

U.S. Department of
Homeland Security

United States
Coast Guard



CONTINGENCY PREPAREDNESS PLANNING MANUAL

VOLUME 4: INCIDENT MANAGEMENT AND CRISIS RESPONSE



COMDTINST M3010.24
June 2016

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Subject: Contingency Preparedness Planning Manual, Volume 4: Incident Management and Crisis Response

- Ref: (a) Management of Domestic Incidents, Homeland Security Presidential Directive-5 (HSPD-5)
- (b) National Preparedness, Presidential Policy Directive-8 (PPD-8)
- (c) National Incident Management System (NIMS), 2009
- (d) National Response Framework (NRF), 2011
- (e) National Oil and Hazardous Substances Pollution Contingency Plan (NCP), 40 C.F.R. §300,
- (f) Contingency Preparedness Planning Manual Volume I, Contingency Planning, COMDTINST M3010.11 (series)
- (g) Coast Guard Incident Management Handbook (IMH), COMDTPUB P3120.17 (series)
- (h) Spill of National Significance (SONS) Response Management, COMDTINST 16465.6
- (i) Deputy Commandant for Mission Support (DCMS), Contingency Support Plan, 9930-15.
- (j) Reserve Policy Manual, COMDTINST M1001.28 (series)
- (k) Incident Management and Crisis Response, COMDTPUB 3-28
- (l) External Affairs Manual, COMDTINST M5700.13 (series)
- (m) Obtaining Personnel Resources to Meet Surge Requirements, COMDTINST 5400.1 (series)
- (n) National Response Team Joint Information Center (JIC) Model
- (o) Critical Incident Communications, COMDTINST 3100.8 (series) (FOUO)
- (p) CBP/USCG Joint Protocols for the Expedient Recovery of Trade
- (q) Doctrine for the U. S. Coast Guard, CG PUB 1

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- Ref:
- (r) Joint Operational Planning and Execution System (JOPES) Volume 1, Planning Policies and Procedures, CJCSM 3122.01 (series)
 - (s) Adaptive Planning and Execution (APEX) Planning Formats and Guidance, CJCSM 3130.03 (series)
 - (t) Joint Publication 5-0: Joint Operational Planning, 11 Aug 2011
 - (u) Coast Guard Quarantinable Communicable Disease and Pandemic Policy, COMDTINST M3121.2 (series) (FOUO)
 - (v) Financial Resource Management Manual (FRMM), COMDTINST M7100.3 (series)
 - (w) United States Coast Guard Intra-Governmental Reimbursable Agreement Procedural Handbook (series)
 - (x) Disaster Related Pollution Response Activities Under the Federal Response Plan (FRP) and Cost Reimbursement from the Stafford Act, COMDTINST 16451.1(series)
 - (y) Federal Continuity Directive-1 (FCD-1), October 2012.
 - (z) Coast Guard After Action Program, COMDTINST 3010.19 (series)
 - (aa) Coast Guard Force Deployment Planning and Execution (FDP&E) Policy Manual, COMDTINST M3122.1 (series)
 - (bb) U. S. Coast Guard All-Hazard National Incident Management System Incident Command System Performance Qualification Standard Guide – November 2014
 - (cc) The U. S. Coast Guard Addendum to the United States National Search and Rescue Supplement (NSS) to the International Aeronautical and Maritime Search and Rescue Manual (IAMSAR), COMDTINST M16130.2 (series)

1. PURPOSE. 6 U.S.C. §752, Federal Preparedness, executed through the Presidential direction in References (a) and (b) requires all Federal Departments and agencies to comply with References (c) and (d) to be prepared to respond to a natural disaster, act of terrorism, or other man-made disaster. This Manual provides the overarching policy for United States Coast Guard (USCG) Incident Management activities across all Coast Guard missions and contingencies. This Manual mandates specific preparedness and response management activities within the Coast Guard to ensure connectivity with all levels of interagency governance during disaster preparedness and response activities. To implement the legal and Presidential mandates and overarching incident management policy provided in this Manual the Coast Guard has published or supported the publication of References (e) through (q). Additionally, References (r) through (cc), contain additionally policy, definition, or guidance that relates to the content and direction discussed in this Manual.
2. ACTION. All USCG unit commanders, commanding officers, officers-in-charge, deputy/assistant commandants, and chiefs of headquarters staff elements shall comply with the provisions of this Manual. Internet release is authorized.
3. DIRECTIVES AFFECTED. The following directives are cancelled:
 - a. USCG Emergency Preparedness Liaison Officer (EPLO) Program, COMDTINST 3025.1
 - b. Incident Command System, COMDTINST 3120.14

- c. Coast Guard Incident Command System Implementation Plan, COMDTINST M3120.15 (series)
 - d. Incident Command System (ICS) Mandated Training Requirements, COMDTINST 3120.22
 - e. Coast Guard Connectivity to the National Response Framework, COMDTINST 16000.22
4. DISCUSSION. The USCG's incident response roles and responsibilities continue to evolve, especially following events such as Hurricanes Katrina and Rita, the Haiti earthquakes, Deepwater Horizon oil spill, and Superstorm Sandy. The concept of preparedness has also broadened in scope through the establishment of the Presidential Policy Directive-8 (PPD-8) and the five National Frameworks. This Manual recognizes the evolution of these concepts through an explanation of the Coast Guard's incident management responsibilities. This Manual builds on the doctrine published in Reference (k) to further define Coast Guard Policy with respect to incident management activities.
5. DISCLAIMER. This guidance is not a substitute for applicable legal requirements, nor is it itself a rule. It is intended to provide operational guidance for Coast Guard personnel and is not intended to nor does it impose legally binding requirements on any party outside the Coast Guard.
6. MAJOR CHANGES. The Manual has been created to:
- a. Consolidate all previous Incident Management and Incident Command System (ICS) policy into a single manual;
 - b. Align with the modernized USCG organizational constructs;
 - c. Streamline policy and move Incident Management and ICS tactics, techniques, and procedures (TTP) to job aids published on CGPortal Commandant (CG-CPE) Unit page, <https://cgportal2.uscg.mil/units/cgcpe/SitePages/Home.aspx>, and Homeport Incident Command System Library, <https://homeport.uscg.mil/ics>, to facilitate more frequent updating based on lessons learned;
 - d. Incorporate or align with new Presidential, Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), and Department of Defense (DOD) policy in preparedness, to include:
 - (1) Presidential Policy Directive-8: National Preparedness (PPD-8): This Manual provides Coast Guard specific application and incorporation of PPD-8 direction describing the cycle of preparedness; providing the Coast Guard interpretation of the PPD-8 mission areas; and describing how Coast Guard incident management activities support those mission areas.
 - (2) NIMS guidance published by FEMA: This Manual and the associated incident management and ICS publications and job aids have been updated based on the most current FEMA guidance;
 - e. Provide policy and guidance regarding the use of the CG-OAR16: Incident Management and Preparedness officer specialty code;
 - f. Provide definitions and Coast Guard policy for incident management terms; and

Management Manual, COMDTINST M5212.12 (series). This policy does not have any significant or substantial change to existing records management requirements.

11. RELATED CONTINGENCY PREPAREDNESS PLANNING MANUALS.

- a. Contingency Preparedness Planning Manual, Volume I: Contingency Planning Policy, COMDTINST M3010.11 (series). This Manual provides the basis for United States Coast Guard planning policy across all Coast Guard missions and contingencies.
- b. Contingency Preparedness Planning Manual, Volume II: Resource Management, COMDTINST M3010.12 (series). This Manual provides the planning factors used in resource management plans and establishes guidance for developing resource management plans to use in USCG planning.
- c. Contingency Preparedness Planning Manual, Volume III: Exercise Policy, COMDTINST M3010.13 (series). This Manual provides guidance for planning, conducting, and evaluating Coast Guard exercises and real-world events.

12. FORMS/REPORTS. The forms referenced in this Manual are available in USCG Electronic Forms on the Standard Workstation or on the Internet: <http://www.uscg.mil/forms/>; and <http://homeport.uscg.mil/>, CG Portal <https://cgportal2.uscg.mil/library/forms/SitePages/Home.aspx>; and Intranet at <http://cgweb.comdt.uscg.mil/CGForms>.

13. REQUESTS FOR CHANGES. Send changes/recommendations to: HQS-DG-1st-CG-CPE-Policy@uscg.mil.

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Deputy Commandant for Operations

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CHAPTER 1. INTRODUCTION

- A. Purpose. As outlined in Reference (k), incident management and crisis response are critical functions that span all United States Coast Guard (USCG) missions. Whether a search and rescue case, oil spill, security event, marine transportation disruption, or any other maritime disturbance, the Coast Guard must be ready to respond with swift, well-coordinated actions to ensure the safety, security, and stewardship of the Nation's waters. Locally based, nationally deployed, and globally connected, the Coast Guard is uniquely positioned to respond to and lead incidents within the maritime domain.

Crisis response is a complex activity that requires additional awareness of, and attention to, outside influences not normally tested with smaller incidents. This policy builds upon the basis of incident management, such as the use of the National Incident Management System (NIMS) and Incident Command System (ICS), and places additional emphasis on higher level response actions, such as interagency coordination, information management, and outreach. The Coast Guard is proficient at responding to incidents focused within specific response missions, such as search and rescue or environmental response. Developing a high standard of proficiency and expertise in crisis response will honor the Coast Guard's heritage and motto of *Semper Paratus*, and improve the Coast Guard's service to the Nation.

While organizational frameworks and federal expectations for crisis response change with time, the fundamentals remain the same and are strongly aligned with Coast Guard principles of operations. Partnership, unity of effort, readiness to act, flexibility, and tiered response are excellent guides for conducting response operations and developing plans for future responses.

The Coast Guard's ability to successfully meet national, regional, and local expectations in the face of unique complex incidents requires great understanding, planning, education, and experience. To remain prepared, all Coast Guards personnel must continue to learn, train, and develop expertise in response operations, interagency coordination, communications, and crisis leadership skills, which speaks to Reference (k) proficiency of craft.

This policy provides direction to Area and District Commanders, the Deputy Commandant for Operations (DCO), Force Readiness Command (FORCECOM), and the Deputy Commandant for Mission Support (DCMS). It mandates specific preparedness and response management activities within the Coast Guard to ensure connectivity with all levels of interagency governance during disaster preparedness and response activities.

- B. Evolution of the National Response Framework (NRF). Domestic incident management and crisis response mechanisms have grown steadily in the last two decades. In 1992, national response planning originated with the Federal Response Plan, which focused on federal roles and responsibilities during a disaster. In 2003, in compliance with Homeland Security Presidential Directive/HSPD-5: Management of Domestic Incidents, the newly established Department of Homeland Security (DHS) published the National Response Plan (NRP) as the first national plan integrating all levels of government, the private sector, and nongovernmental organizations (NGOs) into a common incident management framework. In 2008, the NRF, which superseded the NRP, was developed to incorporate lessons learned after Hurricane Katrina. With the continued maturation of the NRF and the requirements set forth in the 2011 Presidential Policy Directive (PPD-8): National Preparedness, the mandate

for integrated whole community plans across five mission areas—Prevention, Protection, Mitigation, Response, and Recovery—is stronger.

The NIMS and the NRF are two fundamental documents, which form the basis of a comprehensive, integrated approach to domestic incident management. The use of NIMS and NRF is mandated by both law and Presidential policy for all domestic responses. These key documents assign roles and responsibilities and guide interagency response coordination and operations. In addition to NIMS and NRF, there are other documents that may guide responses to specific types of incidents.

C. National Incident Management System (NIMS).

1. Purpose and Core Components. The NIMS is a systematic, inclusive approach to guide departments and agencies at all levels of government, NGO, and the private sector for working together seamlessly and assimilating divergent capabilities, cultures, and objectives for incidents spanning all hazards—regardless of cause, size, location, or complexity—in order to reduce loss of life, harm to the environment, and loss of property.
2. NIMS Guiding Principles. The NIMS is guided by four principles that establish the fundamental basis for influencing incident management practice in the United States and promoting a universal culture for managing emergencies. Each principle provides a clear and consistent lens through which to understand and use NIMS while also framing the ongoing implementation of NIMS across jurisdictions and organizations. These principles are: Universal Applicability, Standardization, Scalability, Flexibility, Adaptability, and Unity of Effort.
3. Incident Command System (ICS) and ICS Management Characteristics. The Incident Command System is a fundamental element of incident management. The use of the ICS provides standardization through the following 14 management characteristics, each of which contributes to the strength and efficiency of the overall system:
 - a. Common Terminology;
 - b. Modular Organization;
 - c. Management by Objectives;
 - d. Incident Action Planning;
 - e. Manageable Span of Control;
 - f. Incident Facilities and Locations;
 - g. Comprehensive Resource Management;
 - h. Integrated Communications;
 - i. Establishment and Transfer of Command;
 - j. Chain of Command and Unity of Command;
 - k. Unified Command;
 - l. Accountability;

- m. Dispatch/Deployment; and
- n. Information and Intelligence.

Like other portions of the NIMS, the ICS is a flexible, scalable, and adaptable management approach to meet the needs of any incident. The ICS, therefore, provides a core mechanism for coordinated and collaborative incident management, allowing it to address a broad spectrum of incidents from small to complex, planned and unplanned, and both natural and human-caused.

- D. National Incident Management System and National Preparedness. The Nation's approach to preparedness is guided by the National Preparedness Goal, which identifies the core capabilities necessary to achieve national preparedness. NIMS concepts and principles play a critical role in the execution of, and directly influence the successful delivery of, the core capabilities defined by the Goal and the five National Planning Frameworks, which include the National Prevention Framework, National Protection Framework, National Mitigation Framework, National Response Framework, and the National Disaster Recovery Framework. Historical instructions and Presidential Directives mandated that NIMS-ICS be used for all Coast Guard hazardous material and oil spill response actions and encouraged that it be used for other contingencies as well. NIMS-ICS has proven particularly effective in providing common response organization and process throughout all phases of response and preparedness activities. Previous exercises and events have successfully tested ICS for other Coast Guard operations where ICS was not historically used and has proven similarly useful. Due to the successful implementation and use of NIMS-ICS across all missions and Coast Guard operations, the use of NIMS-ICS is now mandated for all Type 3 and above response and preparedness activities.

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CHAPTER 2. INTERAGENCY OVERVIEW OF INCIDENT MANAGEMENT

- A. Mandates for Incident Management Activities. The Coast Guard's strong Federal presence at the local level plays a significant role in the Nation's first responders' preparedness and response capability; authorities delegated to Coast Guard Commanders comprise most of that contribution, especially in the areas of preparedness, response, and incident management. These authorities and capabilities shall be leveraged to support a NRF organized response to a disaster.
- B. Authorities for Incident Management Activities. Appendix B of Reference (k) provides a listing of selected legal authorities for the Coast Guard to conduct incident management activities.
- C. Alignment with Presidential Policy Directive-8 (PPD-8). Since publication in 2011, implementation across the federal interagency has spurred a robust evaluation and restructuring of the Federal government's concept of organization and coordination of preparedness and response activities for the threats that pose the greatest risk to the Nation. PPD-8 directed the development of the National Preparedness Goal and National Preparedness System that incorporates all functional elements of society—including the public—and all Federal Agencies to align their activities to accommodate this new structure. This "whole community" approach to preparedness acknowledges and integrates the contributions of local responders and illuminates the layered, supporting, and sustaining character of the Federal government's efforts.
- D. National Preparedness Goal. The National Preparedness Goal expressed in the NRF articulates the whole community approach to disaster and emergency preparation. The goal is succinct: "A secure and resilient nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk."

The National Preparedness Goal identifies a series of thirty-two national preparedness elements (core capabilities) required to achieve the National Preparedness Goal; see Table 2-1 on the next page. These core capabilities are organized into five mission areas: Prevention, Protection, Mitigation, Response, and Recovery. Core capabilities describe the societal functions necessary to protect property and the environment, meet basic human needs, save lives, stabilize the incident, restore basic services and community functionality, and establish a safe and secure environment moving from steady state, through the incident, to the transition, and to recovery.

Table 2-1: PPD-8 Core Capabilities under the NRF

Core Capabilities by Mission Area ¹				
Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
<ul style="list-style-type: none"> • Forensics and Attribution • Intelligence and Information Sharing • Interdiction and Disruption • Screening, Search, and Detection 	<ul style="list-style-type: none"> • Access Control and Identity Verification • Cybersecurity • Intelligence and Information Sharing • Interdiction and Disruption • Physical Protective Measures • Risk Management for Protection Programs and Activities • Screening, Search, and Detection • Supply Chain Integrity and Security 	<ul style="list-style-type: none"> • Community Resilience • Long-term Vulnerability Reduction • Risk and Disaster Resilience Assessment • Threats and Hazard Identification 	<ul style="list-style-type: none"> • Critical Transportation • Environmental Response/ Health and Safety • Fatality Management Services • Infrastructure Systems • Logistics & Supply Chain Management • Mass Care Services • Mass Search and Rescue Operations • On-scene Security, Protection, and Law Enforcement • Operational Communications • Public and Private Services and Resources • Public Health, Healthcare, and Emergency Medical Services • Situational Assessment 	<ul style="list-style-type: none"> • Economic Recovery • Health and Social Services • Housing • Infrastructure Systems • Natural and Cultural Resources
¹ Planning, Public Information and Warning, and Operational Coordination are core capabilities common to all mission areas.				

E. National Preparedness System. The National Preparedness System is organized to build, sustain, and deliver the core capabilities and is comprised of six components:

1. Identifying and Assessing Risk. Use of historical data, impact, and threat probability (intelligence) to prioritize existing, potential, and perceived threats and hazards.

