

U.S. Department of
Homeland Security

United States
Coast Guard



The Coast Guard Engagement Framework



COMDTINST 5730.2A
FEB 2008



Commandant
United States Coast Guard

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COMMANDANT INSTRUCTION 5730.2A

Subj: THE COAST GUARD ENGAGEMENT FRAMEWORK

- Ref: (a) Public Affairs Manual, COMDTINST M5728.2 (series)
(b) Governmental Affairs Officer Handbook
(c) Compass Rose – Coast Guard Strategic Communication Guidebook

1. PURPOSE. This Instruction formalizes the procedures for engagement activities and stresses the importance of these activities in the accomplishment of Coast Guard missions. References (a)-(c) are the policy and guide documents to assist Coast Guard members in carrying out the Commandant (CG-092) mission. Appendix A, the Strategic Communications Framework, provides a guide to understanding the why, how, who, where, and when of communications, as well as criteria for measuring and monitoring how successful we are in these communication efforts. The measurements identified are in their infancy and will be tested and further developed and refined in the coming year. The system is designed to be iterative, self correcting, and consistent with goals and objectives of the service in successful mission execution.
2. ACTION. Area district commanders, and sector commanders, commanders of maintenance and logistics commands, commander deployable operations group, commanding officers of headquarter units, assistant commandants for directorates, Judge Advocate General, and special staff offices at Headquarters shall ensure that the provisions of this instruction are followed. Internet release is authorized.

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NON-STANDARD DISTRIBUTION: DINFOS only (250) copies.

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3. DIRECTIVES AFFECTED. The Coast Guard Engagement Plan 2002, COMDTINST 5730.2 is cancelled.
4. DISCUSSION. The Coast Guard established the Directorate for Governmental and Public Affairs in October 1998 after an independent study verified that the organization was not managing external forces as well as it could, and that the Service's relative obscurity was hindering the accomplishment of Coast Guard missions. Commandant (CG-092)'s mission is to raise the visibility of the Coast Guard's service to America by participating in the development of policy and providing the Coast Guard with clear, coordinated, and consistent internal and external communications. Strategic Communications (SC) is a process to effectively engage key audiences through the use of coordinated information, themes, plans, programs, and actions synchronized in support of mission execution.

Commandant (CG-092) integrates Public Affairs, Governmental Affairs, and Strategic Communications. The enclosed Engagement Framework assists and empowers members of the Coast Guard and provides direction for various aspects of engagement; whether it be a routine community relation event or an event from the list of PA initiatives for 2008 or a special situation that requires a one-time communications action plan. Members should also refer to the Coast Guard's FY09 Posture Statement (with Budget in Brief) distributed by Commandant (CG-82) for additional details to support strategic communications efforts.

Champions identified in Appendix A are counted on to be key members in execution of the Strategic Communications Framework. It is imperative that the public and the nation's leaders are fully informed about the complete nature of the Coast Guard's service to the American people. We want to demonstrate that we have a balanced mission set across the areas of safety, security and stewardship. To this end, the Coast Guard Engagement Framework, the references, and the concepts contained herein mandate internal and external engagement that as an integral component of mission planning and execution. This framework is intended to be employed by the identified champions as a tool to empower them to conduct independent outreach activity. The Engagement Framework is the Coast Guard's playbook for leveraging its most vital asset; its people, in accomplishing this initiative. This plan provides no nonsense, straightforward ingredients to carry out outreach activities. In particular, it:

- a. Articulates the right messages and ensures internal and external alignment of messages; we seek to have a decentralized delivery of a centrally prepared message;
- b. Identifies the right audiences;
- c. Explains proven outreach tactics;
- d. Fosters two-way communication with all our audiences enabling us to integrate public concerns into decision-making, build support and acceptance of Coast Guard decisions and policies and learn from the ideas and actions of others;

- e. Contains the toolbox to carry out a successful outreach programs, including leveraging new technology; and
 - f. Includes an annual plan and assessment and measurement strategies.
5. ENVIRONMENTAL ASPECT/IMPACT. Environmental considerations were examined in the development of this Instruction, and have been determined not to be applicable.
6. FORMS/REPORT. None.

M.E. LANDRY /s/
Rear Admiral, U.S. Coast Guard
Director of Governmental and Public Affairs

Encl (1) The Coast Guard Engagement Framework

THE COAST GUARD ENGAGEMENT FRAMEWORK

TABLE OF CONTENTS

Section 1	Strategic Overview	2
	A. Strategic Communications	3
	B. Strategic Communication Priorities	3
	C. Guiding Principles	3
	D. Strategic Communication Planning & Suggested Tactics	4
	E. Climate and Objectives	5
Section 2	Communications Message	6
	A. Other Key Issues	6
Section 3	Tactical Outreach	8
	A. Field Commander Outreach	8
	B. Auxiliary, Reserve and Retiree Network Outreach	11
Appendix A	Coast Guard Strategic Communications Framework	A-1
Appendix B	Governmental Affairs Officer Handbook (Cover and Table of Contents only – Handbook published under separate cover)	B-1
Appendix C	Community Relations Outreach Considerations	C-1
Appendix D	Governmental Relations Considerations	D-1
Appendix E	Communications Toolbox	E-1
Appendix F	Public Affairs National Initiatives	F-1
Appendix G	Communication Action Plans	G-1
Appendix H	Anti-Lobbying Act	H-1
Appendix I	Compass Rose – Strategic Communication Guidebook (Cover, Table of Contents, and Calendar only - Document published under separate cover)	

Section 1 Strategic Overview

A. Strategic Communications

“This Strategic Communications Framework is provided to facilitate and align engagement efforts by Coast Guard members at all levels of the organization. Strategic Communications (SC) is a process to effectively engage key audiences through the use of coordinated information, themes, plans, programs and actions synchronized in support of mission execution. Effective outreach facilitates interagency coordination and public-private partnerships. Engagement is required to improve the public’s and political leadership’s knowledge of the complete nature of the Coast Guard’s service to the American people across our roles of safety, security, and stewardship; thereby garnering the needed resources and authorities to source the strategy in meeting mission requirements.”
- CG-092, Winter 2007

The plan provides a framework that will raise the visibility of the Service’s value to America.

B. Strategic Communications Priorities

1. For Coast Guard members to employ an aggressive communications outreach program.
2. To capitalize on changes within government to develop and build relations with the new Administration, incoming Members and staff, educating them on the value of the Service to America.
3. To focus outreach activities on our target audiences, including but not limited to state legislators and governors, members of the maritime industry, members of the media, and other key stakeholders of the Coast Guard.
4. To build relationships with future leaders and influencers of public opinion. (Congressional staffers, state administrations, state legislators, city council members, mayors, new media members)

C. Guiding Principles

1. **Be honest... always.** The public will usually find their stories with or without you. It is best to be up front from the start; transparency is the key.

2. **Be proactive...** Seek out engagement opportunities, but always be prepared in your delivery.
3. **Excellence in Operations = Excellence in Public Affairs.** We should be proud of our heritage of mission excellence and we should tell our story.
4. **Accept risk...** By pressing continuously forward in outreach efforts, the potential risk increases in proportion. However, by adhering to these Guiding Principles, risk will be minimized.
5. **Stay local...** Bring Coast Guard wide issues down to the local level. Explain how these issues will impact local operations and environments.
6. **Build relations with your stakeholders...** “Cold calls” to an unfamiliar reporter or elected official are not as effective as having professional working relations with these people.
7. **Don’t always try to hit a homerun with the principal...** Often times in outreach, it is more appropriate and as effective to meet with a staff member rather than the principal.
8. **Be prepared...** Be knowledgeable of the Coast Guard’s Strategy and key messages to speak with credibility and confidence. Whether at a softball game, social reception or military event, never be caught without an answer when someone asks, “So how are things in the Coast Guard?” Always have a clear, cogent reply that relates to one of the current core messages found in the Compass Rose. Be prepared to answer the question, “What can I do for the Coast Guard?”
9. **Be responsive and serve all those with whom you come in contact...** Everyone is a potential ally.
10. **Stay in bounds...** In carrying out engagement efforts, abide by the anti-lobbying restrictions, (see Appendix H) and safeguard sensitive information that may be classified or otherwise non-releasable.
11. **Call for backup 24/7...** Area/District External Affairs, PA offices and PIATs, IMAT (liaison officers) are always available to assist field units. Likewise, the Office of the Directorate of Governmental and Public Affairs stands ready to assist the Areas, Districts, and Sectors.
12. **License to hunt...** The Area/District/Sector Commanders are fully empowered to conduct outreach using the messages, tactics and tools within this plan, and to employ senior field commanders to conduct independent outreach.

