



U.S. COAST GUARD PACIFIC AREA CAMPAIGN PLAN



We must continue to **transform** our total workforce, **sharpen** our competitive edge, and carry out these missions with excellence.



FOREWORD

As America's oldest, continuous, maritime Service, the U.S. Coast Guard (USCG) has safeguarded the American people by ensuring security and enabling prosperity in a complex and evolving environment since 1790. In 2002, USCG operations were delineated into 11 statutory missions that underpin our ethos to Protect, Defend, and Save. Execution of these missions forms our Service brand, and they are enduring. We must continue to transform our total workforce, sharpen our competitive edge and carry out these missions with excellence, as we have done for decades. Our Nation is counting on us to be flawless in execution.

Multi-faceted drivers of change such as geo-politics, technology, economics, and workforce complexity are converging simultaneously around the world. These drivers of change increase risks, opportunities, and demand for our missions. Seminal documents, including the National Security Strategy, the Indo-Pacific Strategy for the United States, and the National Strategy for the Arctic Region, all address the value that the USCG can provide in this dynamic, strategic context. Further, these strategic documents direct the Department of Homeland Security (DHS) and the USCG to specifically address malign transnational activities and global challenges threatening our way of life. We have been called upon in these authoritative documents because our Nation's leaders know that the USCG's value proposition of maritime governance is powerfully unique in our government and is respected around the world.

We will consciously pursue relentless incrementalism in our operational approaches, patiently aggregating integrated acts of progress into substantial strategic gains. However, this pursuit does not take away from our bias for action to seize opportunities when geo-political environments suddenly change. This dual approach will help preserve the rules-based, international order; however, there is a greater demand for our missions and resources than Pacific Area (PACAREA) has the capacity to provide. We must prioritize and coordinate our operations, activities, and investments – seeking greater efficiencies to satisfy our mission requirements and to address the most pacing threats and challenges across our area of responsibility comprised of 74 million square miles of ocean.

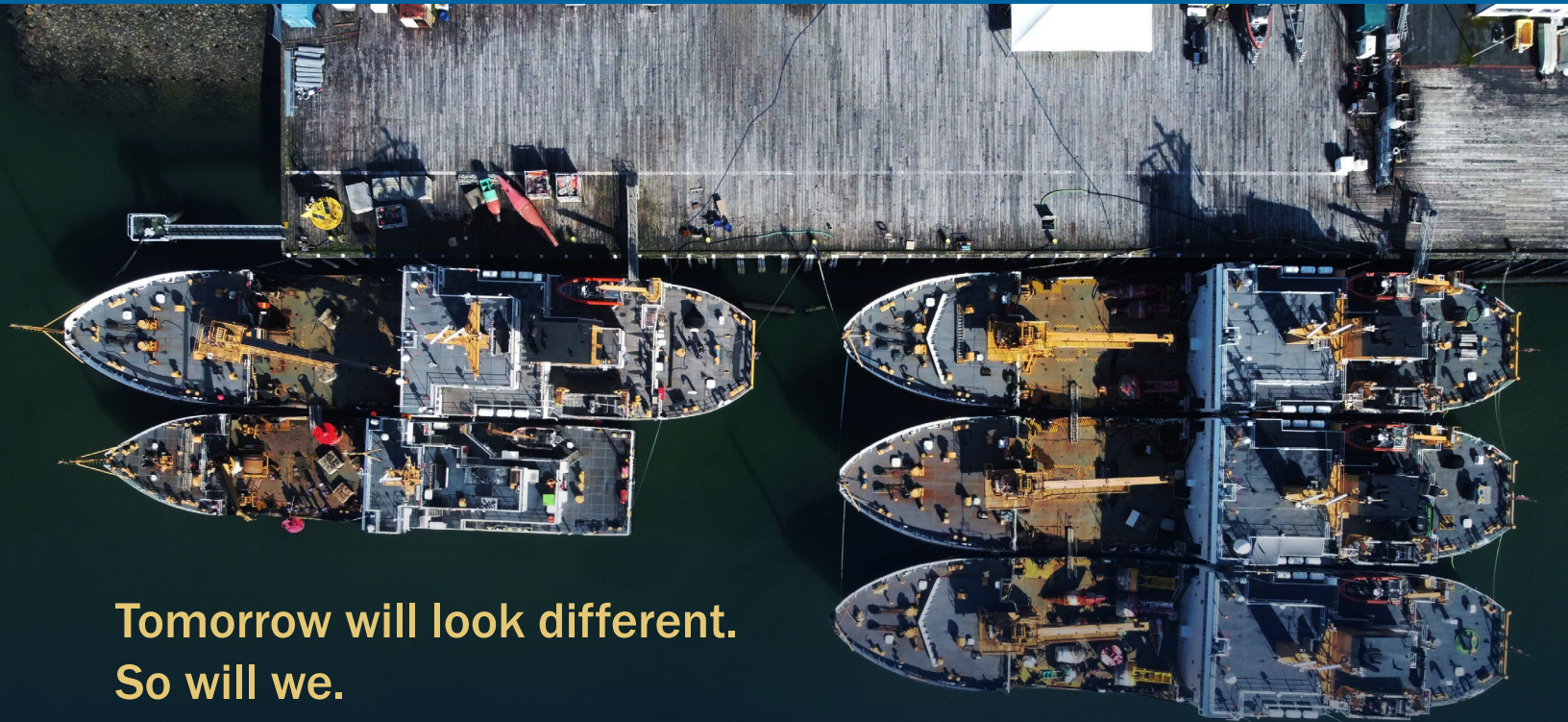
Campaign Plans are an accepted and proven methodology to coordinate operations, activities, and investments across multiple lines of effort in order to meet strategic objectives aimed at achieving and sustaining desired end states. We will use this approach with our inaugural Pacific Area Campaign Plan. This Plan is a track line to navigate us towards improved collaboration and coordination of effort across PACAREA to meet enduring mission requirements while addressing emerging National imperatives. Through this campaign plan, we will remain aligned with National strategies, our Coast Guard strategy, and Service plans. We will “fire for maximum effect” as one team in service to our Nation.