2. Estimating Capability Requirements. Determines the specific capabilities and activities to best address (i.e., prevent, protect, mitigate, respond to, and recover from) the identified risks.
 3. Building and Sustaining Capabilities. Determine the best way to use limited resources to build capabilities. The risk assessment can be used to prioritize resources to address the highest probability or highest consequence threats.
 4. Planning to Deliver Capabilities. Coordinating plans with other organizations, including all parts of the whole community.
 5. Validating Capabilities. Evaluation of activities, including participation in exercises, simulations or other activities to assist in identifying gaps in plans and capabilities.
 6. Reviewing and Updating. The regular review and update of available capabilities, resources, and plans.
- F. National Response Framework (NRF). The NRF, Second Edition, May 2013 describes the whole community organization and resources for major incidents and is used for all domestic incidents as the fundamental, all-threats, all-hazards NRF. Integration with the whole community of the NRF fits naturally with Coast Guard operations. The Protection, Prevention, Mitigation, Response, and Recovery principles of the NRF are well aligned with the seven principles of Coast Guard operations described in Chapter 4 of Reference (q). Additionally, Reference (k) speaks to the Coast Guard's responsibilities as the Nation's maritime first responder and the need for Coast Guard Incident Commanders to be recognized experts and leaders in incident management and crisis response. The NRF presents the guiding principles, roles, responsibilities, and coordinating structures for delivering the core capabilities required to respond to an incident; it further describes how temporary Federal response and support efforts integrate with those of other mission areas.
- G. Response - Federal Interagency Operational Plan (FIOP). The NRF details the basis for an integrated approach to synchronize planning efforts and clarify agency roles and responsibilities while serving as a foundation for more detailed Federal Agency-specific plans and operating procedures. The Response FIOP expands upon the NRF detailing how the Federal Government delivers core capabilities for the NRF mission areas and is built upon NIMS concepts and principles reflecting the whole community concept. The Response FIOP has three sections:
1. Base Plan. Describes the policies and concept of operations for how the Federal Government will support local, state, tribal, territorial, and insular area government response efforts. It also summarizes Federal responsibilities, planning assumptions, response operations, and short-term recovery operations.
 2. Functional Annexes. Describe the overarching mission, concept of operations, tasks, and coordinating structure for each of the 15 Response core capabilities identified in the National Preparedness Goal. The FIOP organizes some of the elements as appendices under an annex due to the operational role the core capability or element provides in implementing the mission of the overarching annex. This role is described in the purpose section of the annex and/or appendix, as appropriate.
 3. Incident-Specific Annexes. The incident-specific annexes will be included in future Response FIOP updates, as appropriate. These annexes will expand the concepts within

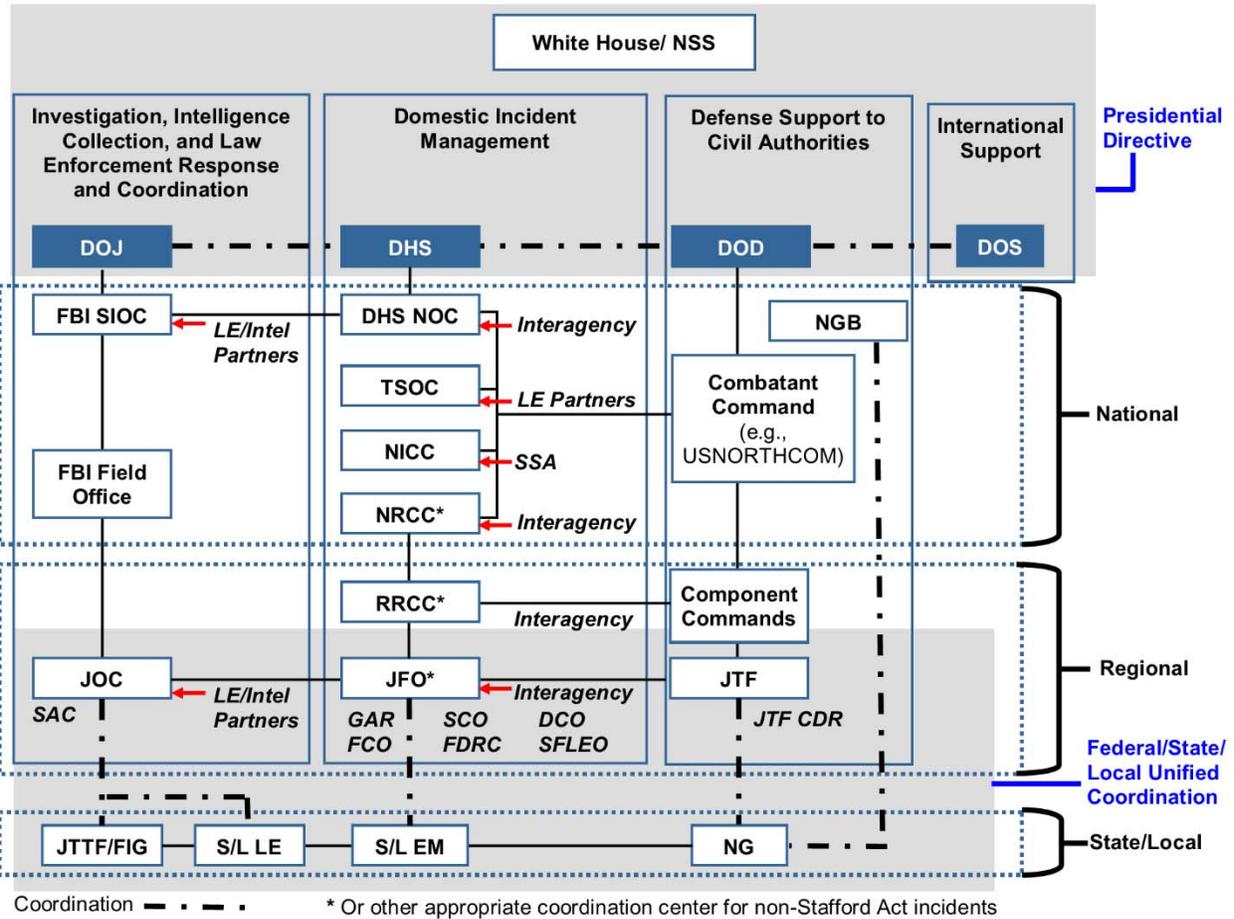
the Response FIOP to better describe the missions, policies, responsibilities, and coordination processes across incident management and emergency response operations for a wide spectrum of potential notice or no-notice incidents, which require specialized or unique responses. Incident-specific annexes from the NRF remain in effect until such time that they are incorporated into the Response FIOP.

H. NRF Task Organization.

1. National Response Coordination Center (NRCC) Roles and Responsibilities. The NRCC, located in FEMA headquarters, is the national response and recovery center that coordinates Federal support for incidents through the 14 Emergency Support Functions (ESFs) identified in the NRF. As one of the five principal components of the National Operations Center, the NRCC is responsible for numerous activities in support of Joint Field Offices (JFOs) and Federal incident responses, including:
 - a. Federal force provision;
 - b. Resource coordination;
 - c. Operational situational awareness and oversight;
 - d. Operations planning support of Federal field operations; and
 - e. Management of unexpected events.

Consequently, the NRCC is a major hub of emergency management coordination for the Executive Branch. It is a critical conduit in the national emergency management decision-making and communication process.

2. Regional Response Coordination Center (RRCC) Roles and Responsibilities. The RRCC is the regional interagency coordination center. It has primary responsibility for operations until JFOs are established and operational. The RRCC may support operations in several of the states in a Federal Emergency Management Agency (FEMA) Region. Normally, the RRCC issues Mission Assignments (MAs) to activate the ESFs at the regional level, establish logistical and operational support facilities, and stage teams and resources.
3. Joint Field Office (JFO). A JFO is the temporary Federal facility that provides a central location for the coordination of Federal, State, Tribal, local governments, and private sector and NGOs with primary responsibility for response and recovery. The JFO does not manage on-scene operations. Instead, it focuses on providing support to on-scene response efforts and conducts broader support operations that may extend beyond the incident site. The RRCC will maintain these duties until the JFO is fully operational. A more detailed discussion on JFOs and their functions is included in Chapter 7 of this Manual.
4. NRF Coordination Structure. Figure 2-1 delineates a conceptual view and hierarchy of NRF coordination structure. There is no direct linkage to the Coast Guard organizational hierarchy due to scalability and flexibility of NIMS/ICS/NRF. For example, a Sector Commander may fill the role of Incident Commander (IC)/Unified Command (UC), or Area Command (AC)/Unified Area Command (UAC) as appropriate.



Legend:

CDR	Commander	JTTF	Joint Terrorism Task Force
DCO	Defense Coordinating Officer	LE	Law Enforcement
DHS	Department of Homeland Security	NG	National Guard
DOD	Department of Defense	NGB	National Guard Bureau
DOJ	Department of Justice	NICC	National Infrastructure Coordinating Center
DOS	Department of State	NOC	National Operations Center
EM	Emergency Management	NRCC	National Response Coordination Center
FBI	Federal Bureau of Investigation	NSS	National Security Staff
FCO	Federal Coordinating Officer	RRCC	Regional Response Coordination Center
FDRC	Federal Disaster Recovery Coordinator	S/L	State/Local
FIG	Field Intelligence Group	SAC	Special Agent in Charge
GAR	Governor's Authorized Representative	SCO	State Coordinating Officer
Intel	Intelligence	SFLEO	Senior Federal Law Enforcement Official
IOC	Interagency Operations Center	SIOC	Strategic Information and Operations Center
JFO	Joint Field Office	SSA	Sector-Specific Agencies
JTF	Joint Task Force	TSOC	Transportation Security Operations Center

Figure 2-1: Conceptual NRF Coordination Structure

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CHAPTER 3. COAST GUARD INCIDENT MANAGEMENT

- A. Preparedness Execution. The Coast Guard performs preparedness mission activities during pre-, current, and post- incident operations. Planners can view the operational status of the Coast Guard as a phased process that runs concurrently with the cyclical PPD-8 preparedness mission activities. Coast Guard response activities commence at the onset of an incident, escalate and peak during the surge operations phase, then de-escalate and conclude in the short-term recovery operations phase. Similarly, recovery activities commence during the surge operations phase, escalate and peak during the short-term recovery operations phase, then de-escalate and conclude at the return to steady-state operations. It is important to note that Coast Guard units are not assigned recovery tasks per PPD-8, the NRF, or the National Disaster Recovery Framework; instead, PPD-8 recovery activities for the Coast Guard are simply the functional return of the marine transportation system to meet the economic needs of the impacted area. The Coast Guard preparedness execution model (Figure 3-1) illustrates where Coast Guard preparedness activities occur in pre-, current, and post- incident operations.

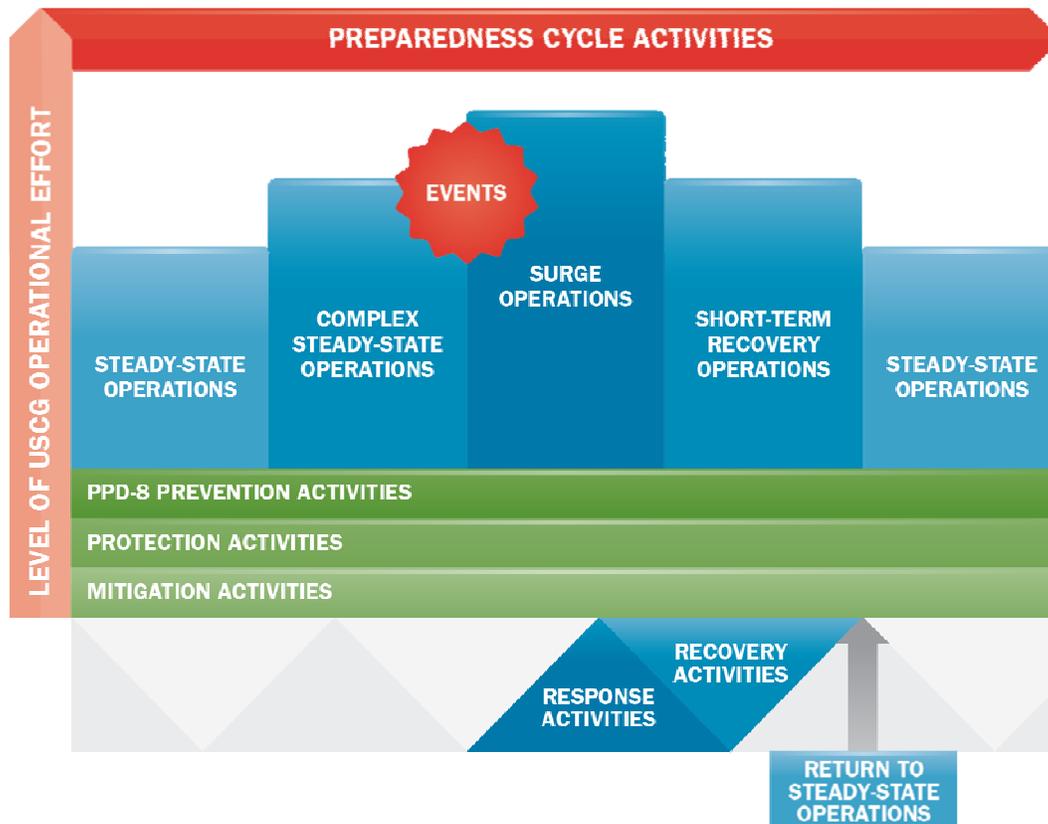


Figure 3-1: Coast Guard PPD-8 Preparedness Execution Model

- B. Plans and Exercises. The Coast Guard is required to develop and maintain contingency and continuity of operations plans in response to a wide range of potential contingencies. Reference (f) contains the current list of plans the Coast Guard is required to maintain

(Appendix A to Reference (f)) and the current list of contingencies the Coast Guard is required to plan for (Appendix B to Reference (f)).

- C. Risk Assessment. In order to make effective use of limited resources, the Coast Guard, like many other agencies, must utilize a risk based approach to its incident management approaches and activities. Reference (f) discusses how to apply both the Risk Based Decision Making (RBDM) and the DHS Threat and Hazard Identification and Risk Assessment (THIRA) processes to the contingency planning processes.
- D. Surge Resource Management. The Coast Guard approach to surge resources is to ensure that operational commanders can call on sufficient resources to establish an expandable response organization to deal with highly complex or long duration events. The concept of employment for surge resources is discussed in detail in Chapter 8 of this Manual.
- E. Incident Typing Overview. The concept of incident typing allows incident commanders and others to understand the general characteristics of an incident and to plan for potential resource needs based on the type of incident. Typing an incident also provides a common understanding of the relative level of complexity of the incident for responders and those outside of the response organization. Table 3-1 below lists the characteristics to consider when determining the type of incident.

Table 3-1: Coast Guard Incident Typing Characteristics

Catastrophic Incident. A catastrophic incident is defined as any natural or manmade incident, including terrorism, which results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, or government functions.	
Incident Type	Characteristics
Type 1	<ul style="list-style-type: none"> • This type of incident is the most complex, requiring national resources for safe and effective management and operation. • All command and general staff positions are filled. • Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. • Branches need to be established. • Highly complex information management requirements including the use of one or more incident management software tools and a Common Operational Picture (COP). • An Incident Action Plan (IAP) is required for each operational period. • The agency administrator* will have briefings, and ensure that the complexity analysis and delegation of authority are updated. • Use of resource advisors at the incident base is recommended. • There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.
Type 2	<ul style="list-style-type: none"> • This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. • Most or all of the command and general staff positions are filled. • An IAP is required for each operational period. • Many of the functional units are needed and staffed. • A formal Information Management Plan is developed.

Table 3-1: Coast Guard Incident Typing Characteristics (continued)

Incident Type	Characteristics
Type 2	<ul style="list-style-type: none"> • Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). • The agency administrator* is responsible for the incident complexity analysis, agency administration briefings, and the written delegation of authority.
Type 3	<ul style="list-style-type: none"> • Some or all of the command and general staff positions may be activated, as well as division/group supervisor and/or unit leader level positions. • A Type 3 IMT or incident command organization is established. • Operations personnel often exceed 25 per operational period and total incident personnel do not exceed 200 (guidelines only). • The incident requires multiple operational periods. • An IAP is typically used for each operational period.
Type 4	<ul style="list-style-type: none"> • Command staff and general staff functions are activated only if needed. • Several resources are required to mitigate the incident, including a task force or strike team. • The incident is usually limited to one operational period in the initial response phase. • The agency administrator* may have briefings and ensures that the complexity analysis and delegation of authority is updated. • No written IAP is required but a documented operational and safety briefing will be completed for all incoming resources. • The role of the agency administrator* includes development of objectives and priorities. • Examples include a maritime search and rescue case, small recoverable oil spill, or extended law enforcement boarding.
Type 5	<ul style="list-style-type: none"> • The incident can be handled with one or two single resources with up to six personnel. • Command and general staff positions (other than the incident commander) are not activated. • No written IAP is required. • The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. • Examples include a maritime search and rescue case, sheen or unrecoverable oil spill, medical evacuation (MEDEVAC) of an injured person, or a law enforcement boarding.

- For Coast Guard, agency administrator will be sector commander, district commander, area commander, or Commandant, depending on response authority needed.

F. **Incident Typing Process.** To ensure a consistent process for determining and documenting incident types, the Coast Guard shall type incidents for a specified period of time using the criteria in Table 3-1 and use the following process in requesting determination of Type 1 and Type 2 Incidents:

1. The sector commander shall make a recommendation for determination of a Type 1 or Type 2 incident. They shall submit their recommendation to CG-DCO thru the district and area commanders. The recommendation will include the following supporting information.
 - a. Number of resources & personnel.
 - b. Scope of operations, including incident complexity, and impact on the local jurisdictions involved.
 - c. List the agencies/organizations involved in the response.

- d. Media and Political interest in the response.
- 2. District and area commanders may designate an incident as Type 1 or Type 2 based on the criteria outlined in Table 3-1. The district and area staffs should consult with Commandant (CG-CPE) regarding incident typing. A copy of the memo documenting incident designation shall be sent to Commandant (CG-CPE).
- G. Coast Guard Organizational Response Systems. The Coast Guard has established a response system that recognizes the need to manage incidents at the lowest level and acknowledges the fact that some incidents will have to be managed at higher levels in the organization. To accommodate that approach the Coast Guard has a progressive response organization structure that allows for expansion and integration of the standard Coast Guard command and control structure into the response organization from the initial response by a single unit up to a response as complex as a Spill of National Significance (SONS).
- H. NIMS Incident Command/Unified Command. The Coast Guard Incident Commander (IC), whether acting as a single IC or as part of a Unified Command (UC), is responsible for providing direction and guidance to the Incident Management Team (IMT) or response organization. The Coast Guard IC when serving as the lead Federal Agency for the response shall analyze the overall requirements of the incident and determine the most appropriate direction for the IMT to follow during the response. This analysis is accomplished by identifying incident functions, setting priorities, identifying limitations and constraints, developing response objectives, identifying Critical Information Requirements (CIRs) and their time criticality, making key decisions, determining IMT operating procedures, assigning work (tasks) to primary staff within the IMT, and assessing progress. Figure 3-2 illustrates the typical Incident Command response organization chart.