D. Strategic Communications Planning & Suggested Tactics

1. **Include outreach in the decision-making process...** Just as all departments and programs are included in planning for special or surge operations, an outreach coordinator should be invited to attend planning meetings to identify and prepare for engagement opportunities.
2. **Make outreach assignments...** Assign target audiences to specific members of the command and senior commanders in your geographic area. This approach provides for coordinated and concentrated engagement while avoiding overlapping efforts.
3. **Set an outreach and callback schedule...** Once outreach targets have been identified, create a timeline with outreach objectives. For example, an objective may be to meet initially with the designated officials, then host the principal at the unit or at some unit function once every six months.
4. **Report back...** Any time there is CG contact with a congressional member (either in person or telephonically), or CG contact with a staff member on a matter of significance, a contact report should be completed in CKMS. Reports are found in Section I of (Ref b).
5. **Maintain low-level contact with target communities...** After a relationship with an individual or office has been established, maintain an informal dialog. A weekly or monthly synopsis of operations, scheduled events, and any items or incidents of interest could help to keep an external contact active.
6. **Inculcate outreach into operations...** Look for engagement opportunities in each phase of operations. For example, engagement opportunities can be identified in after action reports, SITREPS, and lessons learned.

E. Climate and Objectives

The September 11th attacks precipitated a transition period in the Coast Guard. As part of the Department of Homeland Security, the Coast Guard has seen increased budgets and increased visibility. The Coast Guard's response to Hurricane Katrina elevated our visibility even further. Significant challenges still lie ahead.

The military, maritime, multi-mission nature of the Coast Guard requires that it be able to clearly articulate it balances accomplishment of its eleven missions through risk-based decision making given that its resources are finite and, in

most cases, are shared across missions. Risk is comprised of threat, vulnerability, and consequences. Ports, Waterways and Coastal Security and Search and Rescue require a steady state level of effort to prevent serious loss of life and/or property. However, when an event with serious consequences arises, such as a hurricane, an alien mass migration, or a major oil spill, the Coast Guard prudently diverts some resources from its other missions to deal effectively with the event at hand. It is incumbent upon the leadership of the Coast Guard, both junior and senior, to ensure that the officials deciding our future are informed and educated on the breadth of our missions and responsibilities.

Operations and engagement must work in tandem. The former constitute our most direct service to the American people. Engagement is the Coast Guard's tool to ensure target audiences understand current Coast Guard operations so that informed decisions are made to guide our future operations.

The near term objectives of the Directorate for Governmental and Public Affairs are:

1. To facilitate and align engagement efforts by Coast Guard members at all levels of the organization.
2. To leverage Coast Guard members to conduct a coordinated outreach to Congressional members and their staff in their home districts.
3. To increase interaction with state legislators by Coast Guard units.
4. To reinforce the public's and media's image of the Coast Guard as the lead federal agency for Maritime Safety, Security and Stewardship and an "honest broker" among many competing interests.
5. To increase our own organizational pride.

Section 2 Communications Message

The Coast Guard has a rich history of meeting our Nation's needs, of being Always Ready for the call, by providing our military, maritime and multi-mission services whenever and wherever needed. Key to our success has been the expertise, professionalism and flexibility of our people and the multi-mission capability embedded in our cutters, aircraft, boats and systems. Now we are poised to transform our Coast Guard to meet the demands of the 21st century, confident in the enduring character of our Service; strengthened by our core values of honor, respect and devotion to duty; and renewed in our sense of purpose and commitment to serve America. We are challenged like few times in our 217-year history to balance our mission emphasis to meet both security and safety mandates. We must place our focus on strengthening our maritime security capabilities, yet be careful to do so with a watchful eye on our full mission set as each mission is inherently connected with the other, and excellence in all is the rightful expectation of the American public. We must be forever vigilant and Always Ready for the call. To ensure the high level of performance America expects and deserves, we will stress that maritime safety, security and stewardship are enduring roles of the Coast Guard. These roles reflect long-standing responsibilities, assigned to the Coast Guard over two centuries of service because they are traditionally governmental, have an essential federal component, and are interrelated such that they can best be accomplished by a single military, multi-mission, maritime force.

In addition to the Commandant's areas of emphasis, there will be other significant issues that arise that are of interest to the media, elected officials, the Administration and to Coast Guard members. These issues are covered by one of five products produced by Governmental and Public Affairs to ensure consistent messaging throughout the Coast Guard:

1. Coast Guard Strategic Communications Framework
2. The Pelorus - covers program related issues. These papers are designed for internal use and provide the current information and position on a variety of topics to ensure field commanders and network personnel have the same information. They are available via the CGCentral at <http://cgcentral.uscg.mil>, on the "Communities" tab, under the "Public Affairs" community, under "Tools."
3. The Public Affairs Guidance (PAG) – issued to cover topics of acute media interest. PAG's are sent to Area and District Public Affairs Officers.
4. The Congressional Affairs Recess Guidance- issued just prior to Congressional recess to provide key issues of interest and guidance for engagement.

5. The Compass Rose-the Coast Guard's Strategic Communication Guidebook, which is updated yearly. Compass Rose was developed to ensure the Coast Guard speaks with one voice. It is available on CGCentral at <http://cgcentral.uscg.mil>, on the "Communities" tab, under the "Public Affairs" community, under "General Information."

Section 3 Tactical Outreach

A. Field Commander Outreach

Engagement guidance for field commanders is broken into three components – governmental relations, media relations and community relations. Although presented separately, there will certainly be occasions when all three outreach modes will come into play simultaneously. While governmental relations certainly have the most direct link to the decision-makers who influence the Coast Guard budget, both media and community relations can, and do, serve to build support for the Coast Guard.

Governmental Relations.

With governmental outreach occurring at Headquarters, Areas, Districts, and major field commands, and through the Auxiliary, Reserve and Retiree Network, a real need exists to ensure the outreach is balanced in that the same member is not contacted repeatedly by multiple well-intentioned Coast Guard personnel... an unintended consequence that could have the opposite effect of building support for the Service. Accordingly, Area/District Chiefs of Staff (or their delegates) are best positioned to maintain oversight of federal (congressional and administration), state and local outreach within their respective AORs. Chiefs of Staff should be notified prior to any official congressional engagement, and after the fact for any state or local outreach. A brief email should be sent to the Area/District Chiefs of Staff following the engagement activity listing the name of the principle, major topics discussed, and overall impression of the meeting. The Chief of Staff should make any appropriate notes and forward this report to the Office of Congressional Affairs.

Several Districts have created a mid-grade to senior level position as an assistant to the Chief of Staff to oversee and coordinate outreach within the District. This approach has proven successful in achieving a higher level of outreach coordination while sparing operational units much of the burden of planning outreach.

Governmental Relations Objective: Establish routine interaction with local congressional staffers and engage Members in their home districts, governors, state legislators and local officials.

Governmental Relations Tactics

1. Identify appropriate congressional staff members who handle CG and/or military issues.
2. Initiate an icebreaker event to develop and build a professional relationship.

3. Provide local Members' staffs with regular operational updates and briefings of significant operations.
4. Personally engage Members of Congress when they are in their home districts, state legislators and local elected officials. Aim for a minimum of one annual office call or unit visit with the Member.
5. Invite Members, state legislators and local elected officials' participation in key Coast Guard events in addition to those listed in the Compass Rose.
6. Refer to the target publics in Appendix B, Governmental Relations Considerations in Appendix D, and Anti-lobbying Act guidance in Appendix H as well as the GAO Handbook.
7. Use Dynology to document all visits with congressional staffers and elected officials.

REMEMBER: When meeting with elected officials in the field, talk primarily on local issues and the impacts within the officials' jurisdiction. For example, if a Sector Commander is discussing readiness concerns, mentioning service-wide fixed-wing aircraft spare parts shortages, although significant in the big picture, may not resonate well locally. Instead, detailed comments regarding boat crew port/starboard duty standing and VHF-FM radio coverage gaps in the area will carry the mail.