A. J. Tiongson
Vice Admiral, U.S. Coast Guard
Commander, Pacific Area







Tomorrow will look different.
So will we.

The PACCP is our blueprint for the future.



INTRODUCTION

Many factors are transforming the maritime domain and converging at an unprecedented pace around the Pacific Rim and beyond: increasingly adaptive Transnational Criminal Organizations (TCOs); coercive, malign state activities hitting historic levels; cybersecurity and artificial intelligence; unmanned systems in the air, on the surface, and under the sea; climate change. Our world is at an inflection point, and we are at the start of the “decisive decade.”

Such a transformative environment demands maritime governance by, with, and through trusted partnerships that enable prioritization of limited resources and a sustained, multilateral effort to combat the most critical threats and challenges. PACAREA forces must be postured to operate in unison with interagency, joint, and international partner forces – across the land, air, sea, cyber, and space domains, and in the information environment.

These challenges are not borne by a few. They are shared by all who value economic prosperity, peace, and stability. Maritime governance begets adherence to the international rules-based order, which, in turn, begets maritime security. From the shores of Mumbai to the Panama Canal, Barrow to McMurdo, it has never been more important to build partnerships that sustain and enforce maritime governance.

Such efforts are continually threatened by malign actors and a rapidly evolving level of complexity that outpaces governmental capacity to budget resources and develop capability. Compounded by geo-politics, this speed of change demands highly flexible, timely, and actionable responses from PACAREA and its partners. The demand for our expertise is growing exponentially. Our partners and allies see how expertly we uphold maritime governance in and around our nation, and they wish to emulate it. This realization is our brand, which we must always work to maintain.

The Pacific Area Campaign Plan (PACCP) aligns with National, Cabinet- and Service-level, and Combatant Command (COCOM) strategies to guide operations, activities, and investments (OAI) in all operational domains. It integrates higher level strategies with enterprise risk processes such as the National Risk and Opportunities Conference (NROC), Mission Risk and Opportunities Conference (MROC), Global Force Management (GFM), the risk register and investment priorities. Bridging from the strategic level to tactical execution, the PACCP enhances operational cooperation with interagency, joint force, and international partners. Collectively, this approach helps mitigate malign activities, which, in turn, will drive stability and rules-based international order in our area of responsibility (AOR).