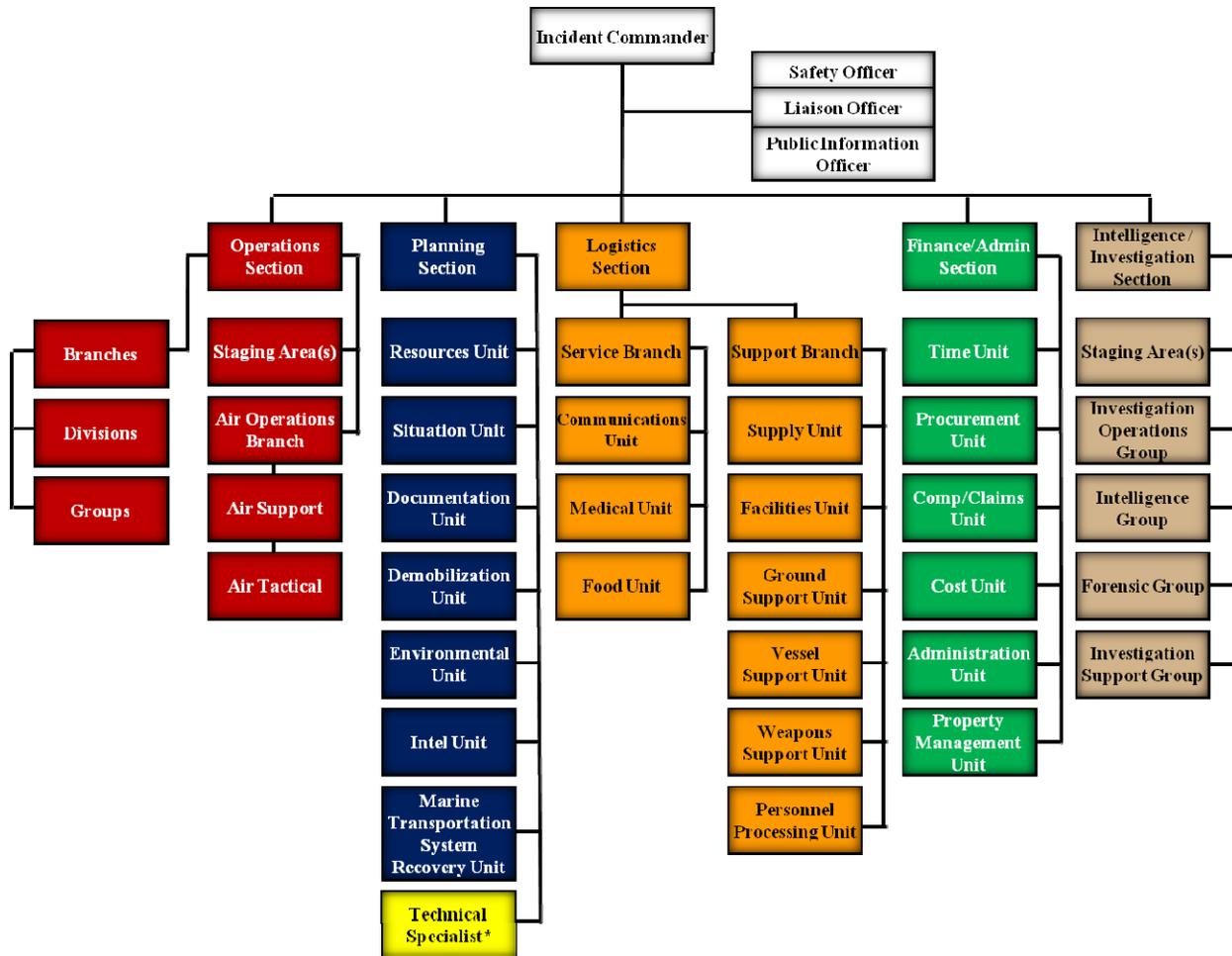


Figure 3-2: Incident Command Response Organization Chart

For additional information and details on the operation and functions of an Incident Command/Unified Command organization, see Reference (k).

- I. **NIMS Area Command.** The purpose of an Area Command (AC) is to oversee the management of an exceptionally large or highly complex incident that impacts a broad area, focusing primarily on strategic assistance and direction, and resolve competition for scarce response resources. An AC is activated depending on the complexity of the incident and incident management span-of-control considerations. This organization does not supplant an IC/UC, but supports it by providing strategic direction and oversight of incident management. An AC also prioritizes incident activities, allocates or reallocates critical resources to support identified needs, and ensures incident information is distributed appropriately. Execution of tactical operations and coordination remains the responsibility of the on-scene IC/UC as does setting incident-specific objectives and managing incident-specific tactical operations and support.
 1. While the AC is typically activated and managed at the Coast Guard District level, Coast Guard Sector Commanders may employ the NIMS AC response system if multiple IC/UC are established within the Sector Area of Responsibility (AOR) for a response.

2. When incidents are of different types and/or do not have similar resource demands, they are usually handled as separate incidents or are coordinated through an Emergency Operations Center (EOC).
3. AC is an expansion of the Incident Command function and is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations. Setting incident-specific objectives and managing incident-specific tactical operations and support remain the responsibility of the individual IC or UC.
4. The Unified AC arrangement allows each agency or organization involved to have appropriate representation in the AC structure. For the incidents under its jurisdiction, the UAC:
 - a. Sets overall incident-related priorities;
 - b. Allocates critical resources according to the established priorities;
 - c. Identifies critical resource needs and reports them to the interagency coordination system (i.e., USCG Command Centers, county and state EOCs, JFO);
 - d. Ensures that incidents are properly managed;
 - e. Ensures effective communications;
 - f. Ensures that incident management objectives are met and do not conflict with each other or with agency policies;
 - g. Ensures that short-term “emergency” recovery is coordinated to assist in the transition to full recovery operations; and
 - h. Provides for personnel accountability and a safe operating environment.
5. AC provides strategic direction and oversight of incident management to ensure that agency objectives and direction are met. AC prioritizes incidents, allocates and reallocates critical resources to support identified needs, and ensures incident information is provided to all applicable parties.

It is important to note, under some circumstances based upon the size and scope of the event and the resources required, Agency Administrators/Executives may provide guidance and direction directly to the Incident Command/AC and may also provide direction regarding resource allocation and coordination to their Department Operations Centers (DOCs), EOCs/Multiagency Coordination (MAC) Group. Figure 3-3 illustrates the typical Unified AC Organizational Structure. For additional information and details on the operation and functions of NIMS AC see References (d) and (k).

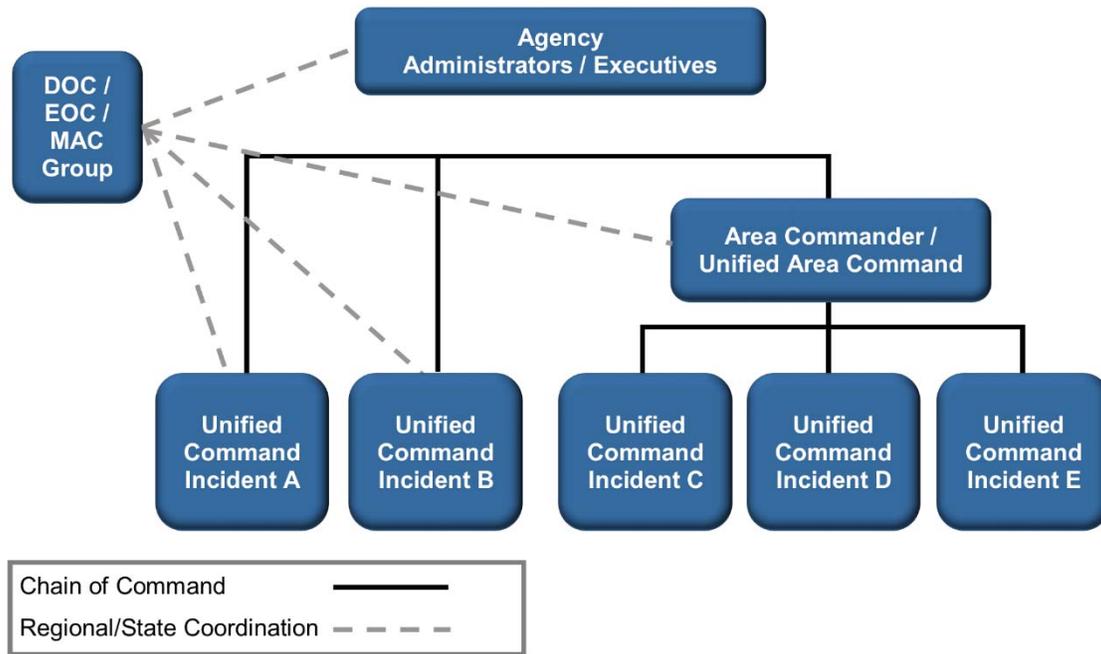


Figure 3-3: Typical Unified Area Command Organizational Structure

- J. Spill of National Significance (SONS). A SONS is a spill that, due to its severity, size, location, actual or potential impact on the public health and welfare of the environment, or the response effort, is so complex it requires extraordinary coordination of federal, state, local, tribal, and RP resources to contain and clean up the discharge. Classifying an oil spill a SONS provides additional support to the Federal On-Scene Coordinator (FOSC) to manage national, political, and policy level issues that result from a catastrophic spill or release. This additional support consists of the designation of a National Incident Commander (NIC). Figure 3-4 illustrates the typical NIC organizational structure. For additional information regarding the response to a SONS type event see Reference (h).

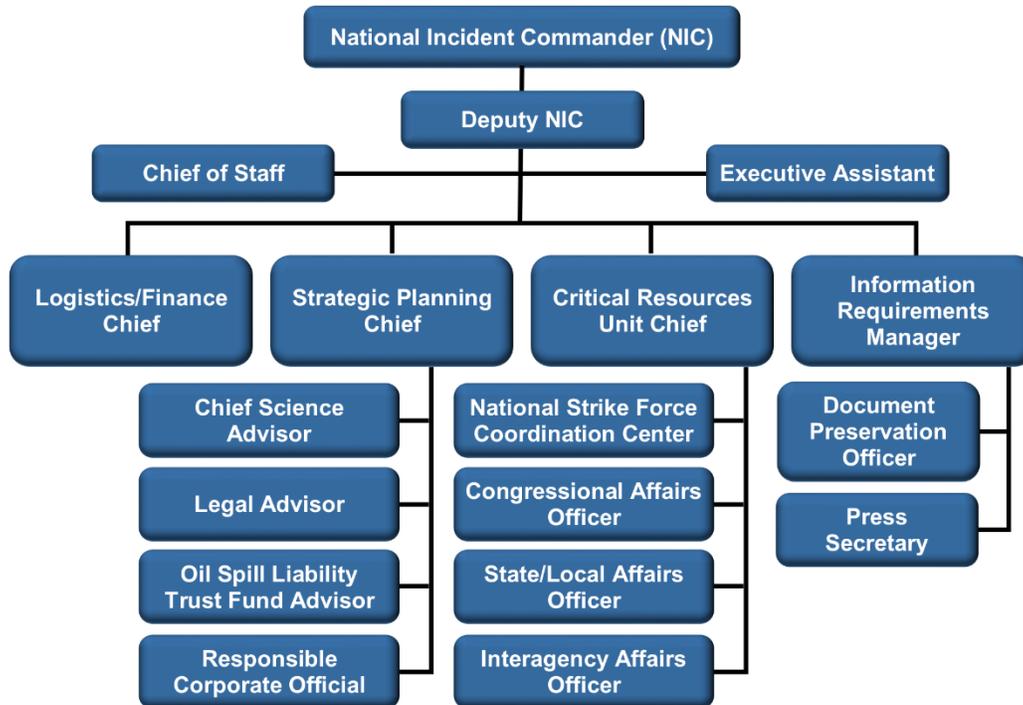


Figure 3-4: Typical National Incident Commander (NIC) Organizational Structure

The NIC is responsible for assisting in coordinating with the public and for coordinating national level resource and strategic policy concerns with the White House and the DHS senior leadership. The position of National Incident Commander (NIC) is expected to do the following:

1. Coordinate national level resource and strategic policy with the White House and DHS leadership to assist the FOSC;
 2. The NIC at the national level and the FOSC at the regional level will engage via the NRCC and at the RRCC to coordinate with those agencies;
 3. Although not normally expected, if circumstances warrant, the NIC may provide guidance to the FOSC on operational matters. Any NIC decisions regarding operational or tactical oil spill removal actions should be carefully coordinated with the FOSC to ensure unity of effort;
 4. The NIC staff will normally be located in Washington DC to coordinate communications with the White House, Congress, Departments, and agencies. If needed, the NIC may deploy a staff element to the UAC(s) for additional coordination;
 5. The NIC shall maintain a national level strategic communications plan; and
 6. The NIC shall promote unity of effort.
- K. Incident Action Planning Process. The incident action planning process as detailed in Reference (c) and (g), is the systematic mechanism used to develop and disseminate an IAP for each operational period of an incident/event's life cycle. The Planning "P" (Figure 3-5) depicts the stages in the incident action planning process. The leg of the "P" includes the initial steps to gain awareness of the situation and establish the organization for incident

management. Although maintaining situational awareness is essential throughout the life cycle of the incident, the steps in Phase 1 are done only one time. Once they are accomplished, incident management shifts into a cycle that of planning and operations, informed by ongoing situational awareness, that continues and is repeated each operational period.

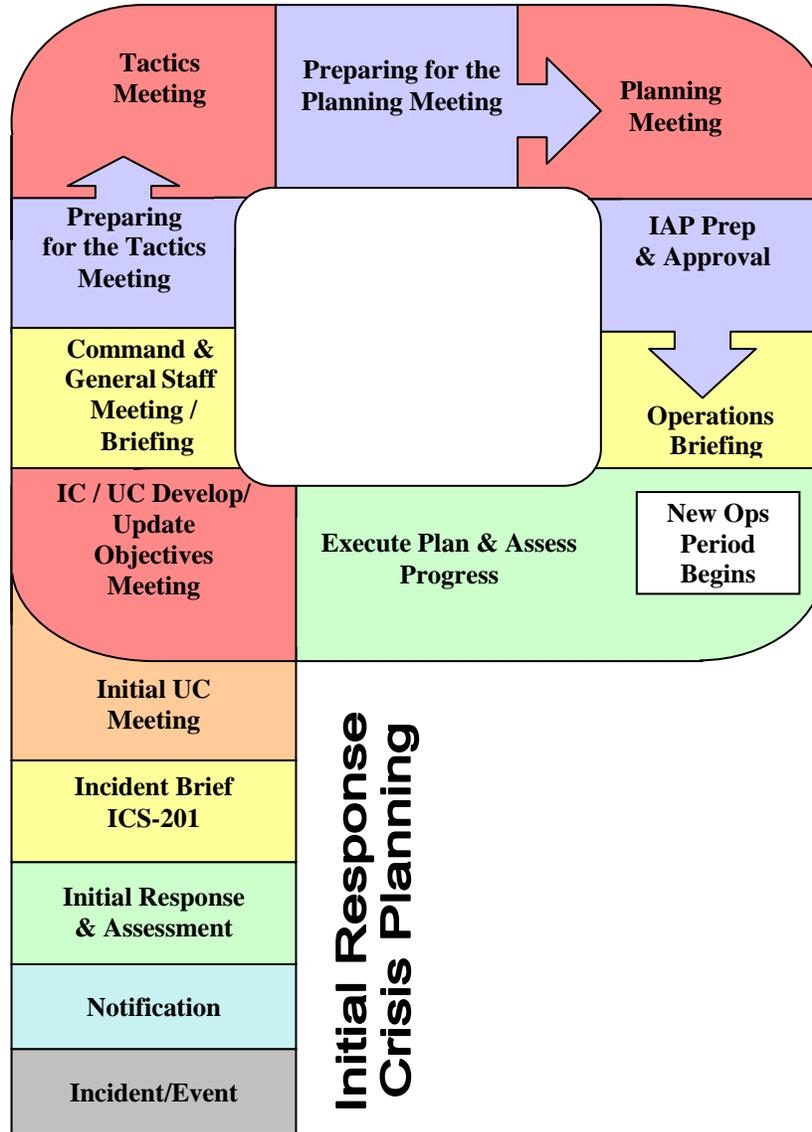


Figure 3-5: The Planning 'P'

1. **Crisis Action Planning (CAP).** CAP is the process by which Coast Guard Headquarters, Areas, and subordinate headquarters (i.e., districts and sectors) execute the time sensitive development of plans or orders for the response to a crisis, emerging threat or hazard, or major event (such as a National Special Security Event (NSSE)). CAP, like deliberate planning, is executed via the Joint Operation Planning Process (JOPP), outlined in Reference (t), or the DHS Department Plan Development Process (DPDP), but within a constrained timeline based on the time when response operations must begin or the planned-for event takes place. CAP enables the timely preparation of Courses of Action

(COA) for consideration by the applicable commander(s), and the prompt transmission of their decisions to their staffs and subordinate units tasked with execution.

2. Crisis Action Planning Activities. CAP encompasses the activities associated with the time-sensitive development of orders for the deployment, employment, and sustainment of Coast Guard forces and capabilities in response to a threat or hazards. Like deliberate planning, detailed in Reference (f), CAP is guided by JOPP or DPDP. They are similar to deliberate planning activities, but while deliberate planning is conducted in anticipation of potential threats and hazards, CAP is based on actual circumstances that exist at the time planning occurs. CAP condenses and accelerates the planning process to ensure the timely preparation of COAs for consideration by a higher headquarters (HHQ), and the prompt transmission of decisions to the supported commander and subordinate units. CAP activities may be performed sequentially or in parallel, with supporting and subordinate plans or Operation Orders (OPORD) being developed concurrently. CAP can use plans developed in deliberate planning for a similar threat or hazard. The commander converts these plans to executable OPORDs or develops OPORDs from scratch when no useful deliberate plan exists. Refer to References (r) through (t) which provide detailed CAP planning policies, procedures, and formatting guidance.