Appropriate Engagement

Area Commanders / District Commanders	Governors, very large city Mayors, Congressional members, State Administrations
Sector Commanding Officers	Tribal leaders, Mayors, state Legislators, local Congressional staff, Congressional members
*Small Unit CO / *OinC's	Mayors, city/county officials

*Under direction of Sector Commanding Officer

Media Relations. The very nature of the Coast Guard's missions bode well for coverage in the 24 hours a day, media hungry environment in which we operate. Two factors can play heavily toward the quality, quantity and slant of media coverage of the Service – establishing professional relations with the media and providing them with quality materials including video, photos, materials and effective soundbites. The media is a competitive business. It behooves us to work with them in making their job easier as the likely outcome will be increased (and more favorable) coverage of Coast Guard messages and stories. Anyone

can be reactive to noteworthy maritime incidents and receive media coverage. It is the one who actively seeks out media opportunities, develops relations with local reporters and editors, and best prepares for the planned and unplanned events that runs an effective media outreach program.

Media Relations Objectives: Build relations with media people and maximize opportunities for positive media coverage.

Media Relations Tactics

1. Develop credible relations with local media.
2. Leverage technology to expand media coverage, including greater use of video (you only need 10 seconds to turn a mediocre story into a top story), digital photos, and website information (you should include the CG website in all media correspondence).
3. Do not overlook smaller media outlets. Weekly newspapers, local maritime/fishing/sailing/boating magazines are often fertile and hospitable sources for Coast Guard coverage.
4. Detailed media guidance is contained in the Public Affairs Manual.
5. Use PIER in furthering relationship with local media as well as tracking media questions and responses to maintain same message. (HQ/AREA/District)
6. Use VOCUS to analyze all media coverage. (HQ/Area/District)

Community Relations. Often overlooked and sometimes underappreciated, the community relations program offers a tremendous return on investment. Local community, civic, social and business groups are ripe with influential leaders and key stakeholders. Unlike our sister Services that are defined by fewer, but much larger units/commands, the Coast Guard is part of America -- operating within arms reach of nearly every coastal, river or lake front city across the land. That affords us an unprecedented opportunity to engage a broad base of groups.

Community Relations Objective: To capitalize on opportunities to engage local stakeholder and industry groups to raise visibility and build support for the Service.

Community Relations Tactics

1. Identify and prioritize community stakeholder groups based on potential return on investment.
2. Employ an active Speakers Bureau program. Commands should send a standard letter to local stakeholders and industry groups they seek to engage at the beginning of each year offering to provide a briefing or presentation on the Coast Guard.
3. Optimize the use of Auxiliary, Reserve and Retiree Network's existing relations with key stakeholders and groups.
4. During CG-led community events (industry days, open house, safety at sea seminars), invite key community groups as well as the media and local elected officials.

B. Auxiliary, Reserve and Retiree Network Outreach

The Auxiliary, Reserve and Retiree Network provides unique advantages otherwise not normally available to active duty field commanders. The fact that Auxiliarists, Reservists and Retirees are more permanent fixtures within a community provides them better opportunities to build relations with key local and area stakeholders, media and government officials. As such, in many instances, already established relations between a Network member and a stakeholder is significantly more effective than "cold calls" from field commanders when situations warrant outreach. Consequently, there are superlative entrees and opportunities for field outreach and education by Network members to Coast Guard stakeholders in concert with active duty counterparts in governmental, media and community relations programs. Close coordination with the Area/District Chief of Staff or their delegate is especially important in Network outreach to ensure consistency of engagement messaging.

The roles of each component follow:

Governmental and Public Affairs Directorate:

1. Provide administrative oversight program guidance, tactics, tools and messages to assist program implementation.
2. Keep respective Auxiliary and Reserve programs apprised of program activity.

Area/District Chiefs of Staff:

1. Provide operational oversight for the networks in their respective districts.
2. Coordinate all outreach.

Auxiliary, Reserve and Retiree Network members.

1. Conduct communications outreach as opportunities present themselves.
2. Partner with local field commanders for joint effort. (The majority of Network outreach will be conducted at the pace and timing of the Network members' schedule/availability. However, there may very well be situations during the year when Headquarters, Commandant (CG-092), or the Area/District Commander has a specific message for a specific audience at a specific time – and during these instances the Network may be called into specific outreach action.)

Auxiliary Network. The Auxiliary Network is not intended to detract from Auxiliarists performing missions/activity under other viable Auxiliary programs. Auxiliary members should be volunteers specifically interested in raising the visibility of the Coast Guard.

Auxiliary Unit Liaison Officers are Auxiliarists specifically designated for each Coast Guard unit who serve as primary points of contact to arrange Auxiliary support. They are the most appropriate contacts to coordinate Auxiliary Network support. At the Sector level, this liaison role is fulfilled by the Auxiliary Sector Coordinator (ASC).

Reserve Network. The Reserve Network is similar to the Auxiliary Network. Reservists participating in this program are not expected to take on this new role at the expense of their current billet assignments. Much of the outreach and “in roads” developed by the Network will be done off duty while not in a drilling status.

Retiree Network. Many Retirees are active advocates for the Coast Guard. Yet, there are undoubtedly many more Retirees who would welcome the opportunity to assist in raising the visibility of the Coast Guard... if only asked. Similar to the other Networks, Retirees must work closely with local field commanders to more effectively reach out to stakeholders. Governmental and Public Affairs will continue to pursue a more coordinated coalition-type network among the retiree community.

The Retiree Council is an excellent source of information about the retired members residing in the area, and the areas in which they could lend support to outreach effort. They could also potentially provide assistance in administering the Network activities through the Area/District command. Information about the council could be found in COMMANDANT OF THE COAST GUARD NATIONAL RETIREE COUNCIL PROGRAM, COMMANDANT INSTRUCTION 1800.5E.

All Auxiliary, Reserve, and Retiree Network members should adhere to the Guiding Principles and Anti-lobbying Act guidelines published within this plan. Moreover, the following notification and reporting guidelines dependent upon target audience apply:

<u>Target Audience</u>	<u>Notification/Reporting Requirement</u>
Federal Elected Official	Advance notification to Area/District chief of staff
Governor	Advance notification to Area/District chief of staff
State Legislator	As directed by the Area/District chief of staff
Local official or organization	As directed by the Area/District chief of staff

Communications outreach efforts will reach full potential only through the Area/District synchronization of Field Commander and Network outreach. In doing so, outreach will be centrally coordinated and two potential pitfalls - redundancies and gaps – can be avoided.

The following appendices provide the appropriate navigational aids to assist you in steering your course through governmental, media and community relations outreach activities. In addition to the guidance and instruction provided herein, the centuries old commanding officer's Night Order remains valid today... "When in doubt, call." The Office of the Directorate of Governmental and Public Affairs staff stands ready to assist whenever the need arises. The main office phone number is (202) 372-4600.

APPENDIX A



Coast Guard Strategic Communications Framework

This Strategic Communication Framework is provided to facilitate and align engagement efforts by Coast Guard members at all levels of the organization. Strategic Communications (SC) is a process to effectively engage key audiences through the use of coordinated information, themes, plans, programs and actions synchronized in support of mission execution. Effective outreach facilitates interagency coordination and public-private partnerships. Engagement is required to improve the public's and political leadership's knowledge of the complete nature of the Coast Guard's service to the American people across our roles of safety, security and stewardship; thereby garnering the needed resources and authorities to source the strategy in meeting mission requirements.

Desired Effects

- External Stakeholders understand value of CG
- Required resources and authorities are supported and enacted
- Engender SC awareness from senior leadership to the "deckplates"
- Alignment of CG messaging
- Steer the CG to "Sourcing to Strategy"
- Raise awareness of Comms resources available to champions
- SC becomes integral component of mission planning & execution-QRCs

Channels

- Senior Executive Leadership Offsites
- Congressional Affairs Offsite
- Field Visits
- Weekly Report
- Public Affairs Campaigns
- Comms Action Plans
- Annual Compass Rose
- Public Affairs Offsite
- Sector COS' Conference
- Training Center Visits
- CG Central/Website
- PAGS/Pelorus
- Cong Recess Guidance
- HQ SCT Charter

Internal Stakeholders

- Active Duty
- Civilian
- Retirees
- Executive Branch (DHS, OMB, DHSIG, HSC, NSC, OGA's)
- Reserve
- Auxiliary
- Dependants

External Stakeholders

- Congress
- Industry
- Port Authorities
- State, Local & Tribal Gov't
- Professional Organizations (MOAA, Navy League, NCSL, etc.)
- NGOs
- Think Tanks
- Informal (blogs, Youtube, etc.)

