

UNITED STATES COAST GUARD
FORCES MICRONESIA SECTOR GUAM



STRATEGIC PLAN



Mission Statement

The people and units assigned to Coast Guard Forces Micronesia / Sector Guam will serve Guam, the Commonwealth of the Mariana Islands, and our regional partners through the selfless performance of all missions, supporting and enabling Maritime Safety, Maritime Security, and Maritime Stewardship.

Vision

Through continued dedicated service to the region and our domestic, territorial, commonwealth, and international partners, Coast Guard Forces Micronesia / Sector Guam will reinforce the Coast Guard's status as the preferred maritime partner in the Western Pacific while simultaneously improving the delivery of services to members and families in an effort to establish Guam as a preferred duty location.



Command Philosophy

People Fundamentally

“Take care of your shipmates; be an intrusive leader, never a bystander; treat every member of the team with the respect with which you expect to be treated.”

Unit Resolutely

“...it is incumbent upon our team to be self-sufficient, forward-leaning, and resourceful. It is imperative that we resolutely pursue what is best for the unit and our partners.”

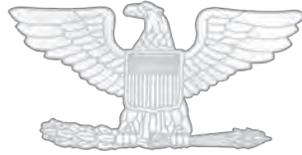
Mission Relentlessly

“Relentlessly prepare yourself and your teams in every way to meet the immediate demands of any mission.... Recognize that when we take care of our people, and dedicate ourselves to the health of the unit, efficient, timely, and safe execution of the mission are natural consequences.”



THE COMMANDER

of U.S. COAST GUARD FORCES MICRONESIA/SECTOR GUAM



Hafa Adai yan Tirow!!

Since 2019, the U.S. Coast Guard Forces Micronesia / Sector Guam team (CGFM; previously Sector Guam) has been in a pattern of constant change. Starting with the shuffle of Island-class patrol boats as those vessels reached the end of their service life, CGFM saw already constrained resources stretched. This complicated the perennial challenge of mission execution across the largest geographic Sector Area of Responsibility, operating with the smallest Sector staff, one small boat station, and no organic Coast Guard aviation resources.

The increased pace of the United States' "pivot to the Pacific," an effort that began during the Obama Administration, brought with it an increased focus on the role of the Coast Guard as a persistent, enduring force in the Western Pacific region, as well as a moderate increase in financial and personnel resources for CGFM. Between 2020 and 2021, during the height of the COVID-19 pandemic, the Coast Guard commissioned three new Fast Response Cutters on Guam. CGFM welcomed numerous additional billets, and the Service directed a change in the name of the unit to reflect the nature of the missions, partnerships, and challenges unique to assignment to this region.

As we look to the future, change remains an ever-present reality. Worldwide interest in the U.S. Coast Guard as a preferred partner has never been greater, and the National focus on the Blue Pacific Continent not only continues but is a priority. While it is impossible to predict what the next few years will bring, it is possible to harness the knowledge and fortitude of our team to plot a course and thoughtfully navigate the trials and opportunities we encounter.

This Strategic Plan represents the hard work of many members at all levels of the Coast Guard team on Guam to consider the future collectively, not the future that is unknown, but the future that we desire for the units, personnel, and families here. Anchored in Coast Guard doctrine, powered by the Coast Guard Ethos, resonant with our Command Philosophy of People Fundamentally, Unit Resolutely, and Mission Relentlessly, and reflective of the character of our Service, this plan will guide current and future teams through the next several years, providing milestones, focus, stability, and consistency, regardless of what we face together.

Please take the time to read and understand what is on these pages. It serves as the foundation for everything we do in the near- and mid-term, and it is important that everyone feel comfortable with where they fit in the plan. Thank you for all you do every day. Have fun, be safe, and stand a taut watch.

