



## PACIFIC AREA COMMANDER'S INTENT

I am thankful for the opportunity to serve as your PACAREA Commander. I am optimistic about our Coast Guard's future and the value our Service provides to this great nation, because of the character, ability, and patriotism of the women and men who are the Coast Guard. This intent is aligned with the Commandant's Guiding Principles of Service to Nation, Duty to People, and Commitment to Excellence. My intent is framed by the principles of *action*, *values*, and *unity*, which will guide leaders at all levels with executing their duties.

**ACTION:** I expect our PACAREA team to be PROACTIVE and demonstrate a bias for action in executing our missions from CYBER to SAR. I charge leaders to aggressively employ the Coast Guard's unique range of authorities and capabilities -- one of the most extensive of any agency in the U.S. government -- to "do good" for the citizens who live and work in PACAREA. This is not to imply that we should charge forth blindly. We will apply risk management procedures founded on Coast Guard doctrine that are an essential element of action and disciplined initiative. We will execute skills honed through hours of practice and years of experience to benefit the citizens we are sworn to protect. Simply put, when it comes to protecting the people we serve or the environment we serve in, we will choose action over inaction. Similarly, I expect the PACAREA team to anticipate, plan, and practice for contingencies that we have a sworn duty to be ready to respond to. By doing so, we will achieve the *Semper Paratus* expected by our nation of its Coast Guard.

**VALUES:** Every Coast Guard woman and man will adhere to the principle that the Coast Guard is a profession and not merely a job. Our profession requires adherence to the core values of Honor, Respect, and Devotion to Duty that are not just a sign on the bulkhead at Cape May or New London, but conditions of employment 24/7/365. These core values will guide our interactions within our Service, as we continually hold each other accountable for a climate that respects each member and our diversity. These values will also guide our external engagements as we honor our Service by being model citizens in the communities in which we live. There is a tremendous amount of respect given to those who serve in the Coast Guard, whether active duty, reserve, civilian or auxilliarist. We have to earn that respect every day we serve.

**UNITY:** PACAREA Coast Guard women and men will strive to reinforce our reputation as the teammate that fosters UNITY OF EFFORT, which we have earned in countless operations across the country and abroad. Whether we are working with federal, state, local, tribal, or international partners, we will seek to innovate in our cooperation to more efficiently execute our missions. PACAREA team members should have a clear understanding of their role as either SUPPORTING or SUPPORTED. We will maintain our proficiency and clearly understand our role as a member of the nation's military, maintaining readiness to contribute to national defense. Finally, we will enhance our understanding of the industries we regulate and will present predictable governance that both holds industry accountable and sets the conditions for success for law abiding operators.

*Semper Paratus*

A blue ink signature of VADM Charlie Ray, written in a cursive style.

VADM Charlie Ray