Champions

- DC Flags/SESS
- CMC Network
- Auxiliary Leadership
- DC GAOs/PAOs
- Afloat Commands
- CG Historians
- Coordinators of Community Relations Activities
- Field Flags
- Reserve Leadership
- Field GAOs/PAOs
- Collateral Duty PAOs
- Shore Commands
- HQ Strategic Comms Team Members

Assessment Criteria & Measurement Tools

- Assess impact of SC framework to applicable stakeholders
- Adapt messaging based upon feedback and impact assessment
- Lessons Learned/"best practices" disseminated to applicable regions
- Responsiveness to Congressional QFRs
- Build relationships with key members
- OAS (DHS & CG)
- VOCUS, PIER & CKMS

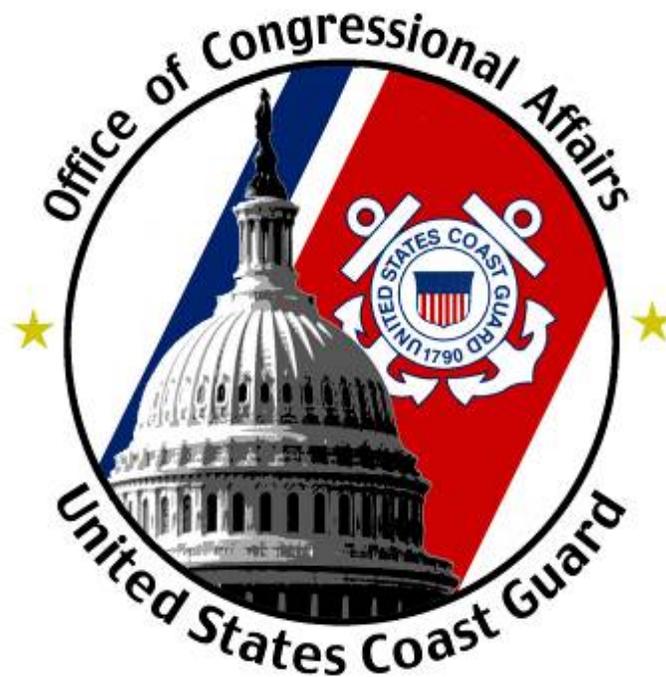
Way Ahead

- Launch Engagement Plan, COMDTINST 5730
- Updated Public Affairs Manual
- Updated "Compass Rose" with annual calendar of engagement
- Governmental Affairs Handbook
- Communications Action Plan Template
- Field VOCUS and CKMS systems within CGHQ & to field
- Update and improve CG Web Presence (Internet/intranet)
- Future SC will follow a standard process where SC is co-developed with updates to Coast Guard Strategy. The process will remain consistent and repeatable, and aligned with the annual budget and LCP processes.

8 Jan 08

APPENDIX B

GOVERNMENTAL AFFAIRS OFFICER
HANDBOOK



U.S. Coast Guard Headquarters

Commandant (CG-0921)
(202) 245-0520

(Full handbook available under separate cover)

Governmental Affairs Officer Handbook

Table of Contents

- A. What is a Governmental Affairs Officer?
- B. Who is my program manager at Headquarters?
- C. How does CG-092 keep the GAOs informed?
- D. What should I know about the U. S. Congress?
- E. How should I field engage the Congress?
- F. How is Congressional Correspondence Handle?
- G. Are there any tips for communicating successfully with Congressional Staff?
- H. What should I know about planning a congressional site visit?
- I. What is a contact report?
- J. How are Congressional flight requests handled?
- K. What are the Anti-Lobbying Act Restrictions?
- L. What are the limits of elections year political activities?
- M. Summary of helpful references and engagement tools.
- N. What resources are available online?

(Full handbook available under separate cover)

APPENDIX C

Community Relations Outreach Considerations

◆ Running an Effective Speaker's Bureau Program

Simply put, no better way exists to reach out to local community leaders and associations than a Speakers Bureau program. The local civic, community, business maritime and military organizations provide the literal "Who's Who" list for their respective communities. Few other opportunities provide an environment for us to deliver a targeted message to a captive audience of stakeholders.

The toolbox for field commanders and appropriate others to engage in this outreach program is stocked full. Appendix D lists the ready-made materials at your disposal and they include Coast Guard overviews in both video and PowerPoint, issue-specific Peloruses, as well as suggested giveaways.

Units are encouraged to engage local organizations annually to publicize their availability for speaking events. Once per year, you should send a standard letter to all potential groups in your area offering to come to a meeting to make a presentation

A suggested sample letter:

Dear _____,

I am the Commander of Coast Guard Sector XYZ with responsibilities for Coast Guard search and rescue, law enforcement, environmental protection, boating safety and aids to navigation operations in New Hampshire. Enclosed is a brochure that provides a broad overview of Coast Guard missions in general as well as a copy of the Coast Guard magazine.

I would welcome the opportunity to speak to your association at any time during the year to discuss general Coast Guard missions or any specific topics and local maritime issues that you have in mind.

I look forward to hearing from you soon.

Sincerely,

APPENDIX D

Governmental Relations Outreach Considerations

◆ **Tips And Techniques For Communicating Effectively With Congressional Staffs**

Assumptions:

- Be realistic with what can be achieved by contact with the staff
- Know what you want the Member or staff to do or learn
- Your ultimate goal is to build a mutual relationship with the Member or staff

Plan of Action:

1. Research the background of the Representative or Senator (general background can be found via the internet: www.house.gov, www.senate.gov). Ask Congressional Affairs (CG-0921) for members' background information from Congressional Quarterly (subscription required). Also check with Commandant (CG-0921) for any outstanding issues (i.e. "congressionals") related to the member of interest.
2. Check to be sure you are meeting with the appropriate staff person:
 - a. Washington staff: Personal staff or Committee staff
 - b. District/State staff: State Director, caseworker, etc.
 - c. Remember the general characteristics of staff: young, inexperienced, but bright/quick, eager learners; little military experience, little institutional memory
 - d. Personal roles matter more than titles; staff can turnover and change frequently
3. Look for a common link to the Member's district or state if possible (Member's committees, caucus interests, state/district characteristics, CG assets in state/district, education, associations, hobbies, family background, etc).
4. Bring handouts that can be easily understood by the staff and Member (avoid jargon and acronyms). When possible, show them CG assets and activities!
5. For questions you cannot answer, tell the staff you will get back to them.
6. Follow up with a "thank you" note for their time and consideration.
7. Follow up with any promised information or actions.

8. Make periodic contact with the staff through phone calls, notes and appropriate articles to extend your relationship. Become a trusted source for CG information.

9. Keep in mind the legislative environment, timing (and what might be on a Member's mind):
 - a. election year or non-election year calendar.
 - b. before or after committee assignments.
 - c. before or after the appropriations process.
 - d. in session or in recess.
 - e. Refer to latest ALCOAST or guidance for supporting political candidates.

10. Be visible at activities where staff may be present.

11. Keep good records: send a Contact Report (form available on CG Central) to CG-0921 after every contact.

12. Remember ethics – informal and courtesies:
 - a. always be truthful and consistent; don't hide problems
 - b. be on time, know where you're going
 - c. respect others' time – be concise
 - d. Don't go around people unless they are really obstructing
 - e. Respect confidences.

13. Other useful information such as guidance for Congressional Visits can be found on CG Central under the Congressional Affairs tab, Government Affairs Tools, or Political Guidance.