Si Yu'os Ma'ase yan Todu I Tiempo Manlisto,

Captain Nick R. Simmons

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January 2023

Strategic Initiative 1. Establish CGFM/SG as a work-place of choice

EO 1. Improve Personnel Support

- Institute a Guam-specific permanent change of station task force
- Refine already established onboarding process, including development of standard operating procedure
- Review overseas screening process (formal and practical) and recommend to Health Safety and Work-life ways to improve screening for Guam assignment
- Lobby for improved enlisted assignment priority for all members assigned ashore in Guam
- Establish a quarterly working group to review unit workload compared to established billets in order to justify unit driven billet growth
- Update unit front facing digital footprint and ensure synchronization of information with internal U.S. Coast Guard site

EO 2. Compete for Improved Logistics

- Revise and publish updated Logistics Department standard operating procedure
- Utilize formal documents (memorandums, white papers, briefings, etc.) to detail shortfalls in parts and equipment and impact of off island repair (i.e. smallboat dry docking)
- Seek to establish memorandums of agreement with Department of Defense logistics providers for regular, reliable access to aviation supply flights
- Increase number of government vehicles and update unit vehicle instruction to improve program efficiency
- Create unit electronic routing process, including development of a unit instruction





EO 3. Establish Work-Life Balance Management Plan

- Conduct workforce survey to identify space, tech, and personal needs of current staff
- Revise and strengthen unit Ombudsman instruction; conduct regular official Ombudsman events to provide a venue for spouses to share issues
- Continually assess unit watch standing procedures to identify opportunities for better service delivery and efficiency
- Establish working group on collateral duties to right size effort, distribute workload

EO 4. Manage Growth and Mission Support Demands

- Define phases of U.S. Coast Guard and unit growth on Guam, with five year projection
- Establish local benchmarks or milestones to measure tangible organizational change, improve member awareness, and forecast unit planning horizons
- Minimize avoidable changes in member workspaces and business practices
- Develop and consistently update metrics regarding local organizational change
- Establish and outfit common space for meetings, briefings, events and contingencies
- Actively participate in Department of Defense Guam Land Use Study and other resource tracking/allocation committees to ensure U.S. Coast Guard equities are accurately accounted for





EO 5. Tell Our Story

- Update the unit Public Affairs Instruction to formalize expectations and incorporate the full time Public Affairs Officer billet
- Utilize social media outlets to showcase operations, activities, and community service
- Develop a recruiting task force to seek out and attract talent (internal to the U.S. Coast Guard) for assignment to Guam, and coordinate regional recruiting efforts
- Create public affairs/relations videos for submission to different events (U.S. Coast Guard Academy/Officer Candidate School/ U.S. Coast Guard Basic Training graduations, flag conferences)
- Create new unit logo and motto

EO 6. Recognize our People

- Ensure timely submission of packages for Department of Homeland Security and Service level individual and unit awards
- Highlight individual and unit accomplishments in media efforts
- Streamline awards routing and approval process to assure timely presentation of departing or continuing service awards
- Update unit informal recognition instruction to assure consistent, unit funded recognition within Commandant policy
- Lobby for increase in sea pay category for members assigned to Guam Fast Response Cutters based on expeditionary nature of missions



STRATEGIC INITIATIVE 1. WORKPLACE OF CHOICE

Personnel | Logistics | Work-Life | Growth



1| Improve personnel support



4| Manage growth and mission support demands



2| Compete for improved logistics



5| Tell our story



3| Establish a work-life balance management plan



6| Recognize our people





Strategic Initiative 2. Solidify our position as a preferred partner in Oceania

EO 1. Increase and Maintain Partnerships

- Establish a Regional Coordinating Mechanism (RECOM)
- Export expertise to partners in the form of Search and Rescue, Law Enforcement, Boat Operations, Incident Command System, vessel inspections, leadership training opportunities
- Plan and execute “patrol boat roundup” with regional partners in Guam, follow-on events in partner ports
- Define and lobby for creation of a Western and Central Pacific Fishing Commission Center of Excellence to increase proficiency, safety, expertise, and effectiveness of regional illegal, unregulated, and unreported fishing regime efforts
- Conduct an annual Industry Day with port partners
- Establish a “marketing plan” to showcase CGFM/SG’s capabilities in the region to increase opportunities for partners to request support/training





