 - Complete pilot of automated delivery of National Testing Center results to AuxData by 1 August 2015.

National Executive Committee and National Board

Reduce reliance on Coast Guard financial resources

Goal: Increase funding from non-Coast Guard sources by 10% per year over the next five years

Activities: Develop models that include minimal Coast Guard financial resources. Determine appropriate level for dues.

Implementing Partners: NACO, VNACO, DNACO-O, DNACO-RBS, DNACO-MS, DNACO-ITP, Coast Guard Auxiliary Association, Inc: Chairman, Vice Chairman, President, Executive Director, and directors.

Tactics and time line:

- Prioritize financial needs – ongoing.
- Define short-term (1-3 year) funding needs by 1 July of every year.
- Define long-term (4-10 year) funding needs by NACON 2016.