APPENDIX E

Communications Toolbox

The communications toolbox is intended to provide a quick reference listing of materials suitable for all aspects of communications outreach. This appendix should be your first stop along the road toward preparing for an outreach activity. This appendix contains the following toolbox items:

Materials Available

Web Links:

- <http://cgcentral.uscg.mil>: Internal Coast Guard website
- www.uscg.mil: Publicly accessible official Coast Guard website
- <http://homeport.uscg.mil>: Official Internet Coast Guard portal to share information with members of the maritime industry
- www.usa.gov: Official Internet portal to the government—extensive resources
- www.dhs.gov: Department of Homeland Security website

Resources available on CG Central:

- FY08 Posture Statement and Budget in Brief/Fact Sheet: Highlights Coast Guard priorities for FY 2008
- Public Affairs Manual, COMDTINST M5728.2 (Series)
- Coast Guard 101 Brief: Comprehensive PowerPoint brief for non-Coast Guard audiences
- Publication 1: Coast Guard primer containing history and concept of operations
- Compass Rose: Coast Guard Strategic Communication Guidebook
- Coast Guard Snapshot
- State Data Sheets: Useful facts on Coast Guard presence and activities in each state, updated yearly.
- Commandant (CG-092) Pelorus: Pelorus documents summarize key points about current issues and programs. Updated regularly, and can be found at <http://cgcentral.uscg.mil> (Communities/Public Affairs/Tools)

- Governmental Affairs Officers Handbook

Resources available on www.uscg.mil:

- Public Affairs Manual, COMDTINST M5728.2 (Series)
- Brochures: Downloadable brochures, including Homeland Security, Coast Guard Snapshot, Shield of Freedom and America's Waterway Watch.
- Community Relations Guidance: Overview of appropriate participation in community activities.
- Photos: On request, the Coast Guard may supply official photographs for use in approved promotions. Official photographs are available on the Coast Guard Visual Imagery database, accessible through the World Wide Web
- Video and B Roll

Resources available through Public Affairs

Please contact the Office of Strategic Communication, Commandant (CG-092S) at 202.372.4602 for hard copies of the following materials:

- Shield of Freedom DVD
- Coast Guard Handbill
- Shield of Freedom Magazine
- Stand Up Display – ideal for unit open house, speaking engagements, safety booths... (source of supply info available from Commandant (CG-09223) staff)

Other useful engagement websites

- <http://thomas.loc.gov> - legislative information on the Internet
- <http://www.senate.gov> - U.S. Senate
- <http://www.house.gov> - U.S. House of Representatives
- <http://www.usmayors.org> - U.S. Conference of Mayors
- <http://www.nga.org> - National Governors' Association
- <http://www.uschamber.org/default.html> - U.S. Chamber of Commerce

- <http://www.whitehouse.gov/> - The White House
- <http://www.gpoaccess.gov/crecord/index.html> - Congressional Record Online via GPO Access
- http://www.senate.gov/~armed_services/ - Armed Services Committee
- <http://www.house.gov/hasc/> - House Armed Services Committee
- <http://www.senate.gov/~commerce/> - Senate Commerce, Science, and Transportation Committee
- <http://www.house.gov/transportation/> - U.S. House Committee on Transportation and Infrastructure
- <http://www.cgfdn.org> - Coast Guard Foundation
- <http://www.navyleague.org/> - Navy League of the United States
- http://www.navyleague.org/sea_power/ - Sea Power magazine
- <http://www.armedforcesjournal.com/> - Armed Forces Journal International
- <http://www.nationaldefensemagazine.org/> - National Defense magazine
- <http://www.ncsl.org> - National Conference of State Legislatures

APPENDIX F

Public Affairs National Initiatives 2008

Assumption:
Media forms public opinion.
Positive public opinion is essential
to success of our missions.

EXECUTE THE MISSION.

New Initiatives

Leverage New Technology
New CG video policy (ALCOAST)

Top 10 Rescue Videos of All Time



YouTube	CG Site
85,000 videos	180 CG videos
100M hits a day	950,000 views

US Coast Guard site,
increasing visibility

New ALCOAST Video Policy - 30 seconds expected for every case

30 seconds of video =

Leading News Story



Video creates and enhances public awareness towards the services that the Coast Guard provides for the American people.

Create Media Opportunities Weather - Storm flags at one station per sector



50% of US population live in coastal communities

Partnership with NOAA, FEMA & WX Channel

SAR statistics - Lives Saved Campaign
U.S. Coast Guard

More than **1,000,000**

Lives Saved Since 1790

UNCLASSIFIED

Leverage Public Affairs Staff

"Full Service Public Relations Firm"
Brand name, image, crisis management, internal & external comms.

- Action History: Significant Milestones
 - Lives Saved - More than 1M
 - Drugs Seized - More than \$4B in 2007
 - Migrants interdicted - More than 220,000
- Band: (Cutters)
 - Produced theme for the DOG
 - CG Detachment @ HQ for COMDT, DHS
 - Trip to Japan
- COMREL: National Habitat for Humanity
 - First Book - 13 million distributed
- Art Program: Release more art instead of warehousing
- History: History Collection Teams: Booklets on the NSC
- Author Program: Newly Implemented Program: to document CG history.

Update "Lives Saved"

CG Day

UNCLASSIFIED

Future Media Opportunities

- ◆ Deployable Operations Group – Video for internal and external audiences.
- ◆ National CG Museum – Last lighthouse built w/ 1st order Fresnel Lens. **CG artifacts**
- ◆ Eagle Cruise – Documentary, webcam. **Weather Channel partnership**
- ◆ Cuba Transition – Aggressive Media Plan
- ◆ Polar Policy – Scientific research. Climate change – IIP, Pt. Barrow
- ◆ Drug patrols – Drug Milestones. **AMW story**
- ◆ CG Realignment – Operations more responsive
- ◆ Deepwater Successes – AUF, MEP, NSC Sea Trials, HC-144 ops
- ◆ Environment – “Magic Pipe” Success. Environment. “Green” CGC EAGLE.
- ◆ National Defense – Persian Gulf – Historian produced booklet
- ◆ Guardians – National defense, Multi-mission
- ◆ Spanish Translator – CGHQ staff member for growing market



APPENDIX G

COMMUNICATION ACTION PLANS

PURPOSE. Communication Action Plans (CAP) are developed for high-profile, critical, or controversial issues. For issues which the Coast Guard shares responsibility and are properly addressed through a Joint Information Center or similar public affairs approach, existing regulations, guidance, and policy apply. This appendix of the Coast Guard Engagement Framework establishes policy and guidance for the development of Communication Action Plans (CAP)

ACTION. Area and district commanders, sector commanders, commanders of maintenance and logistics commands, commanding officers of integrated support commands, commanding officers of headquarter units, assistant commandants for directorates, the Judge Advocate General, and special staff offices at Headquarters shall ensure compliance with this instruction's provisions. Internet release authorized.

BACKGROUND. The Coast Guard must act with strategic intent, including its efforts to communicate to both external and internal audiences.

1. There must be a collaborative effort to develop robust outreach, engagement, and Communication Action Plans well in advance of key events and major policy initiatives. CAPs are used to effectively pass consistent information to external and internal audiences, and ideally are developed in advance of the issue becoming public knowledge, in order to develop an accurate and consistent message. OPSEC must be considered when creating such plans.
2. Communication Action Plans for specific issues or events must be aligned with the broader Coast Guard Strategic Communications Plan, *Compass Rose*, found on CG Central.
3. Effective Communication Action Plans must be seen as an integral part of the formulation of any new initiative. They shall be developed and considered as issues, plans, and policies are formed.
4. Examples of issues where a CAP is necessary include, but not limited to: Organizational changes (e.g. Sector establishment, Commandant Intent Action Orders, etc.); Major acquisition announcements (e.g. RB-M, Deepwater adjustments, etc.); Pending release of high profile investigations and audits (e.g. GAO, Inspector General, internal Coast Guard investigations, etc.); or significant shifts in Coast Guard policy or practices (e.g. new boarding procedures, vessel/aircraft operating restrictions, etc.).

RESPONSIBILITIES.

1. Communication Action Plans result from a collaborative effort among Program Managers, HQ directorates, District staffs, and Area staffs, ensuring the Coast Guard speaks with one message and one voice.
 - (a) Program managers, HQ directorates, District/Area staffs -- the content owners. Program managers, HQ directorates, District and Area staffs are responsible for identifying important issues for the communicators' evaluation. If these content owners feel a particular issue may warrant a Communication Action Plan, they should contact Commandant (CG-092) and schedule a meeting/teleconference to discuss. If it is then determined that a CAP is necessary for a particular issue, the content owner will be responsible for providing the details of the issue, a list of the targeted audiences involved, and proposed themes, including specific talking points.
 - (b) Commandant (CG-092) – Director of Governmental and Public Affairs -- the communication owners. For Headquarters staff elements, CG-092S will provide counsel and make the final determination if a Communication Action Plan is necessary for a specific event or issue. If such a plan is necessary, CG-092S will have direct responsibility to work closely with the content owner (Program managers, HQ directorates, District staffs, and Area staffs) and draft the CAP. CG-092S will be responsible for validating the external audiences, aligning key themes with the *Compass Rose*, and deciding the tactical aspect of the plan.
 - (1) Commandant (CG-0921) (Congressional Affairs) is responsible for development and execution of all Congressional engagement elements of a Communication Action Plan. CG-0921 will determine which topics shall be briefed and to which particular Hill staffs or members.
 - (2) Commandant (CG-09222) (Media Relations Branch) is responsible for development of tactical plans for dealing with the news media, and for designating appropriate spokespersons.
 - (3) Commandant (CG-09223) (Community Relations Branch) is responsible for detailing communications efforts to engage civic groups and support organizations (e.g. Navy League).
 - (4) It is essential to identify all the audiences that may be impacted by an issue – news media, community, internal, governmental, industry - as well as those who are responsible for implementing the plan once approved. Appropriate Program staff representatives need to be involved in the communications planning process from the planning through execution.
2. When crafting a Communication Action Plan, the following questions must be asked in order to develop a well-thought out Communication Action Plan:
 - (a) Who is the audience? Who needs this information on this issue?
 - (b) Why does the Coast Guard need to reach out to this targeted audience?