L. International Response Operations.

1. Coast Guard Support. In an international civil response, such as the relief efforts following the major earthquake that devastated Haiti in 2010, Coast Guard assistance is normally coordinated through the United States (U.S.) Department of State (DOS) or the U.S. Agency for International Development (USAID). The DOS or USAID may also receive support from other federal agencies, DOD, and NGOs. The Coast Guard will integrate its response efforts with the overall response organization. The Coast Guard may provide support through the DOD Foreign Humanitarian Assistance/Disaster Response missions. Finally, the Coast Guard may also engage under its own authorities.

USAID is the lead U.S. Government agency for coordination of U.S. Government foreign disaster assistance. The Coast Guard is the lead U.S. Government agency for maritime search and rescue, and maritime safety operations. USAID and the Coast Guard agree that collaboration on foreign disaster assistance operations is mutually beneficial.

USAID and the Coast Guard have worked together in the past to respond to foreign disasters. See the most recent Memorandum of Understanding between Coast Guard and USAID, which can be found in Appendix B of this Manual.

In the event that the USCG is the lead federal agency on an incident for which international offers of assistance are presented, the DCO, in coordination with DOS, shall manage implementation, coordination, and execution of all international assistance. If necessary, a Critical Resources Unit (CRU) shall be established at the national level and set up as two divisions: an International Offers of Assistance Branch and a National Resources Acquisitions Branch.

2. International Offers of Assistance. When considering international offers of assistance, additional coordination is required to ensure applicable legal issues are vetted prior to acceptance of those resources. The CRU shall coordinate with the UAC CRU, if established, DCO, and the DOS to manage and track offers of resources and equipment

from foreign governments, regions, international bodies, and private entities. In some cases, a Jones Act waiver or exemption may be necessary to allow foreign-flagged vessels and skimmers to participate in a domestic response. All international offers of assistance should be coordinated with DCO and DOS prior to consideration.

M. Funding Response Operations. Incident management funding may come from a myriad of sources including: Oil Spill Liability Trust Fund (OSLTF), Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) Superfund, vessel or facility owner, FEMA Emergency Support Function (ESF) via Stafford Act Mission Assignment, USAID, other governmental agency funds, etc. The IC is responsible for properly tracking the use and reimbursement associated with all applicable funding sources for all responses. The National Pollution Funds Center (NPFC) is available to assist with funds management and is a primary resource for Incident Commanders. Further guidance is available in the NPFC Technical Operating Procedures Guide (TOPs) at <http://www.uscg.mil/npfc/publications/tops.asp>. Commonly used sources of funding include the following:

1. Oil Spill Liability Trust Fund (OSLTF). The OSLTF, operated by USCG, is a billion-dollar fund established as a funding source to pay removal costs and damages resulting from oil spills or substantial threats of oil spills to navigable waters of the United States. The OSLTF is used for costs not directly paid by the polluter, referred to as the responsible party (RP). Additionally, the Fund is used to pay for costs associated with the response efforts during mystery spills, for which a responsible party has not been identified.
2. Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA). The CERCLA, commonly known as the Superfund, operated by EPA, was enacted by Congress on December 11, 1980. This law created a tax on the chemical and petroleum industries and provided broad Federal authority to respond directly to releases or threatened releases of hazardous substances that may endanger public health or the environment. CERCLA funds are authorized for two kinds of response actions:
 - a. Removal actions. These are typically short-term response actions, where actions may be taken to address releases or threatened releases requiring prompt response. Removal actions are classified as: (1) emergency; (2) time-critical; and (3) non-time critical. Removal responses are generally used to address localized risks such as abandoned drums containing hazardous substances, and contaminated surface soils posing acute risks to human health or the environment.
 - b. Remedial actions. These are usually long-term response actions. Remedial actions seek to permanently and significantly reduce the risks associated with releases or threats of releases of hazardous substances, and are generally larger more expensive actions which may include such measures as preventing the migration of pollutants with containment, or preferably removing and/or treating or neutralizing toxic substances. These actions can be conducted with federal funding only at sites listed on the EPA National Priorities List (NPL) in the United States and the territories. The Coast Guard does not typically perform remedial actions under the National Contingency Plan.

3. Stafford Act/FEMA Emergency Support Function Funding via Mission Assignment. The Robert T. Stafford Disaster Relief and Emergency Assistance Act provides support for large scale incidents that the President declares a disaster or emergency, usually at the request of a state governor. Once the President makes the declaration, the Stafford Act is activated and special response provisions, including the Stafford Act Disaster Relief Fund, can then be used to respond to the disaster. When an incident is of such magnitude that a State government's resources are overwhelmed, the State may request Federal response assistance to supplement ongoing disaster relief activities. The Stafford Act provides for the reimbursement of Federal agency expended funds in support of FEMA disaster relief efforts when support is provided under a valid Mission Assignment (MA). As described in Emergency Management and Assistance, Title 44, a MA is a work order issued to a federal agency by FEMA directing the completion of a specific task and citing funding, management controls, and guidance. Although most agencies assigned a MA will be reimbursed for their efforts, the possibility exists under the Stafford Act that FEMA can task agencies without expectation of reimbursement. An important point to remember is that MAs are directives issued by FEMA; they are not contracts or Interagency Agreements (IAAs). In most cases, MAs are issued only for assistance under the Stafford Act, not for assistance provided that would normally fall under an agency's independent authorities or responsibilities. For example, the Coast Guard would not receive a MA for search and rescue activities conducted offshore after a hurricane because this mission would be conducted under the Coast Guard's statutory authority. However, a MA would be issued if the Coast Guard was being utilized for urban search and rescue.

When executing a MA, the Coast Guard will operate under the following set of expectations. First, the Coast Guard must use its own funds and resources to procure the goods and services needed to complete the assigned tasking. Second, the Action Officer (in the NRCC, RRCC, or JFO) should closely monitor the implementation of the project ensuring that goods and services are delivered on time and within the budget outlined for the MA. The Coast Guard may only be reimbursed for work performed within the statement of work and within the projected timeline.

4. United States Agency for International Development (USAID). USAID may request and the Coast Guard may provide goods and services on a reimbursable basis. USAID shall make any reimbursable requests pursuant to separate interagency agreements, which shall take the form of the Reimbursement Agreement included in the Annex to the latest Memorandum of Understanding between the USCG and USAID. For further information concerning funding options, see Reference (w).
- N. Defense Support of Civil Authorities (DSCA). Due to the statutory authorities of the USCG, DSCA requirements and processes do not apply to the USCG. DSCA applies to DOD entities because they are not legally allowed to conduct Domestic operations unless they follow the processes and requirements of Reference (r). Reference (r) defines DSCA as support provided by U.S. Federal military forces, DoD civilians, DoD contract personnel, DoD Component assets, and National Guard forces (when the Secretary of Defense, in coordination with the Governors of the affected States, elects and requests to use those forces in title 32, U.S.C., status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from

qualifying entities for special events. By definition, DSCA operations are conducted only in the U.S. homeland. The U.S. homeland is the physical region that includes the continental United States (CONUS), Alaska, Hawaii, United States territories, and surrounding territorial waters and airspace.

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CHAPTER 4. INCIDENT MANAGEMENT ORGANIZATIONAL ROLES AND RESPONSIBILITIES

- A. Introduction. The basic tenet of Incident Management in the Coast Guard is to manage incidents at the lowest possible level in the organization and support those efforts from each level of the organization. In keeping with that tenet, this Chapter describes the role of the various organizational levels and function in the Coast Guard and how each supports the conduct of incident management activities.
- B. Coast Guard Response Requirements. The Coast Guard shall have the capability to sustain incident response operations for two concurrent Type 1 incidents for up to 3 months and additionally Type 3 incidents for up to 30 days in each Sector's area of responsibility. Coast Guard response expectations are derived from historical incident data and lessons learned from incidents and exercises.
- C. Sectors. Sectors maintain command and control of Coast Guard tactical level operations. Sectors also provide a focal point for Coast Guard coordination, outreach, and integration with local and state governments.
1. Sector Roles. Sector commanders serve as the Federal On-Scene Coordinator (FOSC), Federal Maritime Security Coordinator (FMSC), Search and Rescue Mission Coordinator (SMC), Officer In Charge Marine Inspections (OCMI), and Captain of the Port (COTP). Interagency and stakeholder communities rely on the Coast Guard's day-to-day leadership to ensure that preparedness and response activities for the ports and waterways remain effective in complex operational port environments. Effective response is founded on healthy relationships within the port. Therefore, Sectors shall participate actively with the local and state emergency planning communities to jointly plan for, exercise, and execute disaster response operations. In the event of larger, more complex incidents, sector commanders shall request appropriate support resources as the next logical source of incident management support.
- a. ICS Coordinator. Every sector commander shall designate an ICS coordinator to facilitate and manage the ICS program at the Sector. The responsibilities of the ICS coordinator are to:
- (1) Brief personnel assigned to a Watch Quarter Station Bill (WQSB) position on their training requirements and responsibilities for that position.
 - (2) Assist the command in the development and maintenance of a unit ICS instruction.
 - (3) Assist the command in the development and maintenance of the unit WQSB as outlined in Chapter 5 of this Manual.
 - (4) In coordination with the unit training officer, provide input for unit needs for ICS training for incorporation into the unit training plan.
 - (5) Work with unit training officer to enter electronic training requests (ETR) into DA for personnel needing "C" school training.
 - (6) Work with the course POC when an exportable ICS course is scheduled at their sector to ensure logistics needs are taken care of, including classroom setup and documentation required for units hosting an exportable course.

2. Sector Responsibilities.

- a. Collaboration. Collaboration is a key element of preparedness planning. Sector commanders shall focus on local level planning in support of Coast Guard operational responsibilities and authorities as required by Reference (f), and the Maritime Transportation Security Act (MTSA). Sectors shall provide leadership within port interagency and stakeholder groups—including Area Committees, Harbor Safety Committees (HSC), Port Readiness Committees (PRC), and Area Maritime Security Committees (AMSC)—thus ensuring close coordination of planning resources and incident-specific information sharing requirements. Sector commanders shall also have established lines of communication with all appropriate Emergency Operations Centers (EOC) within their Sector’s AOR.
- b. Command and Control. Sector commanders shall maintain a Watch Quarter and Station Bill (WQSB) to address a Type 3 response within the sector AOR for a minimum of 48 hours without additional support other than the supporting base and MSU. Sectors shall maintain the ability to respond to Type 3 and smaller incidents utilizing capabilities within the Sector AOR including the supporting Base resources. Sector commanders retain the responsibility to ensure the most appropriate and qualified Sector personnel are assigned to various WQSB positions. Sectors are responsible for evaluating existing plans to ensure adequate detail describes the incident transition processes. Plans shall address how incident response activities shift, as needed, from steady state operations in the command center to activation of the Sector Incident Management Team (IMT) and the formation of a Unified Command. The follow-on surge of resources described within the WQSB shall also be addressed, including consideration of personnel relief, leave, and temporary duty (TDY) requirements. Specific Sector readiness requirements are addressed in Chapter 5 of this Manual.

Watch Quarter and Station Bill (WQSB). The WQSB for each unit should indicate how key positions are staffed during the first 48–72 hours of a response. In addition to those assets listed in the WQSB, units will likely need to reach out to surge forces to provide additional manpower or expertise to mitigate the incident. Chapter 8 of this Manual addresses the process for acquiring those additional forces as well as a description of the key types of surge forces available at each level of the organization. Further detail on staffing the WQSB is found in Chapter 5 of this Manual.

- c. Sourcing. Incident response is a primary responsibility of the Sector commands. Depending on the size and impact of the incident, Sector commanders coordinate with the supporting Base, District, and their respective Area, to determine needs, if any, for Coast Guard Incident Command Post (ICP) support and agency representation at local, county and state EOCs.
- d. Liaison Activities. Sectors shall maintain close coordination and communication with the variety of interagency and stakeholder representatives found within their respective AORs. The Area Committee, HSC, PRC, and AMSCs, as well as other appropriate local, state, Tribal, and regional governments and industry representatives are all key partners (see acronym list, Appendix D). Contingency Planning and Force Readiness Chiefs and their staffs maintain the majority of the interagency connections

for their Sectors. They will normally spearhead Sector outreach and coordination activities.

- e. Training/Certification. Upon assuming command, all sector commanders and commanding officers designated as Captain of the Port are granted an interim Type 3 Incident Commander certification unless eligible for higher certification. Respective district commanders are guided by Reference (bb) for qualification of sector commanders.

Commanding officer (O-4 and above), or the first O-6 in the chain command, or Commandant (CG-CPE) are authorized to certify individuals at the Type 3 level to build Sector-specific IMTs. The employment of this certification authority shall be based on prudent screening of an individual's experience, judgment, maturity, and satisfactory completion of mandatory training and personnel qualification standard (PQS) requirements. Certifications are issued using the standards contained in Reference (bb). Reference (bb), containing ICS certification standards and Type 3 position PQS, is located in the "ICS Library" on Homeport at <http://homeport.uscg.mil/ics/>.

Commanding officer (O-4 and above), the first O-6 in the chain command, or Commandant (CG-CPE) may find gaps between PQS training requirements and availability of position-specific ICS courses to fully certify personnel in accordance with Reference (k). Commandant (CG-CPE) has the authority to (1) temporarily waive course requirements due to limited course availability and (2) authorize local commands to give interim certifications to their personnel until they are able to complete the appropriate courses. Interim certifications expire in two years or upon transfer to a new command, whichever is shorter. Waiver request memos shall be routed to Commandant (CG-CPE) through the chain of command. Interim Certifications are to be documented on an Administrative Marks Form (CG-3307) or a standard CG Memo and will be tracked by the local unit training officer. Interim certification shall not be entered into the Training Management Tool (TMT). Interim certifications can not be used to obtain officer specialty code (OSC).

Commanding officers shall continue to use all available tools (e.g., on-the-job training (OJT), formal training, drills, exercises, events, and incidents) to ensure personnel achieve appropriate Type certification.

- D. Districts. Coast Guard districts are command, control, coordinating, and supporting elements for the Sectors. Districts maintain situational awareness, facilitate coordination of resources across Sectors, and fill resource shortfalls at Sectors.
 - 1. District Role. Districts are responsible for representing Coast Guard equities and interests as to both planning and response in regional, tribal, state, federal, territorial, and private sector planning communities. District commanders facilitate and prioritize Sector requests for additional response management resources.
 - 2. District Responsibilities.
 - a. Collaboration Efforts. Collaboration is a key element of preparedness planning. Districts shall focus on regional planning under the NRF, the National Oil and Hazardous Substances Contingency Plan (NCP), and MTSA to support field-level

- operational commanders. Districts shall maintain active participation in groups such as the FEMA Regional Interagency Steering Committee (RISC). Districts shall ensure each Regional Response Team (RRT) within their jurisdiction is appropriately led by a district Incident Management and Preparedness Advisor (IMPA), acting as the RRT Co-chair with the Environmental Protection Agency (EPA). The District is encouraged to participate with other regional and regionally focused international planning entities when appropriate.
- b. Command and Control. Districts maintain situational awareness and provide resource coordination and prioritization to support field units. Districts shall maintain the ability to staff a NIMS Unified Area Command in support of multiple incidents occurring at the same time or a highly complex incident or event within the District AOR. Specific readiness requirements for Districts are addressed in Chapter 5 of this Manual.
- c. Liaison Activities. Districts provide the initial coordination with FEMA or the Lead Federal Agency (LFA), RRCC, and JFO when activated. The RRCCs are responsible for immediate Federal incident management support in response to disasters. For significant incidents, FEMA may establish one or more JFOs to manage the incident. In response to a specific disaster declaration, district commanders shall assign appropriate liaisons at each RRCC or JFO established within their AORs. District liaisons shall represent all District equities with the interagency, including the following:
- (1) Serve as the liaison between FEMA or the LFA and interagency regional/JFO level components and District and the Areas [or Operational Commander (OPCOM)] for assignment of Coast Guard resources in support of Sectors and their subordinate units;
 - (2) Maintain incident situational awareness of Coast Guard activities while at the RRCC or JFO;
 - (3) Serve with EPA to staff the ESF-10 oil and hazmat desk in the RRCC.
 - (4) Provide Coast Guard situational information and data input to the FEMA regional or JFO specific situation report (SITREP) within the FEMA WebEOC® Situation Report. Special care should be taken to ensure that information provided in the FEMA JFO and WebEOC® situation report is the same information provided in the Coast Guard Area situation report;
 - (5) Coordinate information and communicate Coast Guard equities with other established JFO(s) and RRCC(s) within the District AOR as appropriate;
- d. Training/Certification.
- (1) Upon assuming command, all district commanders are granted an interim NIMS ICS Area Commander certification and granted full certification upon completion of the Coast Guard NIMS Area Command ICS-620 training course.
 - (2) District commanders should continue to ensure the use of all available tools, including established ICS training and government/industry drills and exercises,

to ensure District personnel achieve the level of skill required for applicable incident management activities.