EO 2. Strengthen Community Relationships and Awareness

- Establish a “Community Connections” committee to assure unit presence at community relations events, both locally and when deployed
- Coordinate quarterly community relations events with the following:
 - Malesso (Sister Village)
 - Partnership in Education schools
 - Junior Reserve Officer Training programs
 - Sea Cadets
- Volunteer to serve on the Governor’s Beautification Task Force
- Conduct an annual open house and local officials missions day, including underway events and first responder cook out
- Develop a “welcome wagon” program to offer support and camaraderie to visiting cutters and allied partners
- Create a standard process for external recognition, including locally generated military and Service-level awards and U.S. Coast Guard D14 delegated gift program
- Create a community garden at unit leveraging partnerships with the University of Guam, Department of Agriculture and local sustainability organizations

EO 3. Evaluate Relationships and Build Bench Strength

- Develop regular operations and unit themed placemats for internal U.S. government circulation and monthly input to Coast Guard Headquarters and Coast Guard Pacific Area data calls.
- Update unit briefings and cultivate opportunities to provide as part of Key Leader Engagements, regular partner briefing cycles or ad-hoc formats.
- Renew relationships with Department of Defense entities in region and strengthen logistics and facilities support linkages
- Conduct a holistic review of all existing Memorandums of Agreement and Understanding; develop a repository and periodic (annual) review program
- Partner with Department of Defense Civic Action Teams in Palau and Micronesia, including deploying U.S. Coast Guard embeds
- Finalize Reserve Flex Personnel Allowance List (PAL) and validate needs for regular and periodic Reserve ADOS activations (those not in support of contingencies)

STRATEGIC INITIATIVE 2. PREFERRED PARTNER IN OCEANIA

Partnerships | Community | Capacity | Capability



1| Increase and maintain partnerships



2| Strengthen community relationships and awareness



3| Evaluate relationships and build bench strength





Strategic Initiative 3. Demonstrate Operational Excellence and Provide Superior Service

EO 1. Proactively Optimize Operational Readiness

- “Right size” staff and address shortfalls through the budget or Personnel Allowance (PAL) Reprogramming Review process
- Develop tiered cross-training opportunities to build depth and resilience
- Proactively identify and communicate personnel gaps to Officer and Enlisted Personnel Management divisions
- Increase unit focus on supporting operational availability of sub-unit assets
- Use Reserves to develop logistics, maintenance and operations surge staff teams
- Develop contingency annex for U.S. Coast Guard role in the defense of Guam

EO 2. Build Proficiency to Address Regional Challenges

- Identify and advocate for advanced training opportunities for CGFM/SG staff
- Seek opportunities for unit personnel to achieve training certifications to enable development of reliable, exportable training curriculums
- Solicit feedback regarding desired subject matter exchanges with regional partners and codify support periodicity and intent
- Develop employment plan for regular deployment of U.S. Coast Guard Air Station Barbers Point HC-130s and MH-65s with concurrence from U.S. Coast Guard District 14
- Develop local tactics, techniques and procedures for executing expanded bilateral agreement with the Federated States of Micronesia





EO 3. Maximize Self-Sufficiency and Sustainability

- Document need to increase local parts allowance and develop plan to stock parts for permanently assigned units.
- Identify existing location to store parts and equipment for most likely deployed major cutter types
- Conduct formal space assessment and continue to seek additional low or no cost of-fice and workspaces
- Coordinate with local partners to identify resources and capabilities on island to support more extensive boat maintenance activities (i.e. full scope dry dock)
- Clearly articulate need for on island Continuity of Operational location and advocate for funding in next FY budget cycle

EO 4. Maximize Regional Operational Presence

- Develop a multi-mission and exportable drone services program
- Partner with U.S. Coast Guard District 14 and U.S. Coast Guard Far East Activities to coordiante and maximize unit presence in partners nations while limiting impact to embassies
- Create and maintain metrics to evaluate mission impact and forecast future resourcing needs (personnel, material, funding)
- Incorporate shiprider operations into regular FRC alpha periods as opposed to only Operation Blue Pacific patrols





U.S. Forces Micronesia Sector Guam Strategic Plan



Problem: How does USFMSG support the U.S. effort in Oceania solidifying itself as a not only a workplace of choice, but also a preferred partner in the region while demonstrating operational excellence and providing superior service.