- (c) What are the key messages that need to be conveyed?
- (d) Where/how will the Coast Guard reach the targeted audience? What is the best medium/forum to reach the target audiences – via web, broadcast, television, town hall, print?
- (e) When does the Coast Guard communicate to this audience? Timing and timeliness are both critical to success. In some instances, there is a sequencing factor (e.g. do Administration entities need to be informed before Congressional members are briefed or before a press release?).

APPENDIX G

COMMUNICATION ACTION PLAN TEMPLATE.

All Coast Guard Communication Action Plans should attempt to follow the standard format outlined below. However, strict adherence is not required as scale, scope, and circumstances will vary from situation to situation. This template may include the following sections: Situation, Scope, Overall Goal(s), Targeted Audiences, Key Messages, Tactics, Evaluations, and/or Outreach Matrix (if appropriate). Members may find value in going through the process of filling out the Coast Guard Strategic Comms Framework as a means to determine the proper action plan. A blank CG Strategic Comms Framework and Outreach Matrix are provided. Sample Communication Action Plans are available upon request.

Title Communication Action Plan

SITUATION: Define why the Communication Action Plan is needed in a clear statement of the issue or problem.

BACKGROUND: When defining this statement, it is crucial to consider any and all assumptions that were made when defining the issue/problem statement. This critical background information will provide the necessary foundation in which to move forward with the development of the Communication Action Plan.

SCOPE: Determine who will deliver your message to its intended audience. Who are the best messengers to reach your target audience?

OVERALL GOAL(S): Define the ultimate goal(s). What must be accomplished? How should the program and/or issue be perceived by the targeted audience? For each goal defined, there must be a specific, measurable and achievable objective.

TARGETED PUBLICS: Define the target audience. Who needs to hear this information? Page 6 contains a Sample Outreach Matrix.

1. Remember the internal audience, the members of the Coast Guard – active duty, reservists, auxiliary, government civilians, and contract support personnel – when defining the targeted publics. Ensure the people of the Coast Guard know what is going on.
2. If members of Congress are identified as a targeted audience, Commandant (CG-0921) (Congressional Affairs) will craft a Congressional engagement strategy for the issue or event.

KEY MESSAGES: What messages do the targeted public need to hear? Tailor the messages to the targeted audience. Key messages must be simple, consistent and

clear. They must be easily understood and must resonate with the targeted audience, and be in complete alignment with broader strategic messages.

TACTICS: Determine specific step-by-step actions for achieving the goals. Choose effective communication tactics that are relevant to the targeted public. All Program Managers must work closely with Commandant (CG-09222), the Media Relations Branch, when considering media-related tactics.

Determine what the deliverables will be (press releases, interviews, editorials, articles, an ALCOAST, Commandant SITREP, etc.), the timeline for these, and who is responsible for each of them.

EVALUATION: Another consideration when developing a Communication Action Plan is how the plan will be evaluated.

1. Is there a way to determine if the stated goals are being met? Is it possible to track and gauge the process made along the way? Can course corrections or different approaches be identified and can they be made? Such measurements can be news articles or letters to the editor that include the message or the reduction/elimination of negative calls/letters/articles, etc.
2. Once the Communications Action Plan has been approved and distributed, the process does not end until the Plan has been implemented, adjusted as needed, and carried out through completion.

PROGRAM MANAGER: Identify responsible office, name of Point of Contact, and contact number.

APPENDIX G

Sample Outreach Matrix

Current as of				
Member/Staff	Type	Position	CG Rep	Telephone Number
Family				
Department				
Administration				
Congress				
Senate				
House				
Misc. Contacts				
Media				

APPENDIX H

ANTI-LOBBYING ACT

OVERVIEW: Section 1913 of title 18, U.S. Code, commonly referred to as the “Anti-Lobbying Act,” prohibits the **direct or indirect** use of appropriated funds to pay for **any** personal service or device¹ to influence a Member of Congress, a jurisdiction, or an official of any government to favor, adopt, or oppose **any** legislation, law, ratification, policy, or appropriation (hereinafter “legislation”), either **before or after** introduction. Violations are punishable by administrative action (e.g., removal from office or termination of employment) and/or civil penalties.

COMMUNICATIONS WITH CONGRESS: While § 1913 does not prohibit Coast Guard members or civilian employees from communicating with Members of Congress, their staffs, or congressional committee staffs through **proper official channels** (e.g., through Commandant (CG-0921)), executive branch, departmental, and Coast Guard policy expressly prescribe the form and manner of communications with Members and congressional staffs². Therefore, Coast Guard members and civilian personnel must consult with Commandant (CG-0921) prior to any contact with Members or congressional staff or, if a Member or congressional staff initiates the contact, immediately thereafter. This prohibition similarly applies to contact with an official of any State government or political subdivision of that State about legislation, federal or non-federal.

COMMUNICATIONS WITH THIRD PARTIES: While § 1913 neither prohibits nor restricts communications with third parties (e.g., members of the general public, special interest groups, or private organizations), including providing information about pending legislation, Coast Guard members and civilian employees may not participate in an activity or campaign that is designed to generate support for, or opposition to, pending legislation. Specifically, Coast Guard members and civilian employees must not request, suggest, or encourage a third party to contact a Member of Congress or congressional staff in support of, or in opposition to, pending legislation, or facilitate such actions. Likewise, this prohibition applies to contact with third parties about legislation being considered at the non-federal level.

COMMUNICATIONS WITH OTHER EXECUTIVE BRANCH AGENCIES: These contacts are not regulated by § 1913. However, if the contact relates to pending legislation or matters relating to Congress, such may be politically sensitive and/or subject to other policy restrictions. Therefore, prior to making any such contacts, Coast Guard members and civilian employees must consult with Commandant (CG-0921) and Commandant (CG-0947).

BOTTOM LINE:

- The application of § 1913 must be carefully applied to the individual circumstances; therefore before initiating contacts on matters relating to the Congress or to

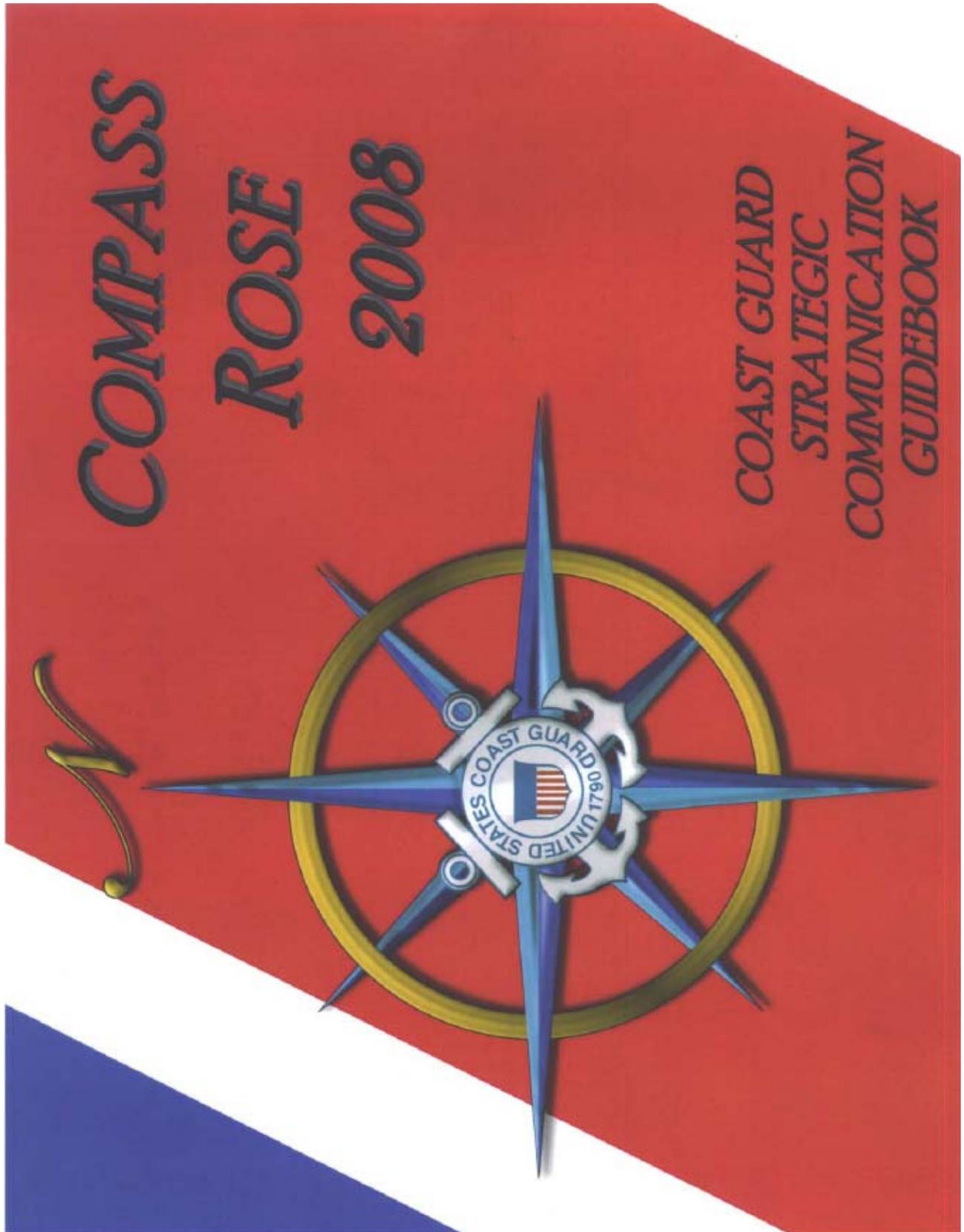
legislation, Coast Guard members and civilian personnel MUST consult with Commandant (CG-0921) and Commandant (CG-0947).

