

Our Brand

"We are all brand ambassadors for our Service who communicate our value to the Nation through our words, relationships and, most importantly, actions. It is our responsibility to carry on a legacy that has been handed down by those who came before us and that will be carried on after us. We are Coast Guard men and women who protect, defend, save and shield our Nation and its people. It is this endeavor that defines 'Our Brand.'"
- Vice Adm. Fred Midgette



U.S. Coast Guard Pacific Area

2017

Brand Management Strategy



WE PROTECT



WE DEFEND

Our Brand.

“Brand” is not an advertising buzzword. It’s who we are and what we do. Our brand is the culmination of our Core Values, Ethos, actions and commitment to excellence. We create it and shape it every day. Our brand’s value, which is derived from the operational success of the organization, is composed of what we offer, the quality of those services, and most importantly, the Coast Guard men and women who deliver these services.

Brand management is every service member’s responsibility, not solely that of senior leaders or external affairs. It must be at the forefront of our minds when we interact with our constituents, because our brand’s worth depends on the perception of those who benefit from it.

For the Coast Guard, and specifically Pacific Area and its subordinate commands, a brand management strategy is critical to maintaining relevance in a dynamic budget and operational environment. A strong brand clearly shows our unique value to our Nation. Our brand helps energize and increase awareness of the Coast Guard’s importance among the public, stakeholders and community leaders. Our brand crystallizes authority, differentiation and clarity resulting in an improved leadership position, increased leverage during constrained budget years, and continued public support in rapidly changing physical, information and operational environments.

Proactive:

Seek opportunities to tell the Coast Guard's story

Progressive:

Strive to find new and different ways to communicate with key stakeholders

Purposeful:

Ensure communication efforts directly contribute to the success of our operations, people or strategic plans.

Our Strategy.

This document is a guide to allow Coast Guard men and women to further our brand and communicate at any level about key Pacific Area operational priorities. It defines Pacific Area's brand and provides content to successfully communicate about our brand during engagements. It narrows the focus of brand offerings based on the "Areas of Emphasis" outlined in the "Pacific Area Strategic Intent."

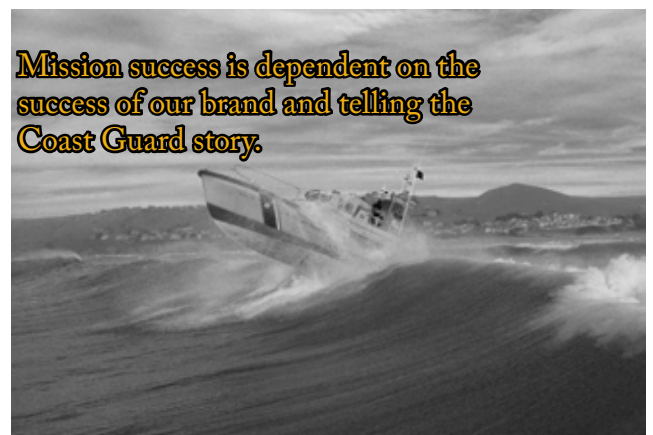
Coast Guardsmen must follow the maxims of Public Affairs for Pacific Area: Proactive, Progressive and Purposeful. We must seek opportunities to tell the Coast Guard's story by being "Proactive." We should strive to find new and different ways to communicate with key stakeholders by being "Progressive." Finally, our communication efforts must be "Purposeful" by directly contributing to the success of our operations, people or strategic plans.

You'll find a Brand Identity Matrix on the next page, which provides key organizational messages based on service offerings in the six Areas of Emphasis. Additionally, we've included more detailed messages and talking points for each of the six Areas of Emphasis. These are intended to lay the foundation for communicating on key issues while allowing Coast Guard men and women to expand on the topic based on their experience, rank, location or professional background.

Most importantly, the communication of our brand is incumbent on each of us as Coast Guardsmen.