The USCG does not target specific actors; we target malign behaviors and activities that breed instability and strategic risk. We must drive OAI with a campaign plan that will meet today’s priorities and tomorrow’s partnerships, threats, challenges, and capabilities.



■ SITUATION

Overview

The PACAREA AOR is of the utmost consequence to our Nation and our Service. It encompasses 74-million square miles of ocean, more than half the world's population, 77 countries, large and sophisticated TCOs, and seven of the world's ten largest militaries. It encompasses three of the five largest global economies, eight of the top ten U.S. trading partners, 80% of the U.S. Exclusive Economic Zone (EEZ), and millions of square miles of highly contested territorial seas, shaping disputes between nearly 20 countries in the Indo-Pacific. This economic and geo-political power is facilitated by the world's most strategic sea lines of communication (SLOC), undersea cables, and other maritime critical infrastructure (MCI) vital to both naval force projection and trillions of dollars in global trade.

Protecting the homeland is PACAREA's top priority.



In doing so, PACAREA prevents threats and challenges against the safety, security, and prosperity of the American public and its allies. The USCG's value in fostering national security is maritime governance. A free, open, connected, prosperous, secure, and resilient maritime domain grounded in an international order through the rule of law is vital to America's national security.

Key Challenges

The PACAREA AOR is challenged by a wide range of criminal, geo-political, climate, and technological risks. Weak regional governance limits the reach and efficacy of efforts to combat transnational crime and illegal, unreported, and unregulated fishing (IUUF). Increasingly innovative TCOs challenge intelligence and law enforcement best practices. Threats to global supply chains and infrastructure hold at risk trillions of dollars in economic activity while disrupting prosperity, stability, and freedom of navigation. Frequent natural disasters are reaching historic levels from a changing climate that is also fueling sea level rise that threatens already fragile economies and ecosystems. The unprecedented use of waterways and technological advancements has added congestion and complexity to the Marine Transportation System (MTS); which increases demand for our missions. Illegal and aggressive harvesting of fisheries and other natural resources threatens the territorial sovereignty, EEZ integrity, and economic prosperity of numerous countries throughout the AOR. Unabated, malign state and non-state activities drive regional instability and heighten tensions between armed forces.

- **IUUF.** Undermines international agreements, erodes security, circumvents a rules-based order, and often involves forced labor and other human rights abuses. It harms economies that rely upon fishing for the bulk of their Gross Domestic Product (GDP), fueling global food insecurity. Failure to address IUUF will decimate global fish stocks, deteriorate fragile coastal states, and increase hostilities between foreign fishing nations – problems compounded by climate change and natural disasters.
- **Transnational Criminal Organizations (TCOs).** TCOs traffic a wide range of illicit drugs, people, weapons, wildlife, counterfeit items, money, precursors for Chemical, Biological, Radiological, Nuclear, and high yield Explosives (CBRNE), and more. Their complex supply chains from Asia and the Americas, trafficking routes across the Indo-Pacific, and distribution hubs in the Americas and elsewhere threaten security, undermine human rights, corrupt the rule of law, erode good governance, hinder economic development, and result in public health crises throughout the world.



- **Cyber Threats.** Cyber threats and challenges can undermine all gains in bolstering a free and open, connected, prosperous, secure, and resilient Pacific. Weak maritime cybersecurity governance, lack of awareness, and talent shortages compound cyber threats. Cyber actors routinely target maritime infrastructure, driving intellectual property theft, data and privacy exploitation, economic fallout, intelligence collections, and disinformation/malign influence against democracies. As the backbone of the global economy, the MTS in the U.S. and abroad is a prime target for malicious cyber actors. Cyberspace is also used to enable or disguise IUUF and illicit trafficking and can be used to orchestrate catastrophic cyber-kinetic effects that pressurize the full range of traditional coast guard missions, such as Search and Rescue (SAR), Maritime Law Enforcement (MLE), and Marine Environmental Response (MER). Maritime cyberspace requires tightly coordinated public/private and governmental defense against attacks, accidents, and disasters, as well as contingency planning and operational integration with a wide range of industries and domains.
- **Climate Change / Changing Biophysical and Geo-political Landscapes.** As sea ice recedes, sea levels rise, and new waterways and land are exposed. These changes impact the Arctic and Antarctic, the Pacific Islands, and homeland coastal regions of our Nation and other Western Hemisphere (WESTHEM) countries. It allows access to previously unobtainable natural resources and facilitates significantly shorter commercial shipping, tourism, and trade routes. These changes also impose risk on undersea cables and MCI, and potentially catastrophic losses to fishing and tourism industries – driving degradation to sovereignty from a deteriorating capacity for basic economic survival and infrastructure sustainment. Climate change also drives extreme and more frequent severe weather and natural disasters, introducing enormous logistics and operational challenges for contingency prevention and response. Climate change increases instability and rebalances global geo-politics, raising the potential for armed conflict over sovereign rights.