3. District Level Support Resources.

- a. The District Incident Management and Preparedness Advisor (IMPA). The IMPA shall serve as the Co-Chair for the RRT, and the District representative to the FEMA RISC. The District Response Advisory Team (DRAT) shall provide support to the IMPA. The IMPA and the DRAT shall be the District's primary liaison and coordination conduit between the CG and EPA, per 40 CFR §300.115(c), for preparedness and response management functions as described in Reference (i). In addition to those duties, IMPAs are deployable response resource coordinators and technical advisors to the District Commander during operational responses that exceed or threaten to exceed the capabilities, resources, or operational areas of a Sector or other Coast Guard operational commander.
- b. Emergency Preparedness Liaison Officer (EPLO). EPLOs are a critical component of Coast Guard preparedness and response for all-hazard, all-threat contingencies. These Reserve Officers are assigned to District staffs to foster exchange of information, promote cooperation, and coordinate the planning and implementation of contingency plans with federal, state, and local emergency preparedness partners. CG EPLOs work closely with their respective District IMPA and CG EPLO Coordinator, the HQ EPLO Reserve Coordinator, and the HQ EPLO Program Manager (CG-CPE). Further information on EPLO roles and responsibilities is found Chapter 7 Paragraph C of this Manual.
- c. ICS Coordinator. The District ICS Coordinator works closely with district staff elements and field units to determine and address ICS training needs. This position will work closely with the Area ICS coordinator to ensure District and field unit needs are identified and prioritized.
- d. District Response Advisory Teams (DRATs) and District Response Groups (DRGs). For the purposes of NRF implementation within the Coast Guard, the DRAT forms the core of the DRG. The DRG is not an operational entity in the traditional sense; it is rather a concept that provides a framework within Districts to coordinate additional response resources, including equipment, experts, and funds. The intent is for DRAT personnel and relevant DRG personnel and resources to support a District wide all-incident, all-hazard response posture. DRAT and DRG personnel and resources are expected to provide technical and subject matter expertise and support to help manage the increased workload resulting from larger responses to incidents or pre-planned events.
- e. Maritime Transportation System Recovery Support Team (MTSRST). MTSRSTs are Coast Guard personnel at a District who support the flow of information from the Marine Transportation System Recovery Unit (MTSRU) to other elements of the Coast Guard, DHS, and maritime industry during the response to and recovery from a disruption of the Marine Transportation System (MTS) and shall be integrated into the District IMT under the Assistant Area Commander, Planning. These teams are not normally augmented by other agency or industry personnel.

- E. Coast Guard Areas. Coast Guard Areas execute the eleven missions through the Districts. Coast Guard Areas provide unified command and control for accomplishing Coast Guard mission objectives through integrated operations, coordinated leveraging of maritime partner relationships, foresight in planning, and aggressive employment of assets and capabilities within the assigned AOR.
1. Area Role. Coast Guard Areas oversee and coordinate operations within their AORs. Areas provide direction, guidance, support, and resource augmentation to the Districts. The Areas provide the strategic guidance and Commanders Objectives for service delivery across the range of Coast Guard missions. Area Commanders assist Districts and Coast Guard Headquarters (CGHQ) with the resourcing requirements and Requests for Forces (RFF) to activate Area assets and JFO Support Teams. Within the Coast Guard preparedness and response management system and with support from Deputy Commandant for Mission Support (DCMS) and Deputy Commandant for Operations (DCO), Areas facilitate District and Sector requests for additional response management resources, and field requests for Coast Guard resources from interagency partners.
 2. Area Responsibilities. During a Type 1 incident, the Area Commander provides command and control direction to the affected District(s) and Sector(s) through the use of orders.
 - a. Collaboration Efforts. Areas plan, coordinate, and control all operations in any mission area to achieve strategic outcomes articulated in the Coast Guard Performance Plan and Budget, the Coast Guard Strategic Plan, and Commandant's Direction. When multiple District forces are engaged, the Area Commander may direct that a NIMS-ICS Area Command function be established to manage the specific elements of the incident, while allowing the Coast Guard Area Commander to remain functioning as the Senior Operational Commander for the overall Area AOR.
 - b. Command and Control. Area commanders serve as the senior operational commander for Coast Guard operations within each Area. Areas direct the inter-district aspects of operations and control any operations which, in the judgment of the operational commander, are most effectively coordinated by the Area level. Areas shall maintain the capability to execute Type 1 incident response operations utilizing the Coast Guard Incident Management Assist Team (CG-IMAT), one volunteer collateral duty IMAT per Area, and one Joint Field Office Support Team per Area. Specific Area readiness requirements are addressed in Chapter 5 of this Manual.
 - c. National Level Coordination Activities. Coast Guard Area Command Centers and the National Command Center (NCC) work through DCO to the National Operations Center (NOC) and the NRCC for national level coordination. Area Commanders assist Districts and CGHQ with the resourcing requirements and request for forces (RFF) to activate JFO Support Teams. Within the Coast Guard preparedness and response management system, Areas, with support from FORCECOM, DCMS and DCO, shall facilitate District and Sector requests for additional response management resources, and requests for Coast Guard resources from interagency partners.

- d. Liaison Activities. Areas shall coordinate national level liaison activities with DCO. All District relations associated with military commands at the unified or specific command level should be coordinated through the Area.
 - e. Sourcing. Areas direct the reassignment of resources to meet temporary, specific surge operational situations from other Districts within the Area, and manage requests for resources outside the Area per the RFF and force deployment planning and execution (FDP&E) processes.
3. Area Level Support Resources.
- a. JFO Coordinator. The JFO Coordinator ensures the JFO support teams are staffed, trained, and equipped to carry out their roles within the area including the 3 to 4 district FEMA liaisons for each FEMA region within the district as applicable. The JFO Coordinator also conducts after-action reviews and lessons-learned sessions with JFO support team members to improve how the teams operate during an incident response.
 - b. Area IMAT Coordinator. The IMAT coordinator is responsible for staffing, training, and equipping the collateral duty IMAT for each Area. This responsibility includes soliciting for new members each year, screening the applicants, and selecting applicants to fill vacancies on the IMAT. The IMAT coordinator also supports deployed IMATs during incidents and also conducts after-action reviews and lessons-learned sessions with IMAT members to improve how IMATs support the operational field commanders.
 - c. ICS Coordinator. The Area level ICS Coordinator is responsible for ensuring that Area ICS training needs are identified and met. This position will work with the ICS Training Coordinator at the USCG Training Center Yorktown and Commandant (CG-CPE) to determine training needs for the next year and determine the highest priority attendees based on unit needs.
- F. Commandant (CG-5RI) Responsibilities. COMDT (CG-5RI) will support the Headquarters Staffing Plan, HQINST 1601.3(series). The NRCC coordinates national level Federal support for incidents through Emergency Support Functions (ESFs). The NRCC is responsible for numerous activities in support of the RRCC(s) and JFO(s) (when established) in response to actual or potential national disasters. Under the National Response Framework, the Coast Guard is listed as a primary agency for ESF-9 (Search and Rescue) and ESF-10 (Oil and Hazmat). The Coast Guard is a supporting agency across multiple other ESFs. In support of the area commander, Commandant (CG-5RI) shall staff the three Coast Guard Agency Representative positions within the NRCC: (1) the Coast Guard NRCC Service Liaison; (2) a Coast Guard ESF-9 watchstander; and (3) a Coast Guard ESF-10 watchstander. The Service Liaison oversees the Coast Guard's interest in all ESFs. The Coast Guard ESF-9 watchstander partners with other Search and Rescue agencies to coordinate national level search and rescue situational awareness. The Coast Guard ESF-10 watchstander partners with an EPA representative to address actual or potential oil and hazardous materials incidents, including biological, chemical, and radiological weapons of mass destruction. All NRCC positions perform the following:

1. Liaison with FEMA, other interagency national level components, CG HQ program offices, and the Areas for assignment of Coast Guard resources in support of Districts and their subordinate units.
2. Maintain incident situation awareness of Coast Guard activities at the NRCC watch desk.
3. Provide Coast Guard situational information and data input to the FEMA National SITREP and the FEMA WebEOC® SITREP. Special care should be taken to ensure that information provided in the FEMA JFO and WebEOC® SITREP is the same information provided in the Coast Guard SITREP to the DHS NOC.
4. Share information and communicate with Coast Guard equities at JFO(s) and RRCC(s).
5. The Assistant Commandant for Response Policy, Commandant (CG-5R) has specific readiness requirements outlined in Reference (h).

Table 4-1: National Incident Commander (NIC) Positions

Position	Source
Deputy National Incident Commander (NIC)	Appointed by CCG
Chief of Staff	Appointed by CCG
Executive Assistant (EA)	Appointed by CCG
Press Secretary	CG-0922
Information Requirements Manager (IRM)	CG-761
Documentation Preservation Officer	CG-094
Strategic Planning Chief	CG-5R/NSFCC
State/Local Gov. Affairs Officer	DHS
Congressional Affairs Officer	CG-0921
Interagency Affairs Officer	DHS
Intel/Investigations Section Chief	CG-2/CG-5P
Logistics/Finance Section Chief	DCMS
Critical Resources Unit Chief	CG-5R
Senior Science Advisor	NOAA
Legal Officer	CG-094
NSFCC Representative	NSFCC
OSLTF Strategic Advisor	NPFC
Responsible Corporate Officer for RP (virtual)	Responsible Party

6. Commandant (CG-CPE). Office of Contingency Preparedness and Exercise Policy:
 - a. Serve as the Program Manager for the Coast Guard ICS program.
 - b. Serve as the Program Manager for the Emergency Management Post Graduate School Program.
 - c. Provide a NIMS ICS Training Coordinator who will coordinate headquarters units' requests for advanced ICS training quotas.

- d. In coordination with DCMS and the Areas, ensure that NIMS ICS is implemented throughout the Coast Guard and appropriately incorporated into Coast Guard policy, doctrine, Tactics/Techniques/Procedures (TTP), and contingency preparedness planning guidance.
 - e. Maintain policy and capability requirements for all-hazard emergency management teams.
 - f. Coordinate NIMS ICS policy and doctrine alignment with other agencies:
 - (1) In coordination with FORCECOM, provide Coast Guard representation on the National Wildfire Coordinating Group (NWCG) Incident Operations Standards Working Team (IOSWT);
 - (2) Serve as the Coast Guard point of contact between the Department of Interior Emergency Management office and the United States Forest Service; and
 - (3) Provide Coast Guard representation on other national NIMS ICS working groups.
- G. Deputy Commandant for Operations (DCO). The Headquarters elements provide policy support incident response and management efforts, and maintain situational awareness of Coast Guard activities during incidents for Cabinet-level and Presidential briefings.
- 1. Deputy Commandant for Operations (DCO) Role. The DCO shall serve as the Coordination point between the Areas and the Department of Homeland Security's National Operation Center (NOC) using the Coast Guard National Command Center. DCO shall provide oversight for maintaining a Headquarters Contingency Staffing Plan.
 - 2. DCO Responsibilities during a SONS Event. In the event that a SONS declaration is made by the Commandant, DCO has specific responsibilities in both the preparedness and incident phases that are outlined in Reference (h).
- H. Deputy Commandant for Mission Support (DCMS). DCMS maintains the Coast Guard logistical supporting elements in support of Areas, Districts, and Sectors. Areas will facilitate and prioritize Sector requests for additional response management resources to DCMS through the RFF processes. This section applies equally to Coast Guard service and logistics center Commanding Officers with regard to their respective AOR. The various elements of DCMS have the following responsibilities:
- a. DCMS Authority and Responsibilities.
 - (1) Collaboration Efforts. Commandant (CG-11) shall serve as the primary coordination point between Coast Guard and the DHS Chief Medical Officer and the Department of Health and Human Services per Reference (u). DCMS Director of Operational Logistics (DOL) shall serve as the primary coordination point for incident management support coordination to Atlantic Area (LANTAREA) and Pacific Area (PACAREA) as outlined in Reference (u).
 - (2) Command and Control. DCMS shall provide logistical, financial, and administrative coordination and support to the Areas, as requested. DCMS should provide specific readiness requirements for Base support to the Sector IMT and District NIMS Area Command.

- (3) Logistics, Finance, and Administrative Support. DCMS, through the Director of Operational Logistics (DOL), Commandant (CG-9), and Bases, shall provide logistical, FCP&E, financial, and administrative support to the field units as outlined in Reference (m) and (aa).
 - (4) FORCECOM. FORCECOM shall provide training and validate the readiness of the Area, District, Sector, and DCMS incident management capabilities.
- b. DCMS. DCMS has specific readiness requirements noted in Reference (h) for the pre-incident, incident, and post incident phases of a SONS event. In addition, DCMS maintains a Contingency Support Plan, Reference (i) which describes the DCMS concept of support and includes the following Annexes:
- (1) Annex A - Task Organization
 - (2) Annex D - Logistics
 - (3) Annex E - Personnel
 - (4) Annex J - Command Relationships
 - (5) Annex K - C4 and Electronics Support
 - (6) Annex M - Geospatial Information and Services
 - (7) Annex Q - Medical Support
 - (8) Annex R - Reports

CHAPTER 5. UNIT PREPAREDNESS AND READINESS REQUIREMENTS

- A. Overview. Assessing a unit's level of preparedness requires a system of metrics and indicators to determine the level of preparedness throughout the Coast Guard. Establishing proficiency, certification, and readiness requirements enables the Coast Guard to determine where the gaps are within the organization and to be able to target and close those gaps as resources permit.
- B. Proficiency. Statistically, more than 95% of the incidents that the Coast Guard responds to annually would be characterized as Type 4 or 5 incidents. These incidents range from a basic search and rescue case that only requires a single unit response to an initial response to a potentially larger incident, such as an oil or chemical spill that is handled at the local level with organic resources. That leaves less than 5% of responses that would be characterized as Types 1 to 3, with national, regional, or significant local impact. While these kinds of statistics point to effective prevention programs, they also create the situation where the majority of responders do not have experience dealing with larger, more complex incidents and, therefore, do not have as many opportunities to become proficient in managing or responding to those types of incidents.
- C. Readiness Requirements. Areas, Districts, Sectors, and Marine Safety Units (MSUs) each have specific readiness requirements to support incident management activities. It is understood that complying with unit-specific position certification requirements may be challenging. This Manual provides unit commands with tools to address this challenge. In addition to the aforementioned tools, commands are authorized to place unit personnel in more than one position on the unit WQSB. Commands shall use best judgment to evaluate an individual's skills, experience, and training history to ensure that individual is able to contribute appropriately to the unit's ability to respond to their particular suite of risks and hazards. Unit personnel shall not fill more than two positions on the unit WQSB, and no more than 10% of the unit WQSB may be comprised of these dual slated individuals. This authority does not apply to emergency management teams (Strike Teams, IMATs, JFO Assist Teams, and Public Information Assist Teams) listed in this Manual.

Where Sectors are required to maintain a properly certified IMT that is directly engaged with an event, Districts, Areas, and Headquarters may opt to maintain and staff Crisis Action Teams (CAT). The difference is that the CAT may be staffed by non-ICS certified personnel performing ICS-like functions, mainly information management and situational awareness.

- a. Readiness Requirements. Units shall develop WQSBs for incidents they may respond to using ICS positions. Example WQSBs are available on the CG Preparedness Community of CGPortal, <http://cglink.uscg.mil/WQSBSamples>.
- b. ICS Position-Specific Certification Requirements. Units shall comply with the ICS position-specific certification requirements outlined in the matrices below. These requirements are **minimum** standards that the unit commander may choose to exceed, given risk-based decision making criteria unique to that unit.
- c. Establishment of Specific ICS Positions. The establishment of specific ICS positions by unit and team type enables field and support units to effectively implement ICS in response to an incident or event and allows the National ICS Training Coordinator to allocate limited ICS position-specific and team training.

- d. Permanent Change of Station (PCS) Rotation Impacts. The qualified/training plan should be addressed via the annual command concerns process to OPM-2. Commands should be aware of upcoming personnel rotations and plan accordingly to ensure that there are adequate qualified/trained personnel following PCS rotations.
- e. Sector/Base/MSU Responsibilities. Sector, Base, and MSU commanding officers shall maintain a WQSB to address a response to a threat of any size within the Sector AOR for a minimum of 48 hours without additional support. Sectors shall maintain the ability to respond to Type 3 and smaller incidents utilizing capabilities within the Sector's AOR. Sector, Base, and MSU commanding officers retain the responsibility to ensure the most appropriate sector, base, and MSU personnel are assigned to various WQSB positions.
 - (1) Sectors are responsible for evaluating existing plans to ensure adequate detail describes the incident transition processes. Plans shall address how incident response activities shift from steady state operations in the command center to activation of the Sector IMT. The follow-on surge of resources described within the WQSB shall also be addressed, including consideration of personnel relief, leave, and TDY requirements.
 - (2) Sector/Base/MSU WQSBs, as defined, shall identify and staff Type 3 IMT positions in support of the unit contingency plans. At a minimum, a Sector's Type 3 IMT shall include the positions listed in Table 5-1 and Table 5-3. Base Kodiak will also staff positions in Table 5-3 as required due to their isolated location. Reservists assigned to sectors and bases shall not be used to meet primary WQSB recall requirements. Reservists shall be assigned to the Reserve WQSB for sectors and bases to augment response to incidents or events as outlined in Table 5-2 and will be subject to recall based on cognizant reserve recall authority as determined for the incident (e.g. Title 10/14, ADOS).
 - (3) Preparedness Metrics. Sector/Base/MSU commanders shall report attainment of the standards listed below as recorded in Coast Guard Business Intelligence (CGBI)
 - (4) Sector/Base/MSU commanders shall ensure personnel are trained and qualified to fulfill greater than or equal to 75% of the certifications necessary to respond to Type 3 incidents.
 - (5) Air Station commanding officers shall ensure a minimum of one trained and qualified Air Operations Branch Director for each sector they support as outlined in Table 5-1.

Table 5-1: Sector Type 3 Incident Management Team Positions

Position Title (Type 3 minimum)	Minimum Required Type 3 - 12hr shift model	Provided By
Incident Commander	2	Sector
Public Information Officer	2	Sector
Liaison Officer	2	Sector
Agency Representative	2	Sector
Safety Officer	2	Sector
Operations Section Chief	3	Sector
Division/Group Supervisor	4	Sector
Planning Section Chief	2	Sector
Planning Staff	6	Sector
Resources Unit Leader	2	Sector
Situation Unit Leader	2	Sector
Documentation Unit Leader	1	Sector
Marine Transportation System Recovery Unit Leader	2	Sector
Demobilization Unit Leader	1	Sector
Intel/Inv Section Chief	1	Sector
Air Operations Branch Director	1	AirSta
Logistics Section Chief	2	Sector or Base/DOL
Logistics Staff	6	Base/DOL
Communications Unit Leader	2	Base/DOL
Supply Unit Leader	2	Base/DOL
Facilities Unit Leader	2	Base/DOL
Medical Unit Leader	1	Base/DOL
Finance/Admin Section Chief	1	Base/DOL
Cost/Time Unit Leader	1	Base/DOL
Procurement Unit Leader	2	Base/DOL
Total Support	54	

Note: Active Duty and Civilian personnel may be used to meet these requirements.