WE SAVE



WE ARE AMERICA'S SHIELD



Areas of Operational Emphasis	Coast Guard men and women...	We Protect...	We Defend...	We Save...	We Shield...
<i>Global Supply Chain (GSC) Security</i>	Are dedicated to ensuring an efficient, reliable and secure GSC responsible for \$3.2 trillion in economic activity in the U.S.	Our international GSC through a variety of prevention missions in both our waterways and cyberspace.	Our GSC on the water and in cyber space using our maritime patrol, shore-based and specialized forces.	Citizens who depend on our GSC as a source of transportation, livelihood, or recreation.	A maritime GSC that carries more than 95% of all U.S. commerce.
<i>Fisheries</i>	Ensure our fisheries are healthy, resilient, safe and productive.	Vast areas of the Pacific from overfishing, environmental crimes and pollution.	The U.S. fishing industry by patrolling and enforcing our vast EEZ.	Vulnerable and delicate ecosystems to ensure the prosperity of current and future generations.	An industry that employs more than 1 million people and generates more than \$143 billion towards the U.S. economy.
<i>Arctic</i>	Are critical to ensuring an Arctic region that is stable, safe and free of conflict.	The fragile Arctic ecosystem and guarantee responsible and sustainable development of economic and energy interests.	U.S. interests and sovereign territory in one of the most treacherous environments on earth.	Those in distress from one of the most treacherous and unforgiving maritime environments on earth.	Our Nation's interests in the Arctic by ensuring maritime safety, security and stewardship.
<i>Transnational Organized Crime</i>	Combat transnational organized crime fueled by illicit trafficking.	Our Nation from significant risks posed by transnational organized crime (TOC).	Against TOC networks that threaten security, prosperity and public safety.	The U.S. from the violence and corruption of TOC, which cost billions in tax dollars.	America from illicit traffickers who fuel the power and violence of TOC and gangs.
<i>Complex Contingency Response</i>	Will always answer our Nation's call for help.	Our Nation by acting as an indispensable instrument of government assistance and response.	Against threats and hazards to our Nation by building a foundation of preparedness and readiness.	Those in peril as our Nation's premiere life saving service.	Our Nation when natural and man-made disasters occur to mitigate the incident, minimize the impacts and facilitate recovery.
<i>Defense Operations</i>	Are a select breed of U.S. servicemembers in our Nation's armed forces.	Freedom and the American way of life from all enemies foreign and domestic.	America from threats delivered by sea as an armed force of the U.S. both at home and abroad.	By conducting critical Coast Guard missions around the world as a U.S. military service.	Our Nation by standing the watch alongside our fellow servicemembers.

Areas of Emphasis

The following pages offer more detailed information about our “Areas of Emphasis” and provide “Key Messages” and “Talking Points,” which you can apply to specific operational activities or outreach events. You’ll also find a brief “Overview” that explains the Area of Emphasis in simple and brief terms. These sections also include “Engagement Opportunities” and “Target Stakeholders,” which may help generate ideas on how to operationalize this plan and the Pacific Area Brand by identifying outreach opportunities and target stakeholders to engage.

Key Messages

International trade has been and continues to be a powerful engine of the United States and global economic growth. The Global Supply Chain system that supports this trade is essential to the United States' economy and is a critical global asset.

The Coast Guard is essential to a Global Supply Chain system that supports innovation and prosperity by ensuring the secure and reliable movement of goods within our domestic borders and around the world.

The Global Supply Chain is fast and efficient, yet susceptible to shocks that can rapidly escalate from localized events into global disruptions.

Global Supply Chain Security



OVERVIEW

The world's Global Supply Chain (GSC) is the transportation system made up of ports, waterways, highways and railways. This global supply chain also includes the technology that facilitates the movement of goods from the supplier to the consumer such as logistics software, consumer websites or traffic control measures.

GSC security is the protection of this transportation system from disruptions by man-made or natural disasters. Any disruption in the global supply chain can have significant impacts on economic stability and national security. Coast Guardsmen are critically important to ensuring the viability of the world's global supply chain through prevention activities, aids to navigation and response efforts.

Global supply chain security is imperative to the continued security, safety and prosperity of America, and Coast Guardsmen are vital to the continued security of the global supply chain.

Talking Points

- 95% of the Nation's overseas trade moves through U.S. coastal ports generating nearly \$3.2 trillion of economic activity and 13.3 million U.S. jobs.
- The GSC relies on technology to increase efficiency making it susceptible to cyber threats and attacks. The Coast Guard, the maritime industry and interagency partners will work to identify cyber standards and include them in existing safety and security compliance activities.
- Adversaries are increasingly turning their attention to cyber vulnerabilities in our Nation's critical infrastructure, highlighting the importance of physical and cyber security in the GSC.
- With its range of authorities, capabilities, competencies and partnerships, the Coast Guard is uniquely positioned to prevent and respond to maritime and cyber threats to our GSC.