■ GUIDING PRINCIPLES

A central tenet to partnership-building in PACAREA is to seek out common ground and shared concerns. We must be a trusted partner and seek operational cooperation even where history has demonstrated challenging relations between countries.

An emerging imperative in regional relationship-building is to look beyond our core partners of regional navies and coast guards. The USCG is comparatively unique, with sweeping authorities far more expansive than most foreign coast guards. The complex threats and challenges we now face in the MTS from cyberspace, artificial intelligence, unmanned systems, climate change, and others, often necessitate new relationships with international partner agencies we have no history of working with in the past. These agencies are just as essential to meeting PACCP objectives as our traditional partners.

PACAREA executes its mission across the following three lines of effort (LOE):

Prepare a ready force.

Generate combined effects.

Uphold governance.

Each LOE includes subordinate and intermediate objectives. PACAREA and subordinate unit commanders are responsible for ensuring and executing all OAI's such that they are in line with these campaign objectives and LOEs.

Cyber and operations in the information environment/strategic communications are two priority cross-cutting initiatives that underpin all PACAREA regions, missions, and OAI's in the AOR. PACAREA must promote a culture of innovation and a focus on learning new risks and missions to keep pace with accelerating changes in technology and cyberspace.

PACAREA must seek:

- Opportunities to leverage data and technology as force multipliers.
- The employment of unmanned systems, emerging communications technologies, space-based systems, data analytics, artificial intelligence, and machine learning solutions.

Operations in the information environment/strategic communication efforts must:

- Integrate communication goals and objectives into the Commander's Intent for all planned OAI's.
- Develop a strategic communication approach that ensures unity of themes, objectives, and messages.
- Leverage the full spectrum of communication capabilities across PACAREA and its subordinate units.





Strategic communications are especially important around the following areas of interest:

- High latitude regions (HILAT)
- Cyber
- IUUF
- Indo-Pacific
- Maritime commerce
- Western hemisphere
- Workforce support and readiness.

Focus on communications opportunities in the AOR that reinforce why USCG and bi/multilateral work is so important to the Nation, to the AOR, and to the world. These cross-cutting efforts will be integrated into all PACCP OAI.

LOE 1: Prepare a Ready Force

The USCG must remain capable of executing domestic and international missions throughout the world. Readiness, resilience, and logistical capacity of our personnel, equipment, and assets are essential to performing our mission. PACAREA must remain at an optimal state of readiness to support AOR operations. As a result, PACAREA units must prioritize resiliency initiatives.



Objective 1.1

Tailor Force Readiness

Develop and strengthen PACAREA forces to execute all missions in the AOR. Ensure readiness to deliver maritime safety, security, and maritime governance.

Objective 1.2

Enhance Personnel Resilience

Promote the health and welfare of enterprise assets, team members, and families as key to developing an international readiness that is responsive to the changing environment. PACAREA's greatest asset is its workforce and families.

Objective 1.3

Maximize Use of Logistics Capability

Integrate logistics requirements into strategic planning to alleviate burdens and replace self-help logistics with centralized assistance. Dedicate a mission support integration system and flexibility where needed, ensuring assets and personnel have the support required to operate in all regions throughout the AOR. Strengthen DOD, public, and private sector partnerships to enhance logistics capabilities and resilience.

