



Our Brand

“We are Coast Guardsmen who protect, defend, save and shield our Nation and its people. This is our brand identity. Our brand is the culmination of our Core Values, Ethos, actions and commitment to excellence. It defines who we are and what we do. A strong brand is critical to our long-term success.”

- Vice Adm. Charles W. Ray.

U.S. Coast Guard Pacific Area

2015

Brand Management Strategy



COAST GUARDSMEN PROTECT



COAST GUARDSMEN DEFEND

Our Brand.

“Brand” is not an advertising buzzword. It’s what we do and what we stand for. 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 offerings, and most importantly, the people who deliver our offerings.

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 greatly 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 the Coast Guard’s influence among the public, stakeholders and community leaders. Our Brand crystallizes influence, differentiation and clarity resulting in improved leadership position, increased financial leverage during constrained budget years, and reputation protection in rapidly changing 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 Guardsmen (active duty, reserve, civilian and auxiliary women and men) to further our brand and communicate at any level about key Pacific Area missions. It defines Pacific Area's brand and provides content to successfully communicate about our brand in any type of engagement. It narrows the focus of brand offerings based on the "Areas of Operational Emphasis" in the Pacific Area Strategic Intent.

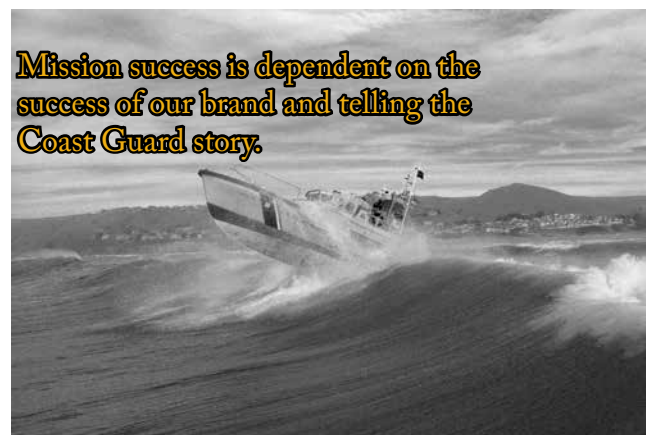
Coast Guardsmen must follow the maxims of Public Affairs for Pacific Area: Proactive, Progressive and Purposeful. We must seek opportunities to tell the Coast Guard's story by being "Proactive." We should strive to find new and different ways to communicate with key stakeholders by being "Progressive." 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 Operational Emphasis. Additionally, we've included more detailed messages and talking points for each of the six areas. These are intended to lay the foundation for communicating on key issues while allowing Coast Guardsmen 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.



COAST GUARDSMEN SAVE



WE ARE AMERICA'S SHIELD



Quickly and easily find messages tailored to your mission, engagement or audience.

Areas of Operational Emphasis	Coast Guardsmen...	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.	Our international GSC through a variety of prevention missions.	Our GSC using our maritime patrol, shore-based and specialized forces.	Citizens who depend on our GSC as a source of transportation, livelihood, or recreation.	A GSC that carries more than 95% of all U.S. commerce.
<i>Fisheries</i>	Ensure our oceans are healthy and 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>Counter Illicit Trafficking</i>	Combat transnational organized crime fueled by illicit trafficking.	Our Nation from significant risks posed by transnational criminal organizations (TCO).	Against TCOs that erode stability, security, safety and prosperity.	The U.S. from the violence and corruption of TCOs, which cost billions in tax dollars.	America from illicit traffickers who fuel the power and violence of TCOs 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 resilience 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 Forces West (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 Operational Emphasis

The following pages offer more detailed information about our “Areas of Operational 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 Operational 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.



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 resilience 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 U.S. commerce transits by sea generating nearly \$3.2 trillion of economic activity and 13.3 million U.S. jobs.
- Nearly 80% of inbound U.S. cargo originates from 60 of 700 global ports.
- The Pacific is a critical gateway to the U.S. Marine Transportation System with nearly 25% of our Nation's major ports, 30% of the vessel calls and 3 of the top 5 U.S. Container ports residing in Pacific Area's area of responsibility.
- The Ports of Los Angeles and Long Beach alone constitute over 30% of U.S. shipments (\$1 Billion per day).
- With its range of authorities, capabilities, competencies and partnerships, the Coast Guard is uniquely positioned to prevent and respond to maritime threats to our global supply chain.

Target Stakeholders

- Local/Regional Media
- Industry Partners
- Regional Transportation Officials
- Elected Officials
- International 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 highlight service roles in GSC security. High-interest vessel escorts, boardings, harbor patrols, security zones, 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 and speaking opportunities with port partners, interagency representatives and community groups 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 leading to the destabilization of Pacific nations that rely on the fishing industry for revenue and sustenance. Nations that suffer from depleted fishing stocks can fall victim to dangerous transnational organized crime networks and become involved in illicit activities and terrorism.

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.

The Coast Guard will continue to protect the U.S. EEZ from encroachments, enforce domestic fisheries laws, and ensure maritime stewardship, conservation, and safety.