Target Stakeholders

- Local/Regional Media
- Industry Partners
- Regional Transportation Officials
- Elected Officials
- International Trade Partners
- Business Related Community Groups (i.e. Chamber of Commerce)
- Interagency Partners (i.e. CBP, Port Police)

Engagement Opportunities

Units should communicate during interruptions, expansions or changes in port services to ensure transparency and highlight service roles in GSC security. High-interest vessel escorts, boardings, harbor patrols, security zones, aids to navigation operations and pollution/security response exercises or planning sessions offer excellent opportunities for proactive media and elected official engagement on GSC security. These events are also visually appealing, and units should capture imagery of GSC security operations regularly. Security planning, speaking engagements and other day-to-day operational activities and interactions may also offer opportunities to reinforce messages with target stakeholders.

Fisheries

Key Messages

We must preserve the world's fragile marine ecosystems not only to ensure economic prosperity today but to ensure thriving oceans for future generations.

Responsible fisheries management is vital to our Nation's well-being, prosperity and security. The Coast Guard is vital to fisheries management.

The Coast Guard is the only federal law enforcement agency or military service capable of enforcing the vast 2.25 million square miles of the U.S. exclusive economic zone.



OVERVIEW

The fishing industry employs approximately 1.3 million people and contributes \$143 billion per year to the U.S. economy alone. The depletion of fish stocks can have global impacts including the destabilization of Pacific nations that rely on the fishing industry for revenue and sustenance. Global illegal, unreported and unregulated fishing losses attributable to TOC networks' are estimated to be \$10-23 billion annually, which weakens profits for legal fisheries and fuels illegal trafficking. Increased global fishing will raise the potential for illegal incursions in U.S. and international partner exclusive economic zones (EEZ). The Coast Guard is the only agency with the unique forces, skills and authority to enforce fisheries laws and regulations across the Nation's expansive EEZ and preserve global fishing stocks.

The Coast Guard will continue to protect the U.S. EEZ from encroachments, enforce domestic fisheries laws, and ensure compliance with international fisheries agreements.

Talking Points

- The Coast Guard enforces the world's largest and most valuable EEZ spanning more than 2.25 million square miles containing more than 20 percent of the world's fisheries resources.
- World population growth and rising demand for fish protein is creating pressure on fish stocks enticing TOCs to engage in illegal, unreported and unregulated fishing around the world.
- The Coast Guard serves as the primary federal agency for at-sea fisheries enforcement.
- The fishing industry is historically one of the most hazardous in the U.S. Fisheries enforcement is also critical to ensuring compliance with both U.S. safety and fisheries regulations.
- The Coast Guard commits significant resources to fishing vessel safety inspections and utilizes its multi-mission assets for critical lifesaving search and rescue operations.

Target Stakeholders

- Local/Regional Media
- Commercial & Subsistence Fishing
- Fishing Dependent Businesses/Industries
- Impacted Elected Officials
- Fishery Support Organizations
- Nations with Common EEZ boundaries
- Treaty Nations & International Partners
- Interagency Partners

Engagement Opportunities

Units should highlight fisheries catch seizures and enforcement missions with media. Additionally, media engagement about routine fisheries operations, safety inspections and outreach events can encourage preventative behavior among the fishing community while educating the American public. Both fishery operations and prevention activities offer excellent opportunities for imagery. Coast Guardsmen should seek speaking and engagement opportunities with fishing centric community groups. Units can also use interactions with interagency partners to communicate "Key Messages" and "Talking Points."

Key Messages

The Coast Guard is vital to our Nation's future in the Arctic, and the Arctic is vital to our Nation's future.

The Coast Guard has a long history of Arctic operations and possesses unique capabilities to ensure the region is stable, secure, and developed in a sustainable manner.

We are committed to ensuring safe, secure and environmentally responsible maritime activity in the Arctic.

Arctic



OVERVIEW

The Arctic region is estimated to possess 13% of the world's undiscovered oil, 30% of the world's undiscovered natural gas and more than \$1 trillion worth of minerals. Diminished sea ice will shorten sea routes, increase accessibility and lead to a rise in human activity in the Arctic for economic, recreational and scientific exploration. Only 11% of the Arctic is surveyed to modern charting standards, and there is no deepwater U.S. port in the Arctic.