LOE 2: Generate Combined Effects

It is imperative to build trust and cultivate new partnerships that can grow our capability, expand our reach, and increase mutual resilience to regional threats. Doing so will help favorably set the theater for competition for access and force generation in crisis and conflict. In the HILATS and Indo-Pacific, partner nations have long worked with PACAREA to realize a free and open Pacific. In conjunction with the interagency, PACAREA will focus OAI on improving HILAT posture, strengthening partnerships, and maximizing resilience to threats impacting the AOR. For internationally oriented OAI, PACAREA and Coast Guard Headquarters must deliberately link the purpose and method of PACAREA efforts with broader USCG/USG maritime investments and objectives.

Objective 2.1

Build and Maintain Partnerships

PACAREA will enhance partner nation ability to protect its own maritime interests through persistent, positive presence of our their own and our forces. It will foster durable partnerships through ownership and mutual trust, supporting maritime security interests and promoting PACAREA as a trusted partner. PACAREA will strive to meet partners where they are, assisting at the level they require.

Objective 2.2

Improve Partner Resilience and Capacity

Increase allied and partner capacity for upholding the International Law of the Sea and ensuring maritime safety and security – including securing ports, enforcing national laws, and responding to search and rescue (SAR), maritime pollution, and humanitarian/disaster assistance (HADR) efforts.

Objective 2.3

Expand Habits of Cooperation

Work with allies and partners to anticipate and plan for the impacts of natural and anthropogenic disasters.



It is
imperative
to **build**
trust and
cultivate new
partnerships.

LOE 3: Uphold Governance

The USCG must be capable of executing its full spectrum of missions anywhere. With limited capital assets available, PACAREA will prioritize OAI where it can achieve the greatest effects integrated with – and complementary to – broader USG efforts. To maximize impact, PACAREA must layer creative and adaptive force packages, leveraging its experience, reputation, and talent beyond just major asset/cutter operations. Global operations are and will remain a mission-critical component of U.S. geo-strategic competition with malign actors looking to alter the rules-based international order in their favor, or to exert their influence in vulnerable areas. Our OAI must be aligned and integrated with relevant COCOMs, subordinate component commands, and OGA where overlapping equities exist.