- With appropriate consultations, Coast Guard members and civilian personnel MAY engage Members of Congress, their staffs, congressional committee staffs, and non-federal governmental officials on legislation.
- Coast Guard members and civilian personnel MAY NOT request, suggest, or encourage a third party to contact a Member of Congress or congressional staff in support of, or in opposition to, pending legislation, or facilitate such actions.
- Please direct question regarding the Anti-Lobbying Act to Commandant (CG-0921) Congressional Affairs, Legislative Counsel.

¹ A “device” includes, but may not be limited to, advertisement, telegram, telephone call/message, letter, or printed or written matter.

² 18 U.S.C. § 1913 does not preclude an individual, military or civilian, from communicating with the individual’s elected representatives if the communication is in the individual’s capacity as a constituent/private citizen *and* at the individual’s personal expense.

APPENDIX I



Compass Rose 2008

Introduction

A paramount function within Governmental and Public Affairs is to enhance the visibility of the service the Coast Guard provides to America. The most critical component to success in this endeavor is to provide Coast Guard members the necessary clear, coordinated, and consistent messages as well as an awareness of policies and procedures to ensure the entire Coast Guard is speaking with one voice. To that end, Compass Rose 2008 has been developed to help guide all Coast Guard members in their interactions with our internal and external stakeholders.

The Coast Guard has reached several major milestones since the Coast Guard Engagement Plan, COMDTINST M5728.2D, was last published, including the transition from the Department of Transportation to the Department of Homeland Security, implementation of the Maritime Transportation Security Act, and the historic response to Hurricane Katrina. The Engagement Plan has been renamed the Coast Guard Engagement Framework. The instruction has been updated with several appendices and concepts, including the Coast Guard Strategic Communications Framework, which facilitates and aligns our internal and external engagement efforts. Admiral Allen has clearly stated the goal is to source to strategy. The Maritime Strategies are our guideposts in the mission areas of safety, security, and stewardship. Our efforts are aligned with Department of Homeland Security goals and the goals of the Department of Defense in our work as a military, maritime service. Our service will continue to be steadfast in our character but adaptive in our methods as our entire organization is focused on improving and sustaining Mission Execution. Coast Guard Publication 1 entitled America's Maritime Guardian spells out tested principles of operations across a wide ranging mission portfolio that support Admiral Allen's goals: clear objective, effective presence, unity of effort, on-scene initiative, flexibility, managed risk, and restraint.

The Engagement Framework, with the Compass Rose as one of the appendices, will be published on the same annual cycle as the Commandant's Posture Statement (with the Budget in Brief) in advance of the State of the Coast Guard Address and will serve as the annual plan for strategic engagement. As a result of the shifting dynamics the Coast Guard regularly faces, our priorities and programs may change, necessitating that we maintain the Compass Rose as a living document. It will be posted on CG Central and the online version will be updated with new information as necessary. The Compass Rose also points the way to additional online resources for more in-depth information on specific programs and other available tools. Consistent with the Department of Homeland Security's six-point agenda and the goals for the Coast Guard, the theme for this engagement plan is "All threats, all hazards, always ready." This theme corresponds with the Department's efforts which include strengthening preparedness, maximizing awareness, and enhancing capabilities. We are also working in concert with the Department of Defense in meeting our service responsibilities with a focus on resetting, revitalizing, and reconstituting our capabilities.

The Compass Rose contains information on important initiatives including Coast Guard modernization; Coast Guard Acquisition reform and important acquisition projects, the formation and deployment of specially trained adaptive force units, and our program mission areas. While this is not a comprehensive list of all Coast Guard efforts, it does represent those most likely to impact Coast Guard interactions with our internal and external stakeholders. Appendix A, The Communications Toolbox, directs you to numerous additional resources.

Compass Rose 2008 was developed to ensure the Coast Guard speaks with one voice. By adhering to the messages within this framework and utilizing the resources provided, Coast Guard personnel will be able to clearly and consistently convey our priorities to our many audiences, and focus our efforts effectively in sourcing to strategy and supporting mission execution. We will tell the Coast Guard story of two hundred and eighty years of mission success and pride in our service while providing a prelude to the Service's direction in the future. *Semper Paratus!*

Rear Admiral Mary E. Lendry
Director of Governmental and Public Affairs

Compass Rose 2008

All Threats, All Hazards, Always Ready

2

Table of Contents

3	The Department of Homeland Security at a Glance
4	The Coast Guard at a Glance
5	Coast Guard Branding
7	Maritime Strategies
9	FY 2009 Posture Statement
11	FY 2009 Budget
13	Maritime Safety
17	Maritime Security
21	Maritime Stewardship
25	Coast Guard Modernization
29	Acquisition
35	Deployable Operations Group
37	Maritime Mobility
39	Marine Environmental Protection
41	Maritime Domain Awareness
43	National Defense
45	International Engagement
47	Arctic Issues
49	Personnel Initiatives
51	Technology and Innovation
53	Calendar
55	Appendix A
56	Coast Guard Annual Statistics - On an Average Day in 2007

Compass Rose 2008

Calendar and Seasonal Themes - Plan Appropriately - Enhance Visibility.

Proper planning for recurring annual issues within the Coast Guard's world-of-work, for example the fiscal year budget preparation, is an essential element to our readiness and successful Mission Execution. Yearly calendar events and seasonal holidays provide an ideal opportunity for us to add a Coast Guard dimension to a topic the media and public are likely already focused on. For example the media prepares many stories in regard to "National Volunteer Week" every April. Realizing this in advance, allows us to reach out proactively with details about Coast Guard volunteer efforts such as the Partnership in Education Program or our work with the *First Book* organization.