Current Environment	Strategic Initiatives	Enabling Objectives	Desired Environment
<ul style="list-style-type: none"> High OPTEMPO Isolated and time zone separated 1.9M SQ Mi. Area of Responsibility Numerous USG, Int'l, local partners COVID weakened linkages Many countries reopening borders Many countries receptive to white-hull diplomacy, have USCG parity Absence (in years) in many places Local Subject Matter Expert (SME) In demand for SME exchanges and capacity building opportunities Relevant non-combat authority and jurisdiction Face-to-face interaction preferred Regional tension Natural disaster prone Political challenges Diverse comms environment 	<p>SI 1. Establish FM/SG as Workplace of Choice</p> <p>SI 2. Solidify Position as Preferred Partner</p> <p>SI 3. Demonstrate Operational Excellence and Provide Superior Service</p>	<ul style="list-style-type: none"> EO1. Improve Personnel Support EO2. Compete for Improved Logistics EO3. Establish Work-Life Balance Management Team EO4. Manage Growth & Mission Support Demand EO5. Tell Our Story EO6. Recognize Our People EO1. Increase & Maintain Partnerships EO2. Strengthen Community Relationships & Awareness EO3. Evaluate Relationships & Build Bench Strength EO1. Proactively Optimize Operational Readiness EO2. Build Proficiency to Address Regional Challenges EO3. Maximize Self-Sufficiency & Sustainability EO4. Maximize Regional Operational Presence 	<ul style="list-style-type: none"> Manageable OPTEMPO and milestones for change Sufficient assets to cover AOR Maritime Training Teams leveraged MOAs/MOUs renewed/expanded SMEEs maintained and exportable Key partners defined Regular battle rhythm of interactions and engagements established with partners Relevancy and parity leveraged Renewed partnerships Recent visits to partners and ports Reciprocal engagements Country profiles engagements tracked Face-to-face interactions conducted Resiliency and contingencies plans in place for regional concerns Improved alignment with DOI/DOS