Table 5-2: Sector Type 3 Incident Management Team Positions for Reserve Augmentation

Position Title (Type 3 minimum)	Minimum Required Type 3 - 12hr shift model	Provided By
Incident Commander	2	Sector
Liaison Officer	2	Sector
Safety Officer	1	Sector
Operations Section Chief	2	Sector
Division/Group Supervisor	4	Sector
Planning Section Chief	2	Sector
Planning Staff	2	Sector
Resources Unit Leader	2	Sector
Situation Unit Leader	2	Sector
Documentation Unit Leader	2	Sector
Demobilization Unit Leader	2	Sector
Intel/Inv Section Chief	2	Sector
Logistics Section Chief	2	Sector or Base/DOL
Logistics Staff	3	Base/DOL
Communications Unit Leader	2	Base/DOL
Supply Unit Leader	2	Base/DOL
Facilities Unit Leader	2	Base/DOL)
Finance/Admin Section Chief	2	Base/DOL
Cost/Time Unit Leader	2	Base/DOL
Total Support	40	

Table 5-3: Type 3 Incident Management Team Positions for MSUs and Base Kodiak

Position Title (Type 3 minimum)	Minimum Required Type 3 - 12hr shift model
Incident Commander	1
Operations Section Chief	1
Division/Group Supervisor	2
Planning Section Chief	1
Total Personnel	5

f. District Responsibilities. Districts maintain situational awareness and provide resource coordination and prioritization to support field units. Districts shall maintain the ability to provide incident response personnel to support field-level response operations. Additionally, district staffs shall maintain the ability to stand up a NIMS Area Command as specified below and RRCC and JFO support personnel as indicated in Chapter 4 Paragraph D of this Manual and Table 5-4, Table 5-5 and Table 5-9 below. District staffs are responsible to meet these requirements and can request IMAT support to augment this capability.

- (1) NIMS Area Command Requirements. A NIMS Area Command organization could be established at the District, or Area level in response to an incident. When established, the Area Command shall follow requirements in Reference

(bb). For staffing purposes, the level at which the Area Command might be established shall ensure that qualified staff are identified to fill the positions noted in Table 5-4 below.

Table 5-4: NIMS Area Command Staffing by District

Position Title	NIMS Area Command - 24hr Op Period	Provided By
Area Commander/Deputy	2	District
Public Information Officer	2	District
Liaison Officer	2	District
Safety Officer	2	District
Assistant Area Commander Planning	2	District
Critical Resources Unit Leader	2	District
Situation Unit Leader	2	District
Documentation Unit Leader	2	District
Marine Transportation System Recovery Unit Leader	2	District
Assistant Area Commander Logistics	2	District/DOL/Base
Communications Unit Leader	2	District/DOL/Base
Information Technology Specialist	2	District/DOL/Base
Facilities Unit Leader	2	District/DOL/Base
Assistant Area Commander Finance/Admin	2	District/DOL/Base
Intelligence Officer	2	District
Total Required for Area Command	30	

Table 5-5: Regional Response Coordination Center (RRCC) Staffing by District

Position Title	RRCC - 24hr Op Period	Provided By
Emergency Preparedness Liaison Officer (EPLO)	2	District Reservist
Assistant EPLO	2	District Reservist
Personnel trained in RRCC operations	2	District
Total Required for RRCC	6	

- g. District Preparedness Metrics. District commanders shall report attainment of the standards listed below as recorded in Coast Guard Business Intelligence (CGBI).
- (1) District Commanders shall ensure personnel are trained and qualified to fulfill greater than or equal to 75% of the certifications necessary to stand up a NIMS Area Command.
 - (2) District Commanders shall maintain WQSBs designating appropriate NIMS Area Command positions.
- h. CG Area Responsibilities. Areas maintain situational awareness and provide resource coordination and prioritization to support Districts and field units. Additionally CG Areas are required to standup a NIMS Area Command structure and staff it to the standards listed in Table 5-6. CG Areas shall maintain the ability to provide incident response personnel to support field-level response operations, as indicated in Tables

- 5-7 and 5-8. Areas should utilize the IMATs and JFO support teams as applicable to augment this capability. When a mission assignment requires Coast Guard support of a JFO, it is the area command coordinators responsibility to utilize the local district JFO liaisons and augment with Area JFO Support Team.
- i. Area Preparedness Metrics. Area commanders shall report attainment of the standards listed below as recorded in Coast Guard Business Intelligence (CGBI).
- (1) Area shall identify, train, certify, maintain, and ensure the readiness of personnel to fulfill greater than or equal to 75% of the certifications necessary to standup a NIMS Area Command, JFO Support Team and Collateral Duty IMAT support.
 - (2) Area shall maintain WQSBs for contingencies that FORCECOM has been tasked to support based on requirements developed by the Areas.
 - (3) The Coast Guard Incident Management Assistance Team (CG-IMAT), National Strike Force (NSF), and the Public Information Assist Team (PIAT) provide additional Incident Management capabilities. Tables 5-9 represents the position specific training requirements.

Table 5-6: NIMS Area Command Staffing by CG Area

Position Title	NIMS Area Command - 24hr Op Period	Provided By
Area Commander/Deputy	2	CG Area
Public Information Officer	2	CG Area
Liaison Officer	2	CG Area
Safety Officer	2	CG Area
Assistant Area Commander Planning	2	CG Area
Critical Resources Unit Leader	2	CG Area
Situation Unit Leader	2	CG Area
Documentation Unit Leader	2	CG Area
Marine Transportation System Recovery Unit Leader	2	CG Area
Assistant Area Commander Logistics	2	CG Area/DCMS/DOL
Communications Unit Leader	2	CG Area/DCMS/DOL
Information Technology Specialist	2	CG Area/DCMS/DOL
Facilities Unit Leader	2	CG Area/DCMS/DOL
Assistant Area Commander Finance/Admin	2	CG Area/DCMS/DOL
Intelligence Officer	2	CG Area
Total Required for Area Command	30	

Table 5-7: CG Area Collateral Duty Volunteer Incident Management Assist Team

Position Title	Minimum Staffing Level to Support a Port and Starboard Volunteer Team
Incident Commander	2
Deputy Incident Commander	2
Public Information Officer	2
Liaison Officer	2
Safety Officer	2
Operations Section Chief	2
Air Operations Branch Director	2
Planning Section Chief	2
Resources Unit Leader	2
Situation Unit Leader	2
Documentation Unit Leader	2
Marine Transportation System Recovery Unit Leader	2
Demobilization Unit Leader	2
Intel/Inv Section Chief	2
Logistics Section Chief	2
Communications Unit Leader	2
Supply Unit Leader	2
Facilities Unit Leader	2
Medical Unit Leader	2
Finance/Admin Section Chief	2
Cost/Time Unit Leader	2
Procurement Unit Leader	2

Table 5-8: NIMS Joint Field Office Support Team

Position Title (Type 3 minimum)	JFO Support Team Staffing	Provided By
Senior Coast Guard Agency Representative (AREP)	2	Area
Coast Guard Agency Representative	2	District
ESF-10 Coordinator - Subject Matter Expert	3	District/Area
ESF-9 Coordinator – Subject Matter Expert	3	District/Area
ESF-1 Support – (MTS)	3	District/Area

- (4) National Strike Force. The units of the National Strike Force (NSF) shall maintain the capability to support incident management requirements for Sectors, Districts, and Areas engaged in prolonged response operations. The NSF units include the National Strike Force Coordination Center (NSFCC), Coast Guard Incident Management Assist Team (CG-IMAT), Atlantic Strike Team (AST), Gulf Strike Team (GST), and Pacific Strike Team (PST). The minimum training standard for the NSF is outlined in Table 5-9.

Table 5-9: Incident Management Deployable Specialized Forces

Position Title	Type 3	Type 2	Type 1
NSFCC/CG-IMAT/PIAT			
Incident Commander	9	2	3
Safety Officer	12	2	2
Public Information Officer			4
Liaison Officer			2
Operation Section Chief	15	2	5
Planning Section Chief	15	2	4
Logistics Section Chief	6	2	3
Finance Section Chief	6	2	3
Situation Unit Leader	24		8
Resources Unit Leader	24		8
Supply Unit Leader	6		1
Time Unit Leader	3		
Cost Unit Leader	3		
Communications Unit Leader	6		1
Division/Group Supervisor	63		

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CHAPTER 6. USING THE INCIDENT COMMAND SYSTEM

- A. Introduction. There are a number of considerations for operational commanders when thinking about how to manage and staff an incident. The type of incident will play a huge role in how it is managed and the types of resources needed to effectively respond. The Coast Guard's culture of embracing on-scene initiative is based upon the trust that operational commanders place in their subordinates' judgment. Leadership has to be confident that the person on-scene will be proficient in the craft of Incident Management and that they can be depended upon to exercise disciplined initiative.
- B. Organizational Elements of the ICS. The organizational elements of the ICS are the position titles and responsibilities that describe the key positions in this standardized response management system. The basic command and leadership positions noted below are supported by a wide range of unit leaders, technical specialists, and resources to make up an incident-specific response organization. Potential organizational constructs and roles and responsibilities are described in further detail in References (a), (d), (g), (h), (k), and (n).
1. Incident Commander/Unified Command (IC/UC). The IC, whether acting as a single IC or as part of a UC, is responsible for providing direction and guidance to the Incident Management Team (IMT). The IC/UC analyzes the overall requirements of the incident and determines the most appropriate direction for the IMT to follow during the response. This analysis is accomplished by identifying incident functions, setting priorities, identifying limitations and constraints, developing response objectives, identifying Critical Information Requirements (CIR) and their time criticality, making key decisions, determining IMT operating procedures, assigning work (tasks) to primary staff within the IMT, and assessing progress.
 2. Command Staff. The Command Staff consists of the Public Information Officer (PIO), Safety Officer (SOFR), and Liaison Officer (LOFR), who report directly to an IC. They may have assistants, as needed.
 3. General Staff. The General Staff includes the Operations Section Chief (OSC), Planning Section Chief (PSC), Logistics Section Chief (LSC), Finance & Administration Section Chief (FSC), and the Intelligence/Investigation Section Chief in the organizational structure. These positions may have deputies, as needed.
- C. ICS Tools.
1. Job Aids. The ICS is supported by a significant library of job aids ranging from general process guides to very detailed position specific roles and responsibilities descriptions. These job aids are available on the Homeport Portal at: <https://homeport.uscg.mil/ics>. Commandant (CG-CPE) shall work closely with the FORCECOM to ensure that all job aids supporting the ICS program are current and reflect best practices for incident management.
 - a. Coast Guard Incident Management Handbook, COMDTPUB P3120.117(series) (CG-IMH). The CG-IMH is the Coast Guard's core doctrine for implementation of the Incident Command System. The CG-IMH is designed to assist CG personnel in the use of the NIMS ICS during response operations. The CG-IMH includes sections on Common Responsibilities for all responders as well as position specific roles and responsibilities for each position in the ICS organization. The CG-IMH also

- describes the Operational Planning Process including the responsibilities of each position that have a role in developing the Incident Action Plan (IAP).
- b. ICS Position Specific Job Aids. In addition to the standard NIMS position specific job aids, the Coast Guard developed detailed job aids to support key Command and General Staff positions and select Unit Leader positions. These job aids are available on the Homeport Portal at: <https://homeport.uscg.mil/ics>.
 - c. ICS Vests. NIMS ICS utilizes colored vests as a means of identifying where someone works and what their function is within the IMT. The NIMS standard colors for these vests are:
 - (1) Command and Command staff = White
 - (2) Operations = Red
 - (3) Planning = Dark Blue
 - (4) Logistics = Orange
 - (5) Finance = Green
 - (6) Intelligence/Investigations = Tan
 - (7) Technical Specialists = Yellow
 - d. ICS Forms. The Coast Guard has developed a set of agency specific ICS forms that support typical Coast Guard operations. These forms retain their standard NIMS nomenclature/numbering and are identified by a “-CG” in the form name. All current ICS forms can be found on the Homeport Portal at: <https://homeport.uscg.mil/ics>.
 - e. Incident Management Software System (IMSS). The IMSS is a proven software system that drastically improves the efficiency of creating an IAP. IMSS is an internet based system that allows members of the IMT the ability to quickly create an IAP. IMSS shall be used during all Functional exercises, Full scale exercises and incident responses when an IAP is developed. While IMSS is a robust and highly capable software system, it is recognized that there may be circumstances that preclude the use of IMSS (i.e. the RP may be using a different software, not adequate trained personnel, or internet limitations etc). In those situations, Incident Commanders may decide not to use IMSS. This decision shall be documented in memo format to CG-CPE and copy to the cognizant District commander, within 72 hours of the incident beginning, for purposes of indentifying IMSS shortfalls and developing strategies to enhance the effective use of IMSS.
2. ICS Deployment Kit. Deployment kits enable the members of an incident management team to quickly establish their work spaces and processes by providing position specific supplies, forms, job-aids, and equipment to support operations until an effective ordering process can be established to provide additional supplies. Deployment kits typically have ICS vests, pre-printed meeting agendas, and the supplies necessary for each position to function. The established incident management teams at the Area (CG-IMAT and Area collateral duty IMAT) shall maintain ready deployment kits for each deployed position. Recommended items for a position deployment kit lists can be found in each position job aid.

D. Incident Management Considerations.

1. Delegation of Authority. Coast Guard operational commanders typically have the authority needed to perform all Coast Guard missions conducted within their respective AORs. In cases where other organizational constructs are enacted (NIC, NIMS Area Command) or where specific aspects of a response are delegated to another Coast Guard certified NIMS ICS Incident Commander, consideration must be given to provide a specific delegation of authority. This will ensure that the assigned Coast Guard Incident Commander has clear authority to direct/conduct all incident management operations under the authority of the Operational Commander providing the delegation of authority. Reference (h) contains specific guidance regarding the delegation of authority during SONS Events. A delegation of authority letter should address the following topics:
 - a. Area of Responsibility. Specific geographic description of the area for which the authority is granted.
 - b. Authority. Specific description of the authority being delegated.
 - c. Required Notifications. Typically describes situations that require an immediate notification to the delegating authority.
 - d. Priorities. Response priorities established by the delegating authority.
 - e. Public Information. Incident-specific guidance on how to address the release of information to the public and stakeholders.
 - f. Critical Information Requirements. Incident-specific information and reporting frequency.
2. Incident Evaluation/Updates. During the daily UAC IC/UC meeting, incident commanders will provide a status update on response operations in their AOR.
3. Coast Guard Continuity of Operations (COOP). The occurrence of an incident or event in a command's AOR will likely decrease the ability of that command to continue to conduct all Coast Guard missions at the pre-incident level. Reference (y) provides specific COOP guidance to Federal Departments and Agencies and describes the need for COOP planning in the following terms: "Continuity planning is simply the good business practice of ensuring the execution of essential functions through all circumstances, and it is a fundamental responsibility of public and private entities responsible to their stakeholders. Today's threat environment and the potential for no-notice emergencies, including localized acts of nature, accidents, technology emergencies, and military or terrorist attack-related incidents, have increased the need for robust continuity capabilities and planning that enable organizations to continue their essential functions across a broad spectrum of emergencies. Today's threats have emphasized the importance of programs that ensure continuity throughout the Federal Executive Branch."

COOP planning is conducted at all levels of the Coast Guard organization. The specific COOP planning requirements for each organizational level are discussed in Reference (f).
4. SAR Mission Coordinator (SMC). For incidents that actually or potentially involve SAR activities, the SMC, who is designated by the SAR response system, will initiate action and coordinate the SAR effort of the response. If a Coast Guard Incident Commander

(IC) is designated, the SMC function will be placed under the umbrella of the ICS organizational structure, typically as the SAR Branch Director or SAR Sector Supervisor in the Operations Section. Simply put, the SAR response system “plugs into” the ICS organizational structure, where the SMC serves as the “plug” or link. SAR personnel shall continue to use standard SAR terminology and procedures in accordance with Reference (cc) regardless of the scope of the SAR incident.

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CHAPTER 7. COORDINATING STRUCTURES AND INTEGRATION OF EFFORT

- A. Overview. Coordinating structures aid preparedness and response at all levels of government and within the private sector, communities, and nongovernmental entities. The structures help organize and measure the whole community's capabilities in order to address the requirements of the Response mission area, facilitate problem solving, improve access to response resources, and foster coordination prior to and following an incident.

Scalable, flexible, and adaptable coordinating structures are essential in aligning the key roles and responsibilities to deliver the Response mission area's core capabilities. The flexibility of such structures helps ensure that communities across the country can organize response efforts to address a variety of risks based on their unique needs, capabilities, demographics, governing structures, and non-traditional partners. The NRF is not based on a one-size-fits-all organizational construct, but instead acknowledges the concept of tiered response, which emphasizes that response to incidents, should be handled at the lowest jurisdictional level capable of handling the mission. These structures can be partially or fully implemented in the context of a threat, in anticipation of a significant event, or in response to an incident. Selective implementation allows for a scaled response, delivery of the exact resources that are needed, and a level of coordination appropriate to each incident.

1. Multiagency Coordination System (MACS). Multiagency coordination is a process that allows all levels of government and all disciplines to work together more efficiently and effectively. Multiagency coordination occurs across the different disciplines involved in incident management, across jurisdictional lines, or across levels of government. Multiagency coordination can and does occur on a regular basis whenever personnel from different agencies interact in activities such as preparedness, prevention, mitigation, response, and recovery. Often, cooperating agencies develop a MACS to better define how they will work together and to work together more efficiently; however, multiagency coordination can take place without established protocols. A MACS may be put in motion regardless of the location, personnel titles, or organizational structure. MACS include planning and coordinating resources and other support for planned, notice, or no-notice events. A MACS defines business practices, standard operating procedures, processes, and protocols by which participating agencies will coordinate their interactions. Integral elements of a MACS are dispatch procedures and protocols, the incident command structure, and the coordination and support activities taking place within an activated EOC. Fundamentally, a MACS provides support, coordination, and assistance with policy-level decisions to the ICS structure managing an incident.

Written agreements allow agencies within the system to conduct activities using established rules and are often self-defined by the participating organizations. A fully implemented MACS is critical for seamless multiagency coordination activities and essential to the success and safety of the response whenever more than one jurisdictional agency responds. Moreover, the use of a MACS is one of the fundamental components of command and management within NIMS, as it promotes scalability and flexibility necessary for a coordinated response.