The rise in human activity will require increased hazardous material spill response, SAR operations, law enforcement and defense capabilities. Increased human activity must be responsibly balanced with cultural and environmental preservation.

The Coast Guard is leveraging its unique capabilities, authorities and partnerships to improve maritime domain awareness, modernize governance, and broaden partnerships in the Arctic.

Talking Points

- The Coast Guard has carried out missions in the Arctic region since 1867, when Alaska first became part of the United States.
- Limited infrastructure and vast distances complicate Arctic operations, which are exacerbated by cold, ice and darkness.
- The nature of maritime activity in the Arctic is evolving from exploration and scientific research to resource extraction, commercial shipping, tourism and a broad array of other pursuits.
- The Coast Guard is committed to a proactive prevention and response presence in the Arctic. As the lead federal agency for maritime safety, security and stewardship in the U.S. Arctic, we will ensure safe maritime activity for those on the sea.
- Polar Icebreakers are critical to projecting sovereign presence globally and providing access to both Polar regions to advance national security and economic interests.

Target Stakeholders

- Tribal Nations & Corporations
- Arctic Communities
- Elected Officials
- Arctic Nations
- Arctic Council
- Interagency Partners (i.e. National Science Foundation DoD)
- National/Regional Media

Engagement Opportunities

The strengthening of international, regional and local partnerships is a key operating element in the Arctic. Units should seek outreach and engagement opportunities in Arctic and tribal communities impacted by increased activity in the region. Coast Guardsmen should capitalize on opportunities to communicate with Arctic nations. High-latitude icebreaking and Arctic operations offer excellent opportunities for media engagement on key messages and talking points. Coast Guardsmen should reinforce messaging with interagency partners with similar Arctic interests and involvement. Deployed public affairs specialists and unit PAOs should seek opportunities to capture imagery of Arctic operations.

Transnational Organized Crime



Key Messages

Our Nation faces significant threats posed by transnational organized crime networks.

Coast Guardsmen, along with their federal and international partners, stand ready to respond to these threats by combating violent criminal networks, which erode stability, security and prosperity.

The Coast Guard is the only U.S. agency with the broad authorities, capabilities, competencies, and partnerships here and abroad to interdict bulk loads of drugs in their purest form offshore before reaching land.

OVERVIEW

Transnational organized crime (TOC) presents sophisticated and multi-faceted threats to national security. Illicit trafficking fuels and funds TOC, which destabilizes nations, funds terrorist activities, and promotes violence and murder. The maritime domain in the Western Hemisphere represents a critical front in the ongoing whole of government effort to combat criminal networks that smuggle humans, drugs and weapons.

Recent events have demonstrated the detrimental effects illicit trafficking and TOC have on our security and international partners. This includes mass migrations to America's southern border due to regional instability and record-high murder rates in the Western Hemisphere. Coast Guardsmen are on the front lines in the effort to combat the threats posed by TOC.

Coast Guardsmen removed over 443,000 pounds of cocaine in fiscal year 2016 alone, more than any previous year.

Talking Points

- Illicit drugs are a threat to the health, safety, and national security of Americans, costing the U.S. \$193 billion annually, resulting in one of the highest drug mortality rates in the world, and accounting for 1-in-5 drug related deaths globally.
- Suspects from drug smuggling cases divulge information during prosecution and sentencing that is key to indicting, extraditing, and convicting drug kingpins and dismantling TOC networks.
- Defeating TOC groups requires an offensive strategy that targets, attacks and disrupts criminal networks. We do this through intelligence-based operations and persistent offshore presence.
- Coast Guard at-sea interdictions amount to three times the quantity of cocaine seized at our borders and within the U.S. combined. Even then, the service knows of about 90 percent of drug shipments and only has the resources to act on about 20 percent, highlighting the threats posed by TOC networks.

Target Stakeholders

- National, Regional & Local Media
- Interagency Partners (i.e. DEA, ICE, CBP, & FBI)
- International Partners in Transit Zones
- International Partners providing resources (i.e. Canada, UK)
- Elected Officials
- Law Enforcement/Veterans Groups

Engagement Opportunities

Imagery is imperative to communicating Coast Guard efforts in combating TOC. Units shall seek opportunities to capture imagery, facilitate PA deployments and embed media during law enforcement operations. Offloads will be media events unless compelling reasons dictate a more conservative approach. Cutter/DSF homecomings provide perfect platforms for engagement with media and elected officials. Imagery captured during the course of LE operations should be distributed during homecomings/offloads in accordance with policy and PACAREA Operational Imagery Guidance. Units should also seek speaking/outreach opportunities with LE/veterans organizations to communicate key messages and talking points. Unit COs should seek interactions with international partners to build relationships and promote U.S. goodwill.