Supporting Tasks

- 1.1.1. Institute Guam-specific Permanent Change of Station Task Force
- 1.1.2. Refine onboarding process, develop standard operating procedure
- 1.1.3. Review overseas screening; recommendations about Guam to HSWL
- 1.1.4. Lobby for improved shore-side enlisted assignment priority
- 1.1.5. Establish quarterly workgroup to examine billets and workload balance
- 1.1.6. Update front-facing digital footprint, integrate with internal CG info site
- 1.2.1. Revise and publish Logistics Dept. standard operating procedure
- 1.2.2. Use formal documents detail shortfalls to senior CG leadership
- 1.2.3. Seek MOUs with DOD logistics providers for aviation cargo access
- 1.2.4. Increase GV inventory, update assoc. instruction to improve efficiency
- 1.2.5. Create unit electronic routing process and develop unit instruction
- 1.3.1. Conduct workforce survey identifying staff space, technology needs
- 1.3.2. Revise Ombudsman instruction; conduct regular Ombudsman events
- 1.3.3. Continually assess watch standing procedures to improve services
- 1.3.4. Establish work group on collaterals to right-size effort and distribution
- 1.4.1. Define phases of CG and unit growth with five-year projection
- 1.4.2. Establish milestones measuring change, improve awareness, forecast
- 1.4.3. Minimize avoidable change to workspaces and business practices
- 1.4.4. Develop and update metrics regarding local organizational change
- 1.4.5. Establish and outfit common space for multipurpose use
- 1.4.6. Participate in DOD land use study and allocations; ensure CG equities
- 1.5.1. Update unit Public Affairs instruction; formalize PAO billet expectations
- 1.5.2. Use social media to show operations, community relations, daily life
- 1.5.3. Develop Recruiting Task Force; seek internal talent for Guam
- 1.5.4. Create unit highlight videos for various internal and public audiences
- 1.5.5. Create a motto and unit logo to represent CGFM/SG
- 1.6.1. Ensure timely submissions for DHS and Service level awards
- 1.6.2. Highlight individual and unit achievements using press and media tools
- 1.6.3. Streamline awards routing and approval process to ensure timeliness
- 1.6.4. Update informal recognition instruction for consistent unit-funded effort
- 1.6.5. Lobby for increased sea pay category for Guam-based FRC personnel
- 2.1.1. Establish a Regional Coordinating Mechanism (RECOM)
- 2.1.2. Export expertise to partners in response, prevention, leadership veins
- 2.1.3. Conduct a patrol boat roundup w/ regional partners held in Guam
- 2.1.4. Create a WCPFC Center of Excellence; support IUU-F regime efforts
- 2.1.5. Conduct annual Industry Days with port partners
- 2.1.6. Establish marketing plan showing capabilities; inspire partner requests
- 2.2.1. Establish Community Connections Committee to coordinate COMREL
- 2.2.2. Coordinate quarterly COMREL with sister village and youth groups
- 2.2.3. Volunteer on Governor's Beautification Task Force
- 2.2.4. Conduct annual open house and missions day for local officials
- 2.2.5. Develop a welcome wagon program for visiting cutters, allied partners
- 2.2.6. Create standard process for external recognition and gift exchanges
- 2.2.7. Create community garden leveraging partnerships with Guam entities
- 2.3.1. Develop regular operations, events placements for internal USG comms
- 2.3.2. Update unit briefings; develop KLE opportunities on cycle or ad-hoc
- 2.3.3. Renew regional DoD relationships and strengthen support linkages
- 2.3.4. Conduct review of existing MOUs; create repository, review annually
- 2.3.5. Partner w/ DoD Civil Action Teams in Palau/Micronesia; USCG embed
- 2.3.6. Finalize Reserve Flex PAL; validate non-cont. ADOS activations need
- 3.1.1. Right-size staff; address shortfalls thru budget, PAL review process
- 3.1.2. Develop tiered cross-training to build depth and resilience across unit
- 3.1.3. Proactively identify and communicate personnel gaps to OPW/EPM
- 3.1.4. Increase focus on supporting operational availability of sub-unit asset
- 3.1.5. Use Reserves to develop logistics, maintenance, and ops surge team
- 3.1.6. Develop contingency annex for USCG role in the defense of Guam
- 3.2.1. Identify and advocate for advanced training opportunities for staff
- 3.2.2. Seek options to achieve training certs to develop exportable training
- 3.2.3. Solicit input on SMEEs desire w/ partners; codify frequency and intent
- 3.2.4. Develop employment plan for use of deployed HC-130s and MH-65s
- 3.2.5. Develop TTP for executing expanded bilateral agreement with FSM
- 3.3.1. Document parts allowance increase need; develop local stock plan
- 3.3.2. Identify existing parts/equip storage locations for deployed cutters
- 3.3.3. Conduct workspace assessment; seek add'l low/no cost space option
- 3.3.4. Coordinate w/ partners for more on island vessel maintenance option
- 3.3.5. Articulate need for on island COOP local; funding next budget cycle
- 3.4.1. Develop multi-mission exportable drone services program
- 3.4.2. Work w/ D14 to max presence in PINs; limit demand on embassies
- 3.4.3. Develop metrics evaluating mission impact; forecast future needs
- 3.4.4. Incorporate shiprider ops into FRC alpha periods and Op Blue Pacific

Messaging

- SI 1. CGFM/SG will be a duty station of choice through demonstrated duty to people and an improved working environment. The resounding message is the unit's commitment to people fundamentally, unit resolutely, and mission relentlessly.
- SI 2. CGFM/SG will use every opportunity to demonstrate regional commitment, leverage goodwill, and build or maintain relationships to ensure a reputation consistent with an unwavering commitment to U.S. priorities and those shared by our Blue Pacific partners. The resounding message is our dedication to the region and our reliability as a preferred partner.
- SI 3. CGFM/SG will continue to leverage existing forces, expand self-sufficiency, and draw on the creativity of our team to deliver operational excellence and superior service while advocating for the resources to enhance readiness and reduce operational risk in our remote and dynamic 1.9 million square mile area of responsibility.



**U.S. COAST GUARD FORCES MICRONESIA SECTOR GUAM
SANTA RITA, GUAM**



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