- a. Purpose. The primary function of a MACS is to coordinate activities above the field level and to prioritize the incident demands for critical or competing resources, thereby assisting the coordination of operations in the field. A MACS consists of a

combination of elements: personnel, procedures, protocols, business practices, and communications integrated into a common system. For the purpose of coordinating resources and support between multiple jurisdictions, a MACS can be implemented from a fixed facility or by other arrangements outlined within the system. In some instances, a MACS is informal and based on oral agreements between jurisdictions, but usually they are more formalized and supported by written agreements, operational procedures, and protocols. The formal process, where issues are addressed before an incident occurs, is the preferred and recommended approach, as it streamlines the coordination function. While ad hoc arrangements between jurisdictions may result in effective multiagency coordination on relatively minor incidents, coordination on larger, more complex incidents is most successful when it takes place within a planned and well established system.

Figure 7-1 illustrates an overview of how a MACS transitions over the course of an incident. The graphic shows how an incident begins, with the on-scene single command; as it grows in size and complexity and potentially develops into a Unified Command, the incident may require off-scene coordination and support.

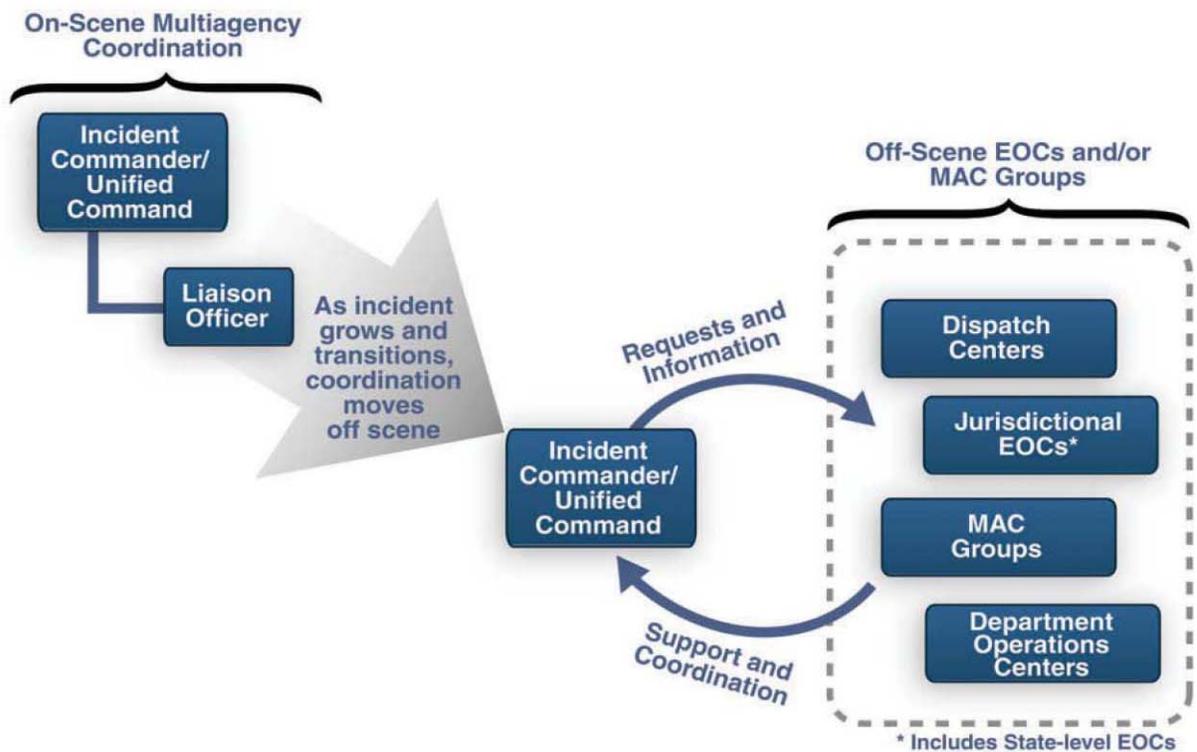


Figure 7-1: MACS Progression

2. MACS Elements. A MACS includes a combination of facilities, equipment, personnel, and procedures integrated into a common system with responsibility for coordination of resources and support to emergency operations.
 - a. Facilities. The need for location(s) (such as a communications/dispatch center, EOC, city hall, virtual location) to house system activities will depend on the anticipated functions of the system.
 - b. Equipment. To accomplish system activities, equipment (such as computers and phones) must be identified and procured.
 - c. Personnel. Typical personnel include Agency Administrators/Executives, or their appointed representatives, who are authorized to commit agency resources and funds in a coordinated response effort. Personnel can also be authorized representatives from supporting agencies, NGOs, and the private sector who assist in coordinating activities above the field level.
 - d. Procedures. Procedures include processes, protocols, agreements, and business practices that prescribe the activities, relationships, and functionality of the MACS. Identifying the interactive communications activities and associated implementation plans are critical components of the system.
3. Examples of System Elements. The two most commonly used elements of the MACS are EOCs and MAC Groups.
 - a. Emergency Operations Center (EOC). EOCs may be organized by major discipline (e.g., fire, law enforcement, or emergency medical services); by emergency support function (e.g., transportation, communications, public works and engineering, or resource support); by jurisdiction (e.g., city, county, or region); or, more likely, by some combination thereof. ICPs need good communication links to EOCs to ensure effective and efficient incident management.

Often, agencies within a political jurisdiction will establish coordination, communications, control, logistics, etc., at the department level for conducting overall management of their assigned resources. Governmental departments (or agencies, bureaus, etc.) or private organizations may also have operations centers (referred to here as Department Operations Centers, or DOCs) that serve as the interface between the ongoing operations of that organization and the emergency operations it is supporting. The DOC may directly support the incident and receive information relative to its operations. In most cases, DOCs are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

EOCs may be staffed by personnel representing multiple jurisdictions and functional disciplines and a wide variety of resources. For example, a local EOC established in response to a bioterrorism incident would likely include a mix of law enforcement, emergency management, public health, and medical personnel (local, state, or federal public health officials and possibly representatives of health care facilities, emergency medical services, etc.).

The physical size, staffing, and equipping of an EOC will depend on the size of the jurisdiction, resources available and anticipated incident management workload. EOCs may be organized and staffed in a variety of ways. Regardless of its specific

organizational structure, an EOC should include the following core functions: coordination; communications; resource allocation and tracking; and information collection, analysis, and dissemination.

Upon activation of a local EOC, communications and coordination must be established between Incident Command and the EOC. ICS field organizations must also establish communications with the activated local EOC, either directly or through their parent organizations. Additionally, EOCs at all levels of government and across functional agencies must be capable of communicating appropriately with other EOCs, including those maintained by private organizations. Communications between EOCs must be reliable and contain built-in redundancies. The efficient functioning of EOCs most frequently depends on the existence of mutual aid agreements and joint communications protocols among participating agencies.

- b. MAC Group. Typically, Agency Administrators/Executives, or their designees, who are authorized to represent or commit agency resources and funds are brought together to form MAC Groups. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the system. Personnel assigned to the EOC who meet the criteria for participation in a MAC Group may be asked to fulfill that role.

A MAC Group does not have any direct incident involvement and will often be located some distance from the incident site(s). In many cases a MAC Group can function virtually to accomplish its assigned tasks. A MAC Group may require a support organization for its own logistics and documentation needs; to manage incident-related decision support information such as tracking critical resources, situation status, and intelligence or investigative information; and to provide public information to the news media and public. The number and skills of its personnel will vary by incident complexity, activity levels, needs of the MAC Group, and other factors identified through agreements or by preparedness organizations. A MAC Group may be established at any level (e.g., Federal, State, or local) or within any discipline (e.g., emergency management, public health, critical infrastructure, or private sector).

- 4. Primary Functions of MACS. The Multiagency Coordination System should be both flexible and scalable to be efficient and effective. A MACS will generally perform common functions during an incident; however, not all of the system's functions will be performed during every incident, and functions may not occur in any particular order.
 - a. Situation Assessment. This assessment includes the collection, processing, and display of all information needed. This process may take the form of consolidating situation reports, obtaining supplemental information, and preparing maps and status boards.
 - b. Incident Priority Determination. Establishing the priorities among ongoing incidents within the defined area of responsibility is another component of a MACS. Typically, a process or procedure is established to coordinate with Area or Incident Commands to prioritize the incident demands for critical resources. Additional considerations for determining priorities include the following:

- (1) Life-threatening situations
 - (2) Threat to property
 - (3) High damage potential
 - (4) Incident complexity
 - (5) Environmental impact
 - (6) Economic impact
 - (7) Other criteria established by the Multiagency Coordination System.
- c. Critical Resource Acquisition and Allocation. Designated critical resources will be acquired, if possible, from the involved agencies or jurisdictions. These agencies or jurisdictions may shift resources internally to match the incident needs as a result of incident priority decisions. Resources available from incidents in the process of demobilization may be shifted, for example, to higher priority incidents. Resources may also be acquired from outside the affected area. Procedures for acquiring outside resources will vary, depending on such things as the agencies involved and written agreements.
- d. Support for Relevant Incident Management Policies and Interagency Activities. A primary function of a MACS is to coordinate, support, and assist with policy-level decisions and interagency activities relevant to incident management activities, policies, priorities, and strategies.
- e. Coordination with Other MACS Elements. A critical part of a MACS is outlining how each system element will communicate and coordinate with other system elements at the same level, the level above, and the level below. Those persons involved in multiagency coordination functions following an incident may be responsible for incorporating lessons learned into their procedures, protocols, business practices, and communications strategies. These improvements may need to be coordinated with other appropriate preparedness organizations.
- f. Coordination with Elected and Appointed Officials. Another primary function outlined in a MACS is a process or procedure to keep elected and appointed officials at all levels of government informed. Maintaining the awareness and support of these officials, particularly those from jurisdictions within the affected area, is extremely important, as scarce resources may need to move to an agency or jurisdiction with higher priorities.
- g. Coordination of Summary Information. By virtue of the situation assessment function, personnel implementing the multiagency coordination procedures may provide summary information on incidents within their area of responsibility as well as provide agency/jurisdictional contacts for media and other interested agencies.
5. Differences between a MAC Group and Area Command. MAC Groups are often confused with Area Command. Table 7-1 below illustrates the key differences between a MAC Group and an Area Command.

Table 7-1: Differences between a MAC Group and Area Command

MAC Group	Area Command
Off-scene coordination and support organization with no direct incident authority or responsibility.	Management function of ICS with oversight responsibility and authority of IMTs assigned at multiple incidents. Area Command may be established as Unified Area Command.
Members are Agency Administrators/Executives or designees from the agencies involved or heavily committed to the incident.	Members are the most highly skilled incident management personnel.
Organization generally consists of multiagency coordination personnel (including Agency Administrators/Executives), MAC Group coordinator, and an intelligence and information support staff.	Organization generally consists of an Area Commander, Assistant Area Commander—Planning, and Assistant Area Commander—Logistics.
Members are Agency Administrators/Executives or designees.	Authority for specific incident(s) is delegated from the Agency Administrator/Executive.
Allocates and reallocates critical resources through the communications/dispatch system by setting incident priorities.	Assigns and reassigns critical resources allocated to it by MACS or the normal communications/dispatch system organization.

B. MAC Groups and Coordinating Structures. The following section describes the various Local, State, Private Sector, and Federal coordinating structures.

1. Local Coordinating Structures/Plans. Local jurisdictions and states employ a variety of coordinating structures to help with the planning for and management of local incidents. The key capability at this level is the local EOC. Due to the unique partnerships, geographic conditions, threats, and established capabilities each jurisdiction faces, the coordinating structures at these levels vary. Examples of other local response coordinating structures include local emergency management offices, planning committees, and Community Emergency Response Teams (CERTs). These entities are guided by local Emergency Operations Plans (EOPs) that drive the response to specific types of contingencies.
2. State Coordinating Structures/Plans. States also leverage the capabilities and resources of partners across the state when identifying needs and building capabilities. Similar to the local level, the key coordination point will be the State EOC and their linkages to other state agencies/entities. The plans that guide emergency management efforts at the state level will be the state EOPs.
3. Private Sector Coordinating Structures. Business EOCs, industry trade groups, and private sector information and intelligence centers serve as coordinating structures for the private sector. These organizations, composed of multiple businesses and entities brought together by shared geography or common function (e.g., banking, supply chain management, transportation, venue management), support the collaboration, communication, and sharing of information within the private sector. Such organizations can coordinate with and support NGOs, and in many cases they serve as a conduit to local and state government coordinating structures.
4. Federal Coordinating Structures. While the NRF is always considered to be in effect, Federal operations are not normally conducted per the NRF's interagency coordination structure unless a Stafford Act declaration is in effect or anticipated. NRF structures,

roles, and responsibilities can be partially or fully implemented during, in anticipation of, or in response to a presidentially declared incident. Selective implementation of NRF structures and procedures allows for a scaled response, delivery of tailored resources and capabilities, and a level of coordination appropriate to an incident, as well as answering domestic preparedness and response metrics from Congress. Although the Federal ESFs are designed to coordinate Federal response resources for both Stafford Act and non-Stafford Act incidents, the ESFs may not always be the most appropriate response coordinating structures for non-Stafford Act incidents. For incidents in which there is no Stafford declaration, the department or agency with primary legal authority may activate the coordinating structures appropriate to that authority. These structures are generally organized consistently with NIMS concepts and principles. In addition to their own structures, departments or agencies responding under their own legal authorities may request the Secretary of Homeland Security to activate relevant ESFs. Pursuant to Presidential directive, the Secretary of Homeland Security coordinates with the head of the department or agency with primary legal authority but retains the authority to activate ESFs or other coordinating structures, as appropriate.

- a. National Response Coordination Center (NRCC). The NRCC coordinates all federal incident support at FEMA. The intent of federal support under the all-hazards character of the NRF is to support the core capabilities identified in the NRF; this support is organized by the 14 ESFs. The NRCC is responsible for numerous activities in support of the regions, JFOs, and federal incident responses, including the President's intent messaging, operations planning support of federal field operations, resource coordination, situational awareness, response oversight, and briefing the Executive Branch. It is the critical conduit in the national emergency management decision-making and communication process.
- b. Regional Response Coordination Center (RRCC). FEMA has 10 permanent interagency coordination centers with the primary responsibility of coordination of state, territorial, tribal, and insular area preparedness activities and during disasters, support operations until the required JFOs are operational. Depending upon the extent of the incident, an RRCC may support operations in and across several states within a FEMA region. An RRCC coordinates operations closely with affected state, tribal, and insular area leaders; issues MAs to activate the ESFs at the regional level; establishes logistical and operational support facilities; and stages teams and resources.
- c. Domestic Readiness Group (DRG). In accordance with Reference (d), the DRG is an interagency body convened on a regular basis to develop and coordinate preparedness, response, and incident management policy. This group evaluates various policy issues of interagency importance regarding domestic preparedness and incident management and makes recommendation to senior levels of the policymaking structure for decision. During an incident, the DRG may be convened by White House National Security Council to evaluate relevant interagency policy issues regarding response and develop recommendations as may be required.
- d. Emergency Support Function Leaders Group (ESFLG). In accordance with Reference (d), the ESFLG comprises the Federal departments and agencies that are designated as coordinators for ESFs or coordinating agencies for other NRF annexes.

FEMA leads the ESFLG and is responsible for calling meetings and other administrative functions. The ESFLG provides a forum for departments and agencies with roles in Federal incident response to jointly address topics such as policies, preparedness, and training.

5. Joint Field Offices (JFO).

- a. JFO Description and Functions. A JFO is the temporary federal multi-agency coordination center established locally to facilitate field-level domestic incident management activities related to prevention, preparedness, response, and recovery from actual or potential catastrophic incidents. The JFO provides a central location for coordination of federal, state, local, tribal, nongovernmental and private sector organizations with primary responsibility for activities associated with threat response and incident support. The JFO does not manage on-scene operations; instead, a JFO focuses on providing strategic support to on-scene response and long-term recovery efforts and conducts broader operational support that may extend beyond the incident location. The RRCC will maintain these duties until the JFO is fully operational. Initial life safety and search and rescue response activities during a disaster will typically be completed before a JFO is established; however, for incidents of exceptional severity or scope, substantial Coast Guard steady-state activity support may be requested by FEMA. At least initially, Coast Guard EPLOs are immediately available to perform this function, if JFO support is requested by FEMA, LANTAREA, and PACAREA JFO Support Team(s) can be mission assigned to augment and or sustain Coast Guard steady-state activity support capability during a catastrophic incident.
- b. Purpose. The purpose of a JFO is to provide support to local incident command structures and coordinate efforts to address broader regional impacts of the incident. It provides a central location for coordination of federal, state, local, tribal, nongovernmental, and private-sector organizations. The JFO is intended to enable the effective and efficient coordination of federal incident-related prevention, preparedness, response, and recovery actions. It does not supplant the authorities and operational decision-making of field-level Incident Commanders or agency-specific authorities; nor does the JFO supplant the Unified Command Incident Command Post (ICP) where coordinated tactical level response and recovery activities are managed. Additional information on JFO organization and coordination processes can be found in Annex C of the Response Federal Interagency Operational Plan, <https://www.fema.gov/federal-interagency-operational-plans>.
- c. Coast Guard JFO Support Staffing. The JFO Teams are a complement to the Coast Guard's collateral duty Incident Management Assist Teams (IMAT) and the CG-IMAT. The CG-IMAT and collateral duty IMATs are designed to support tactical incident responses and the JFO teams are designed to support the strategic level of response coordination. JFO Support Teams serve as the Coast Guard Districts representative at the FEMA JFO(s). Typically, these teams focus on providing Coast Guard ESF support to on-scene efforts, incident management, and/or disaster response and recovery program implementation, and coordination of broader support operations that may extend beyond the immediate incident site. These teams provide a direct link to the operational or incident commander, helping determine Coast