Objective 3.1

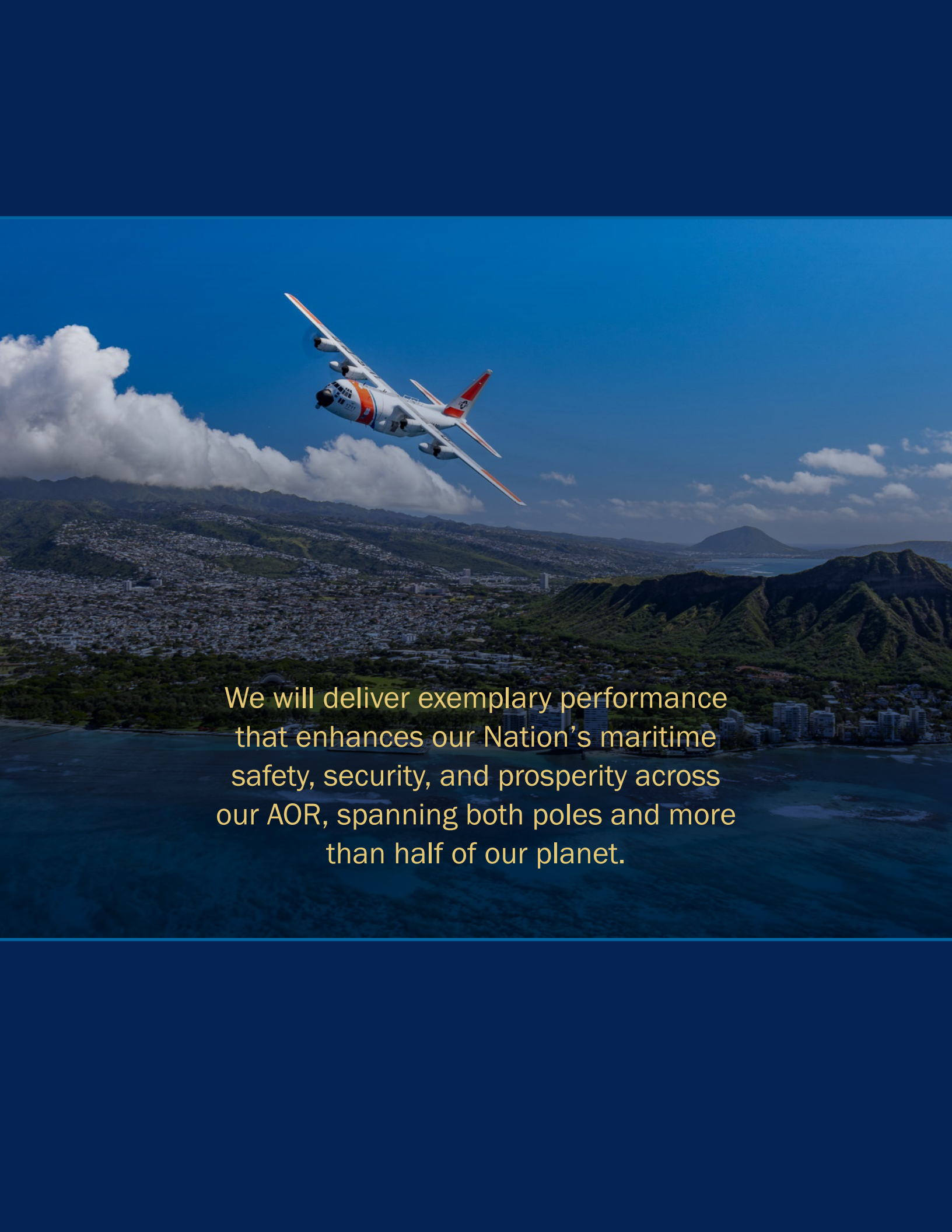
Present a Credible Influence

Combine strategic initiatives to assure and align USG, allied, and partner operations. Promote USCG model of international rules-based behavior/security, overarching MTS governance for all risks/hazards, including cyber, climate change, and emerging threats. Balance international efforts with domestic Maritime Homeland Security (MHS) operations.

Objective 3.2

Safeguard Commerce

Promote layered MTS security and resilience. Coordinate cyber protection, response, and prevention capabilities. Integrate cyber risk and subject matter expertise into international engagements and as a component of adaptive force packaging to support allies and partners globally. And ensure operational and contingency plans are adapted to account for cyber and other emerging threats. Ensure all efforts are balanced between home front demands and wartime requirements.



We will deliver exemplary performance that enhances our Nation's maritime safety, security, and prosperity across our AOR, spanning both poles and more than half of our planet.



MISSION

Multi-faceted drivers of change, such as geo-politics, technology, economics, and workforce complexity, are converging and increasing demands, risk, and opportunities across the Pacific Area. We shall take on these “drivers of change,” prevail, and continue to protect and defend life, natural resources, property, and our Nation’s sovereign interests.

PROBLEM STATEMENT

PACAREA requires an improved mechanism for habitual alignment with higher level guidance and better integration to address increasing global threats.



Current Operating Environment

- Vast complex area
- Contested sovereignty claims
- Competition for resources
- Trafficking
- Transnational criminal organization (TCO)
- Vulnerable commerce
- Climate change
- Fragile economies
- Aging infrastructure
- Erosion of governance



Strategic Objectives

- Homeland security and safety met
- Malign actors disrupted
- USCG is a trusted partner
- Governance assured
- MTS secure, resilient, flourishing



End State

- A **free & open** domain for commerce, diplomatic engagement, and information exchange
- **Connected and integrated**
- **Secured** global port infrastructure
- **Deterred** TCO
- **Resilient** to climate change effects
- Economically **prosperous**

LOE 1 ■ PREPARE A READY FORCE

- Obj 1.1 Tailor Force Readiness
- Obj 1.2 Enhance Personnel Resilience
- Obj 1.3 Adaptive Logistics

LOE 2 ■ GENERATE COMBINED EFFECTS

- Obj 2.1 Build/Maintain Partnerships
- Obj 2.2 Improve Resiliency
- Obj 2.3 Expand Habits of Cooperation

LOE 3 ■ UPHOLD GOVERNANCE

- Obj 3.1 Present credible influence
- Obj 3.2 Safeguard global commerce

Communication Strategy



PACAREA integrates communication goals and objectives, ensures a unity of themes, objectives, and messages, and leverages the full spectrum of communication capabilities across the enterprise in order to support national strategic messaging in the regions.







Tomorrow will look different.
So will we.