Key Messages

Coast Guardsmen have always and will always respond to our Nation's call for help.

The Coast Guard ensures our homeland is safe, secure and resilient against all threats and hazards so American interests, aspirations and way of life can thrive.

When the safety of America hangs in the balance and our way of life is threatened, Coast Guardsmen are Always Ready to protect, defend, save and shield - no matter the threat.

Complex Contingency Response



OVERVIEW

A broad range of natural and man-made disaster scenarios threaten the Pacific Area that could lead to significant loss of life and property, erode national security, disrupt the global supply chain, and constrain freedom of navigation. These threats require Pacific Area to be Always Ready for a complex contingency operation.

Pacific Area has a mix of cutters, aircraft, boats, intelligence systems and, most importantly, personnel that form adaptive force packages to lead or assist in response and recovery efforts. The deployment of these forces is demonstrated regularly by deploying Coast Guardsmen to protect, defend, save and shield around the globe. Pacific Area is also poised to respond to cyber threats and challenges during contingency response along with its interagency partners.

The Coast Guard has earned a reputation as an indispensable instrument of humanitarian assistance and disaster response.

Talking Points

- As the Nation's maritime first responder, crisis leadership, management, and command and control are Coast Guard core competencies.
- Preparedness is the foundation for successful incident management. This includes developing plans, training personnel, conducting exercises, and learning from past experiences.
- If natural or man-made disasters threaten our Nation, our forces are Always Ready to rapidly respond and effectively protect our Nation, save its people, defend our way of life and shield our country from the impacts.
- Locally based, nationally deployed, and globally connected, the Coast Guard is uniquely positioned to respond to, and lead, incidents within the maritime domain.

Target Stakeholders

- Local, Regional and National Media
- Industry Partners
- Elected Officials
- International Partners
- Disaster related community groups (i.e. Salvation Army or Red Cross)
- Interagency Partners (i.e. local, state and federal first responders and emergency management staff)

Engagement Opportunities

Major disasters and developing complex contingencies require proactive engagement with media and elected officials. However, units can also use exercises, planning meetings and routine training as a platform for proactive outreach. Prevention and preparedness outreach campaigns are also opportunities for increasing public knowledge of the service's role in contingency response. Relationship building is also a key component to Complex Contingency Response, and Coast Guardsmen should strive to build strong and enduring interagency partnerships. Community groups are also potential force multipliers and should be engaged. Coast Guardsmen should seek opportunities to gather imagery on the front lines of a response and capture training operations.

Defense Operations



Key Messages

As one of the Nation's five armed services, the Coast Guard defends and preserves the United States as a free Nation.

Pacific Area forces are capable and equipped to deploy and conduct joint operations worldwide in support of the U.S. Department of Defense.

The maritime domain is a vast and ungoverned medium for an array of threats. The Coast Guard and its fellow sea services are globally postured to secure our homeland and protect our citizens from direct attack and to advance our interests around the world.

OVERVIEW

The Coast Guard is, and will always be, an armed force of the United States. The U.S. Navy and Coast Guard have command and control protocols to facilitate the rapid deployment of Coast Guard forces in an expeditionary or homeland maritime defense scenario. The Pacific Area Commander serves separately as Commander, Coast Guard Defense Forces West (CGDEFORWEST). CGDEFORWEST reports to U.S. Navy North for missions within the U.S. Northern Command area of responsibility and separately to U.S. Pacific Fleet for missions in the USPACOM area of responsibility.

The U.S. Coast Guard is part of the Department of Homeland Security and may transfer to the Department of the Navy after a declaration of war or at the direction of the President. Even in peace time, Coast Guardsmen support DoD combatant commanders around the world conducting unique and critical defense missions as part of tailored force packages.

The Coast Guard defends and preserves the U.S. as a free Nation.