Talking Points

- The Coast Guard enforces the world's largest exclusive economic zone spanning more than 2.25 million square miles containing more than 20 percent of the world's fisheries resources.
- The Coast Guard's role in protecting natural resources dates to the 1820s when Congress tasked the Revenue Marine with the protection of federal stocks of live oak trees in Florida.
- The marine environment of the United States is one of the most valuable natural resources on earth, containing one-fifth of the world's fisheries resources.
- The Coast Guard serves as the primary federal agency for at-sea fisheries enforcement.
- The fishing industry is one of the most hazardous in the U.S.; therefore, fisheries enforcement is also critical to ensuring compliance with both U.S. safety and fisheries regulations.

Target Stakeholders

- Local/Regional Media
- Commercial Fishing Organizations
- Fishing Dependent Businesses/Industries
- Elected Officials in fishing communities
- Support organizations (i.e. Fishermen's Wives)
- International Partners with common EEZ boundaries
- 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.

The rise in human activity will require increased hazardous material spill and search and rescue response capabilities during times of increased vessel traffic and human activity. 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.
- The Arctic is a cold and forbidding region. Tragedy is often only one mistake away, and many have perished trying to best nature in this extreme climate.
- The nature of maritime activity in the Arctic is evolving from exploration and scientific research to resource extraction, commercial shipping, and a broad array of other pursuits.
- The Coast Guard ensures safe, secure and environmentally responsible maritime activities in the Arctic.
- 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 Arctic, we will ensure safe maritime activity for those on the sea.

Target Publics

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

Engagement Opportunities

Units should seek outreach and service opportunities in Arctic and tribal communities impacted by increased activity in the region. Coast Guardsmen should capitalize on opportunities to communicate with Arctic nations with which the U.S. has positive relations. 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.

Counter Illicit Trafficking



Key Messages

Our Nation faces significant threats posed by violent 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 offshore before reaching land.

OVERVIEW

Illicit trafficking fuels and funds transnational criminal organizations (TCO), which destabilize nations, fund terrorist activities, and promote 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 TCOs have on our Nation 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 TCOs.

Coast Guardsmen are making an impact in the transit zone. In fiscal year 2013, Coast Guardsmen seized more than 194,000 pounds of cocaine in the transit zones.

Talking Points

- Illicit drugs remain a serious threat to the health, safety, security, and financial well-being of Americans, costing \$193 billion in crime, health, safety and lost productivity annually.
- Likewise, maritime human smuggling is a lucrative criminal activity that exploits desperate people, is inherently dangerous and is a significant burden on the U.S. taxpayer.
- TCOs smuggle drugs, humans, arms and money through a seven million square-mile area called the Transit Zone, roughly twice the size of the continental United States.
- The illegal drug trade funds TCOs, which lead to increased violence, terrorism and instability in the Western Hemisphere.
- Defeating TCOs requires an offensive strategy – one that targets, attacks and disrupts criminal networks. We do this through intelligence-based operations and persistent offshore presence.

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 Counter Illicit Trafficking. Units shall seek opportunities to capture imagery, facilitate PA deployments and embed media in the course of 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 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 in-country interactions to build relationships and promote U.S. goodwill.

Key Messages

Coast Guardsmen have always and will always answer 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 within the National Response Framework.

The Coast Guard has earned a reputation as an indispensable instrument of government 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.
- Our mix of cutters, aircraft, boats, intelligence systems and, most importantly, our people form adaptive force packages that can be tailored to respond to almost any incident and counter threats in 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 and purposeful engagement with media and elected officials. However, units can also use exercises, planning meetings and routine training as a platform for proactive media engagement. Prevention and preparedness outreach campaigns are also opportunities for increased 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 build strong and enduring interagency partnerships. Community groups like the Red Cross 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 (Defense Forces West)



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 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 (CG DEFORWEST). CG DEFORWEST 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. However, Coast Guardsmen serve DoD combatant commanders around the world conducting unique and critical defense missions as part of tailored force packages.

The Coast Guard exists to defend and preserve the U.S. as a free Nation.

Talking Points

- The Coast Guard provides forces to DoD in joint military operations world-wide 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/3eec7a9e>
- PACAREA Commander’s Intent - <https://cglink.uscg.mil/4f138548>
- PAC-092 - <http://go.usa.gov/3aw4m>
- CG-092 on CG Portal - <https://cgportal2.uscg.mil/units/cg092/>
- External Affairs Manual - <http://go.usa.gov/3awbk>
- 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 - <https://cglink.uscg.mil/12747d71>
- Coast Guard Ethos - http://www.uscg.mil/top/about/doc/Coast_Guard_Ethos.pdf

External Affairs Offices

- **Pacific Area:**
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www.uscg.mil/PACAREA/
- **District 17**
(907) 463-2065
www.uscg.mil/D17/
- **District 13**
(206) 220-7237
www.uscg.mil/D13/
- **District 11**
(510) 437-3325
www.uscg.mil/D11/
- **District 14**
(808) 535.3231
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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