January	February	March	April	May	June
<p>External Theme - Ice Operators</p> <p>Key Message - The Coast Guard facilitates safe, secure maritime commerce and prevents disruption through domestic icebreaking services.</p>	<p>External Theme - Status of the Coast Guard Budget; Posture; Statement and Budget in Brief; CG Engagement Framework Instruction</p> <p>Key Message - Key Message: See the FY09 Budget Petorus</p>	<p>External Theme - DHS 5th Anniversary; Marine Safety</p> <p>Key Message - Prevention of death/injury to mariners/res boaters; ensure compliance with regulations and standards.</p> <p>13: CG Foundation Tribute to the 14th CG District Dinner - Honolulu</p>	<p>External Theme - Marine Environmental Protection and Stewardship</p> <p>Key Message - Highlight how CG protects marine environment through prevention and response services delivery processes.</p> <p>11:CG Foundation: Guardian of the Heartland Dinner - New Orleans</p>	<p>External Theme - Migrant: Interdiction</p> <p>Key Message - Highlight CG "Guardian of the Sea" - prevention of undocumented migrants from entering US via maritime means.</p> <p>2:CG Foundation: Annual Pacific Area Awards Dinner - San Francisco</p>	<p>External Theme - Other Law Enforcement</p> <p>Key Message - Coast Guard is lead maritime law enforcement agency, responsible for enforcing all applicable laws on, under, over high seas and US waters, protect EOPZ.</p> <p>10: CG Foundation: Tribute to the CG in our Nation's Capital: Wash DC</p>
<p>Internal Theme - Mentoring</p> <p>Key Message - "Pass on the knowledge." Maritime Coast Guard operational readiness through dedicated mentoring efforts.</p> <p>PR Campaign: Continuation of Lives Saved/Drugs Removed</p>	<p>Internal Theme - Vertical Alignment.</p> <p>Key Message - How does "prevention" and "response" interact on critical operations?</p> <ul style="list-style-type: none"> How are Sections, Districts and Coast Guard Headquarters aligned? <p>PR Campaign: Support to Super Bowl</p>	<p>Internal Theme - Personal Safety</p> <p>Key Message - Tank safe, stay safe - both on and off duty</p> <p>PR Campaign: Marine Safety Campaign</p>	<p>Internal Theme - Volunteer - Partnership in Education (PTE)</p> <p>Key Message - Our community looks up to you - represent and contribute with pride.</p> <p>PR Campaign: International Ice Patrol, Go Green with USCGC EAGLE</p>	<p>Internal Theme - Fitness</p> <p>Key Message - Inert fitness as a lifestyle - incorporate good diet, regular exercise and healthy habits in daily life</p> <p>PR Campaign: Arctic Policy Update</p>	<p>Internal Theme - Hurricane Preparedness</p> <p>Key Message - Preparation equals performance. Have a plan, practice the plan.</p> <p>PR Campaign: Storm Flag Partnership with Weather Channel</p>
<p>Recurring Events -</p> <ul style="list-style-type: none"> Martin Luther King Day Religious Freedom Day Mentoring Day CGC BLACKTHORN Memorial Ceremony Election Year Begins 283A - Memorial Ceremony of the 1980 sinking of the CGC Blackhorn 	<p>Recurring Events -</p> <ul style="list-style-type: none"> Black History Month Presidents' Day FY 2009 Budget request State of the Coast Guard Address 	<p>Recurring Events -</p> <ul style="list-style-type: none"> Women's History Month DHS Anniversary Anniversary of American Legion <p>Band: Washington</p>	<p>Recurring Events -</p> <ul style="list-style-type: none"> National Volunteer Week CG Mutual Assistance campaign Earth Day Pan American Day D.A.R.E. Day 7th - Anniversary of Chief Petty Officer's Association (1969) 	<p>Recurring Events -</p> <ul style="list-style-type: none"> Asian Pacific Month Memorial Day Armed Forces Day Fleet Week National Safe Boating Week National Hurricane Preparedness Week Coast Guard Academy graduation <p>EAGLE: Mexico, California Band: California, Hawaii, New York</p>	<p>Recurring Events -</p> <ul style="list-style-type: none"> Hurricane season starts National Safety Month 1st Anniversary of the Navy League (1902) 6th - Anniversary of D Day (1944) 12th - Merchant Marine Birthday 14th - Army Birthday Flag Day <p>EAGLE: Oregon, Columbia Band: Washington, DC, Massachusetts, Virginia</p>

Compass Rose 2008

All Threats, All Hazards, Always Ready

54

Using this calendar and other references as a guide, Coast Guard members are able to strategically reach out to media and their communities. With the proposed external and internal themes, Coast Guard members are able to tell the service's stories, providing consistent and complementary messages that will provide continued stakeholder support and acceptance of decisions as well as build appreciation for the Coast Guard and the valuable service it provides. In addition, the calendar and seasonal themes will serve as a guide to significantly increase the quantity as well as quality of Coast Guard shot video and photographs that will in turn lead to an increase in awareness and support of the Coast Guard.

For the up-to-date schedule for CGC EAGLE, visit: <http://www.cga.edu/display.aspx?id=563>.
 For the up-to-date schedule for the Coast Guard Band, visit <http://www.uscg.mil/band/>.

July	August	September	October	November	December
<p>External Theme - Aids to Navigation</p> <p>Key Message - Coast Guard is crucial to providing aids to navigation to minimize collisions, salisions and groundings.</p> <p>18; CG Foundation; 100th Michiana Island Race - Chicago</p>	<p>External Theme - Search and Rescue; Coast Guard Birthday</p> <p>Key Message - Promote the Coast Guard's excellence in Search and Rescue; proudly served America for over 218 years.</p> <p>14; CG Foundation; Pacific Northwest Awards Dinner - Anchorage</p>	<p>External Theme - Living Marine Resources</p> <p>Key Message - CG is the leader in helping the nation recover and maintain its marine protected species population as well as protect the vital marine ecosystem they depend on.</p> <p>16; CG Foundation - Salute to the Coast Guard - New York</p>	<p>External Theme - Ports, Waterway and Coastal Security.</p> <p>Key Message - Coast Guard exists to keep America's maritime domain secure, responsible for 361 US ports and 95,000 statute miles of waterways</p> <p>16; CG Foundation - Salute to the Coast Guard - New York</p>	<p>External Theme - Defense Readiness</p> <p>Key Message - US Combatant Commanders continue to seek Coast Guard members and assets to support their theater security cooperation.</p> <p>3; CG Foundation - Annual Tribute to the 7th CG District - St. Petersburg</p>	<p>External Theme - Drug Interdiction 12/31 - The Best of 2008</p> <p>Key Message - The Coast Guard is the lead agency in maritime drug interdiction. In 2007, seized over 350,000 lbs of cocaine at sea valued at more than \$4.7b.</p>
<p>Internal Theme - The Coast Guard's role in preserving our freedom.</p> <p>Key Message - Our part security role is critical to safeguarding America. Never forget we are proud part as one of the members of the Armed Services.</p> <p>PR Campaign: Boating Safety Campaign</p>	<p>Internal Theme - Promote individual unit histories among crewmembers.</p> <p>Key Message - Installing pride in service for young Coast Guard. Preserving our heritage.</p> <p>PR Campaign: Million Lives Saved/BACKTODAY commissioning</p>	<p>Internal Theme - Preservation is our key to the future.</p> <p>Key Message - So that our children and our children's children can enjoy, we must work to safeguard our waters in every facet of our work.</p> <p>PR Campaign: Transformation Update</p>	<p>Internal Theme - Training</p> <p>Key Message - Train and work as hard as you can to be the best you can be at your job</p> <p>PR Campaign: Small Vessel Threat</p>	<p>Internal Theme - Keep Family First</p> <p>Key Message - Dedicate yourself to keeping your family emotionally healthy and physically safe.</p> <p>PR Campaign: Innovation Expo - "Green Campaign"</p>	<p>Internal Theme - Teamwork</p> <p>Key Message - No one can "go-it" alone, and we cannot succeed as a unit or a Coast Guard without our shipmates.</p> <p>PR Campaign: Maritime Law Enforcement Top Ten Rescues</p>
<p>Recurring Events - 4th - Independence Day</p> <p>EAGLE: Washington, California</p>	<p>Recurring Events - 4th - Coast Guard Birthday</p> <p>National Aviation Day</p> <p>Congressional recess</p> <p>EAGLE: California Band: DC, California</p>	<p>Recurring Events - Hispanic Heritage Month begins September 15. Campaign begins</p> <p>POW/MIA Day</p> <p>18th - Air Force Birthday</p> <p>Labor Day</p> <p>EAGLE: Panama</p>	<p>Recurring Events - Disability Employment Awareness Month</p> <p>13th - Navy Birthday</p> <p>24th - United Nations Day</p> <p>Calumbar Day</p> <p>Hispanic Heritage Month ends October 15</p> <p>Band: New York.</p>	<p>Recurring Events - Military Family Month</p> <p>10th - Marine Corps Birthday</p> <p>Veterans Day ends</p> <p>30th - Hurricane Season</p> <p>Election Day</p> <p>Thanksgiving</p> <p>Band: Florida, Alaska, Japan, Hawaii</p>	<p>Recurring Events - 7th - Pearl Harbor Remembrance</p> <p>Holiday Season send holiday message</p> <p>30th - Combined Federal Campaign ends</p> <p>Band: Alaska, Japan, Hawaii</p>