Talking Points

- The Coast Guard provides forces to DoD in joint military operations worldwide including the deployment of cutters, boats, aircraft and deployable specialized forces in and around harbors to protect DoD force mobilization operations in the U.S. and in expeditionary operations overseas.
- CG DEFORWEST reports to U.S. Navy North for homeland defense missions within the U.S. Northern Command area of responsibility and separately to U.S. Pacific Fleet for homeland defense missions in the USPACOM area of responsibility.
- Our defense and combat competencies include port security and harbor defense, theater security cooperation, coastal sea control operations, rotary-wing air intercept operations, combating terrorism, environmental response, and Maritime Operational Threat Response (MOTR) support.

Target Stakeholders

- Local/National Media
- Elected Officials
- DoD Interagency Partners
- Veterans Organizations (i.e. VFW, MOAA, Foreign Legion, etc.)
- Community Groups (i.e. Kiwanis Club, Chamber of Commerce)
- Interagency Support Partners (Veteran Affairs, veterans cemeteries, rest homes)
- International Partners

Engagement Opportunities

Coast Guardsmen should seek opportunities to highlight joint operations, training and outreach with fellow servicemembers. Coast Guard defense/joint military operations offer opportunities to highlight the Coast Guard as an armed force. Homecomings should be communicated as the end of military deployments. Participation in military/veteran holiday's allows for community engagement. Coast Guardsmen are encouraged to wear their uniform to official community events when appropriate. Speaking engagements at veterans groups crystallizes the Coast Guard's military role. Imagery of defense operations are a key visual brand association solidifying public perception about our military service.

External Affairs

Pacific Area External Affairs provides strategic guidance and support to the PACAREA commander, staff and field units on international, governmental and public affairs. Through the development of positive communication, interaction and outreach, PACAREA endeavors to advance and strengthen external relationships to promote Coast Guard strategic objectives and enhance operational successes throughout the area of responsibility. PACAREA External Affairs is guided by the Coast Guard's Core Values, Ethos, Commandant's Direction, PACAREA Commander's Intent, and the PACAREA Strategic Intent.

Resources



OVERVIEW

External Affairs is an essential element of operations, and mission success is dependent on communicating with the public, building relationships and engaging internationally.

This document is a guide. Next time you are have an external engagement opportunity, community function or media interview, look through this document to help inform your talking points. When writing an article, drafting a press release or developing an operational plan, use this as a reference for quotes, ideas and verbiage. Remember, this is our brand. We are Coast Guardsmen who protect, defend, save and shield. You are responsible for ensuring the American people know who you are and what you do.

The most important part of our brand is our people, and it's people like you who are the most important part of communicating our brand.

Resources

- PACAREA Strategic Intent - <https://cglink.uscg.mil/Strat-Intent>
- PACAREA Commander's Intent - <http://cglink.uscg.mil/PAC-Intent>
- PACAREA on Portal - <https://cg.portal.uscg.mil/units/pacarea>
- PAC-092 on CG Portal - <https://go.usa.gov/xXQdB>
- External Affairs Manual - <https://go.usa.gov/xXQwZ>
- Public Affairs Guidance - <https://cglink.uscg.mil/1c398455>
- PAO Tool Kit - <https://cglink.uscg.mil/12c87c2b>
- PACAREA Engagement Matrix - <https://cglink.uscg.mil/6d530a5a>
- "Our Brand" e-copy - https://cglink.uscg.mil/Our_Brand
- Operational Imagery Guidance - <http://cglink.uscg.mil/OIG-2016>
- Coast Guard Ethos - <https://go.usa.gov/xXQyt>

External Affairs Offices

- **Pacific Area:**
(510) 437-3319
<https://www.uscg.mil/pacarea/>
- **District 17**
(907) 463-2065
<https://www.uscg.mil/d17/>
- **District 13**
(206) 220-7237
<https://www.uscg.mil/d13/>
- **District 11**
(510) 437-3325
<https://www.uscg.mil/d11/>
- **District 14**
(808) 535.3231
<https://www.uscg.mil/d14/>

Let Us Know About Your Successes!

We want to know how you used this document. Your feedback and input will help us continue to improve and refine our communication strategy and tactics. Please e-mail us at PacificAreaPublicAffairs@uscg.mil or call us at the number above. Semper Paratus!

“We are Coast Guardsmen who protect, defend, save and shield our Nation and its people. We are Pacific Area.”



Office of External Affairs

“Public, Governmental, International”

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