- Guard resource availability, commitment for mission assignment tasking, situational awareness, and other critical issues. In the event of multiple incidents, multiple JFOs may be established at the discretion of the Secretary. JFOs operate in all operational areas.
- (1) Each Area shall coordinate JFO Support Team personnel assignment, team readiness, individual/team training, equipment procurement/readiness, and associated program budget requirements. The areas shall utilize the Coast Guard District designated FEMA region liaisons and augment with Collateral Duty IMAT personnel as needed for declared disasters.
 - (2) Districts shall designate three-four personnel within the district that maintain coordination with the FEMA Regions in that district and can be activated as a part of a JFO support team as per Paragraph (a) of this Section. Additionally, maintenance of disaster response linkages with the appropriate FEMA Regions in planning for and in support of ESFs is critical to the successful employment of JFO teams.
- d. Training and Exercises. The members of these teams must acquire and maintain the capabilities to carry out their duties with minimal “ramp-up” time; therefore, they shall make every effort to complete ICS and FEMA training, to attend training, and to participate in exercises that will better prepare them for duty should the JFO be activated. Each Area is encouraged to coordinate Coast Guard JFO support training with the IMAT closest to the Area. Additionally, supervisors of persons assigned shall, to the greatest extent possible considering current priorities, support the training of assigned personnel and those who may be assigned to these contingency positions.
- e. Funding. Funding for JFO deployments will normally be provided by FEMA MAs. However, to avoid any delay to the Coast Guard’s response efforts, unit funds may be used to initially staff the JFO. Once a valid Coast Guard reimbursable accounting line has been established to capture MA costs, all future charges will be posted to this account. It is also necessary for previous charges to be migrated to this account as well.
- f. Key Assumptions for CG JFO Support Staffing.
- (1) Personnel designated for recall for JFO staffing will be available 24x7.
 - (2) They will establish ESFs #9 and #10 at the JFO and expect to support other ESFs as needed.
 - (3) Personnel may be needed to support the planning staff at the JFO.
 - (4) JFO Support Staff will coordinate mission assignments with District.
 - (5) The senior member of the CG JFO Team will serve as the CG’s “Agency Representative” to the JFO. In limited cases, they may be designated as a Senior Representative Official (SRO) - a senior official of a federal department or agency, state, local, territorial or tribal government, private sector or non-governmental entity, or other entity with primary statutory or jurisdictional responsibility for certain aspects of an incident. An SRO represents an entity that:

- (a) Has legal jurisdiction and or functional authority and responsibility for one or more aspects of the incident;
 - (b) Is impacted by the incident or by incident management obligations;
 - (c) Is specifically charged with commanding, coordinating, or managing a major aspect of the incident; and
 - (d) Provides significant resources to the overall incident management efforts. An SRO is a member of the JFO Unified Command.
- (6) Coast Guard JFO Support Staff will be imbedded in the Federal JFO organization, and will provide Coast Guard input to the federal response.
 - (7) Coast Guard JFO Support Staff members must be capable of coordinating across multiple ESFs as the operations tempo (OPTEMPO) requires.
 - (8) Coast Guard personnel assigned to a JFO Team should not be assigned to an IMAT.
 - (9) Coast Guard staffing of the JFO is beyond normal Coast Guard missions and is eligible for Stafford Act reimbursement of related costs.
- g. Activation.
- (1) The JFO Team may be deployed to the appropriate RRCC before the JFO is established at the request of FEMA.
 - (2) The standard JFO Team deployment is for 21 days. If the situation requires CG support longer than 21 days, a relief will be scheduled to report on the 20th day of the member's deployment to allow time for adequate briefing and familiarization. Members may be extended past 21 days on a case by case basis.
 - (3) All requests for deployment will come from the Coast Guard Districts to Coast Guard Areas for approval.
 - (4) All JFO Staffing requires a mission assignment.
 - (5) Expectation of at least one day of overlap between teams to conduct relief process.
 - (6) After demobilizing, a team should not be considered for re-deployment for at least 30 calendar days.
6. Coast Guard Connectivity. The JFO support team should have knowledge of all Coast Guard missions and roles in all ESFs. They should also have access to ESF Subject Matter Experts (SMEs) in incidents that require more detailed Coast Guard involvement, such as air operations or a large oil spill, and connectivity to the proper Coast Guard command echelon able to commit or decline resource requests. JFO staff members need to be of a rank that is comparable to those with whom they will be interacting. JFO staff members are the primary link between the Coast Guard and other agencies at the JFO that have jurisdiction over the incident, but commands should consider having an ESF SME present in the EOC or RRCC to assist with fielding detailed information or resource requests.

Coast Guard Agency Representative (AREP) is externally deployed away from a Coast Guard unit or Coast Guard led incident command post to provide agency representation to and coordination with other federal, state, local, and tribal agencies, NGOs, and maritime community stakeholders. The AREP may be sent to state or local EOCs, or FEMA coordination centers. AREPs should have knowledge of Coast Guard operations and resources and have delegated authority to make decisions on behalf of the Coast Guard for the level they represent (e.g., Sector, District, or Area).

- a. FEMA Coordination Centers. The Coast Guard shall maintain connectivity with and provide AREPs to the FEMA NRCC, RRCC, and JFO as applicable for the incident. CG-AREPs are requested or included when the Coast Guard operational commander determines that significant coordination with FEMA is needed that cannot be accomplished through steady-state coordination mechanisms.
 - b. State EOCs. Coast Guard AREPs should be familiar with their particular state's resource request system. In some events, both the state EOC and the FEMA RRCC and/or JFO will be activated. In this case, all AREPs need to coordinate closely to avoid duplicate requests for support.
 - c. Local EOCs. Sectors should ensure local EOCs within their AOR are staffed by AREPs; coordination with local organizations is crucial for effective incident response and recovery. When multiple EOCs are located within an affected region and a regional EOC is activated, a Sector should focus limited resources at the regional EOC instead of each individual local EOC. Sectors that are unable to provide AREPs due to operational commitments should request AREP staffing from the District.
7. Multi-Agency Coordination (MAC) Groups.
- a. Sector Responsibilities. Sectors shall provide leadership or liaison roles within port interagency and stakeholder groups—including Area Committees, HSCs, PRCs, and AMSCs—thus ensuring close coordination of planning resources and incident-specific information sharing requirements. Sector commanders shall also have established lines of communication with all appropriate EOCs within their Sector's AOR.
 - b. District Responsibilities. During steady-state operations, the Incident Management and Preparedness Advisor (IMPA) represents the Coast Guard at FEMA RRCC, and co-chairs the RRTs with the Environmental Protection Agency to establish preparedness and response management functions as described in the NRF and the NCP respectively. When ESF #9 (SAR) or #10 (Oil & Hazmat) are activated, or MAs have been issued to the Coast Guard, the District leads the coordination with FEMA at the RRCCs and JFO. The RRCCs are responsible for coordinating immediate Federal incident management support in response to declared disasters. For significant incidents, FEMA may establish one or more JFOs to manage the incident on a long-term basis. In response to a disaster declaration, district commanders shall consider assigning appropriate liaison(s), typically the District EPLO, at each RRCC or JFO established within their AOR based on the level of Coast Guard activities associated with the response and required mission knowledge.

District liaisons shall represent all District equities with the interagency, including the following:

- (1) Serve as the liaison between FEMA and interagency regional or JFO-level components and District and the Area(s) for assignment of Coast Guard resources in support of Sectors and their subordinate units.
 - (2) Provide situational awareness of Coast Guard activities while at the RRCC or JFO through the FEMA common operating picture platform as directed by the RRCC.
 - (3) Coordinate agency information sharing among the interagency and with other established JFOs, RRCCs, and the NRCC as appropriate.
 - (4) Track and report relevant Action Request Forms and MAs.
 - (5) Determine whether the RRCC or JFO has greater needs for additional Coast Guard management support.
- c. Area Responsibilities. Areas shall coordinate liaison activities with CG-DCO and oversee District liaison activities. All District relations associated with other military commands during steady-state as well as at the incident response Unified command level shall be coordinated through the Area. Area Commanders shall provide a SAR expert to support the Federal Search and Rescue Coordination Group (FSARCG) and other coordination entities as may be directed by the DHS.
8. Mission Assignment Process. The mission assignment process is discussed in Appendix A of this Manual.
9. Emergency Support Functions. The President has directed that the federal government organize its resources and capabilities, as well as those of certain private sector entities and NGOs, under ESF structures, which are the mechanism used to coordinate the incorporation of federal support resources and capabilities in times of disaster (Table 7-2). Each ESF has designated Primary and Supporting Agencies. ESFs may be selectively activated for both Stafford Act and non-Stafford Act declarations where state, tribal, or territorial/insular area authorities request federal assistance. See Reference (d) for a complete listing of and description of the current ESFs.

Table 7-2: Emergency Support Functions

1	2	3	4	5	6	7	8	9	10	11	12	13	15
Transportation	Communication	Public Works & Engineering	Firefighting	Information and Planning	Mass Care, Emergency Assistance, Temporary Housing, and Human Services.	Logistics	Public Health/Medical	Search & Rescue	Oil and Hazmat Response	Agriculture and Natural Resources	Energy	Public Safety & Security	External Affairs

Note: ESF #14 (recovery) has been removed from the ESFs with the publication of the National Disaster Recovery Framework.

There are a number of specific roles associated with managing the ESF as follows:

- a. Emergency Support Function Coordinator.
 - (1) Summarized from the NRF, the ESF Coordinator is the entity with management oversight for a particular ESF. The ESF Coordinator has responsibilities throughout the preparedness, response, and recovery phases of incident management.
 - (2) The Coast Guard is not a primary ESF Coordinator for any ESF, but works closely with select ESF Coordinators, such as FEMA for ESF #9 and the Environmental Protection Agency for ESF #10.
- b. Emergency Support Function Primary Agency.
 - (1) Summarized from the NRF, an ESF Primary Agency is a presidentially designated Agency or organization with significant authorities, roles, resources, or capabilities for a particular function within an ESF. ESF Primary Agencies are responsible for the readiness of the ESF during disasters. Specific responsibilities include:
 - (a) Administering the development and maintenance of coordinating policy for the appropriate response core capabilities and among the other ESF missions.
 - (b) Regularly engaging with Supporting Agencies to further the National Preparedness Goal and managing MAs and coordinating with appropriate officials, operations centers, and stakeholders.
 - (c) Coordinating resources tasked via MAs.
 - (d) Working with the whole community to maximize the effective deployment of all available resources.
 - (e) Monitoring progress in achieving core capability targets and other ESF missions, and providing that information as part of situational and periodic readiness or preparedness assessments.
 - (f) Maintaining trained personnel to support interagency emergency response and support teams.
 - (2) The Coast Guard is the ESF Primary Agency during Stafford Act disasters for:
 - (a) ESF #9 Maritime/Coastal/Waterborne search and rescue.
 - (b) ESF #10 Oil and Hazardous Materials Response when spills or releases occur on the navigable waters of the United States.
- c. Emergency Support Function Supporting Agency.
 - (1) Summarized from the NRF, ESF Supporting Agencies are those entities with specific resources or capabilities that support the ESF Primary Agency in executing the ESF mission. When an ESF is activated, ESF Supporting Agencies are responsible for the following:

- (a) Conducting operations, when requested by the DHS or the designated ESF Primary Agency, consistent with their own authority and resources.
 - (b) Participating in planning for short- and long-term incident management operations and the development of supporting operational plans, standard operating procedures, checklists, or other job aids, in concert with existing first-responder standards.
 - (c) Assisting in the conduct of situational assessments.
 - (d) Furnishing available personnel, equipment, or other resource support as requested by DHS or the ESF Primary Agency.
 - (e) Providing input to periodic readiness assessments.
 - (f) Maintaining trained personnel to support interagency emergency response and support teams.
 - (g) Identifying new equipment or capabilities required to prevent or respond to new or emerging threats and hazards, or to improve the ability to address existing threats.
- (2) The Coast Guard is a Supporting Agency for:
- (a) ESF #1, Transportation
 - (b) ESF #3, Public Works and Engineering
 - (c) ESF #4, Firefighting
 - (d) ESF #8, Public Health and Medical Services
 - (e) ESF #13, Public Safety and Security

- C. Emergency Preparedness Liaison Officer (EPLO) Program. The EPLO program establishes a service-wide standard for dedicated liaison officer support to partner agencies in support of the NRF, particularly at the FEMA regional office level. The program provides operational commanders with liaison-trained senior reserve officers to support Coast Guard preparedness and response for all hazard contingencies. The EPLO liaises among an assigned District, the corresponding FEMA regional office, and state emergency response organizations.

CG EPLO positions directly support the Commandant's three Reserve program missions per Reference (j). These missions are:

- Maritime Homeland Security
- Domestic and expeditionary support to National Defense
- Domestic, natural or man-made, disaster response and recovery

EPLOs work closely with their respective District EPLO Coordinators. They are assigned to foster exchange of information, promote cooperation and communication, and coordinate the planning and implementation of contingency plans with federal, state, and local emergency preparedness partners. EPLOs maintain a close relationship with their assigned FEMA regional office(s) and serve as an essential contact between FEMA and Coast Guard personnel. These well-established relationships facilitate Coast Guard deployment for an incident or event. As an example, when a Joint Field Office (JFO) team is deployed, the EPLO will serve as a CG point of contact familiar with the FEMA region who can introduce and help establish the JFO support team. EPLOs are usually on scene at the outset of an event and are frequently requested to fill-in as watchstanders. EPLOs, however, should be relieved as soon as possible by designated watchstanders and/or the JFO support team. Districts should consider designating Liaison Officers (LOFRs) as part of their JFO support teams; however, EPLOs should not be members of JFOs.

This program is purposely designed to utilize our experienced Reserve Officers in an inter-agency role, which includes the Department of Defense (DOD). DOD EPLOs are assigned to state and regional DOD teams to enable DSCA.

1. Organizational Structure. FEMA Regions and Coast Guard Districts do not coincide geographically. To address this issue, CG EPLOs are assigned to each District, as shown in Table 7-3 below.

Table 7-3: EPLO Assignments

Coast Guard District	Direct Reporting Relationship	Advisory/Consultative Relationship
D1 EPLO Coordinator (also FEMA Region I EPLO)	<ul style="list-style-type: none"> • FEMA Region I EPLO (Designated also as D1 EPLO Coordinator) • FEMA Region II EPLO 	
D5 EPLO Coordinator	<ul style="list-style-type: none"> • FEMA Region III EPLO 	<ul style="list-style-type: none"> • FEMA Region II EPLO • FEMA Region IV EPLO
D7 EPLO Coordinator	<ul style="list-style-type: none"> • FEMA Region IV EPLO 	<ul style="list-style-type: none"> • FEMA Region II EPLO
D8 EPLO Coordinator (also FEMA Region VI EPLO)	<ul style="list-style-type: none"> • FEMA Region VI EPLO (Designated also as D8 EPLO Coordinator) • FEMA Region VII EPLO • FEMA Region VIII EPLO 	<ul style="list-style-type: none"> • FEMA Region III EPLO • FEMA Region IV EPLO • FEMA Region V EPLO
D9 EPLO Coordinator	<ul style="list-style-type: none"> • FEMA Region V EPLO 	<ul style="list-style-type: none"> • FEMA Region II EPLO • FEMA Region III EPLO
D11 EPLO Coordinator	<ul style="list-style-type: none"> • FEMA IX EPLO 	<ul style="list-style-type: none"> • FEMA Region VIII EPLO
D13 EPLO Coordinator	<ul style="list-style-type: none"> • FEMA Region X EPLO 	<ul style="list-style-type: none"> • FEMA Region VIII EPLO
D14 EPLO Coordinator		<ul style="list-style-type: none"> • FEMA Region IX EPLO
D17 EPLO Coordinator	<ul style="list-style-type: none"> • FEMA Region X EPLO 	

- a. A SELRES Commander (O-5) will be assigned as the EPLO for each FEMA Region.
 - b. District 1 and 8 will have a SELRES (O-6) assigned as a District EPLO Coordinator since more than one FEMA Regional office exists within the District boundaries.
 - c. The District EPLO Coordinator will be responsible for each of the Districts 5, 7, 9, 11, 13, 14, and 17. This position may be assigned to an active duty member of the District Planning (Dx) or District Response (Dr) staff. This assignment is not intended to be a full-time equivalent (FTE) position.
 - d. The FEMA Region EPLO reports directly to the District EPLO Coordinator in a direct reporting relationship. The District EPLO Coordinator works for the Dx or Dr division depending upon the District Commander’s preference.
2. Task and Responsibilities.

- a. Commandant (CG-CPE).
 - (1) Provide policy and program oversight. Assign and staff an EPLO Program Manager.
 - (2) Annually fund EPLO program requirements for personnel, equipment, training, exercise participation, and response.
 - (3) Provide budget oversight. This oversight includes disbursement of allotted funds to PACAREA, LANTAREA, and FORCECOM, identification of underfunded

and unfunded deficiencies, and initiation of action for supplemental funds as required.

- (4) Manage the Officer Evaluation Report (OER) rating chain for EPLOs.
 - (5) In coordination with FORCECOM provide doctrine, Tactics, Techniques, and Procedures (TTP), and compliance requirements for the CG EPLO program.
 - (6) Establish duty qualification, training, and exercise participation standards and requirements for all CG liaison roles, including CG EPLO, agency-assigned, district and sector liaisons.
 - (7) Ensure EPLO program deployment kits are appropriately equipped.
 - (8) Develop and maintain an EPLO Roles and Responsibilities Guidebook.
- b. Force Readiness Command. Provide training and validate the readiness of the EPLO capability.
- c. Area.
- (1) Assign and staff an EPLO Coordinator.
 - (2) Ensure satisfactory execution of duty qualification, training, and exercise participation requirements for the CG EPLO program service wide.
 - (3) Manage all assigned EPLOs in the program across districts for appropriate nationwide, CG-wide support to federal disaster/emergency response. The value of EPLOs is a function of relationships. Therefore, some degradation of effectiveness will occur if EPLOs are assigned outside of their region.
 - (4) Provide annual budget estimate and expense report to Commandant (CG-CPE).
- d. District Commands.
- (1) Select Reserve (SELRES) O-6/O-5, active duty member, or civilian serve as the District EPLO Coordinator to ensure the proper utilization of the assigned EPLOs. Direct EPLO activities in accordance with this Manual and as appropriate for operational needs within the AOR.
 - (2) Coordinate, manage, and act as approval authority for Inactive Duty for Training (IDT), Active Duty for Training (ADT), and reserve readiness for assigned EPLOs.
 - (3) Ensure satisfactory execution of CG EPLO duty qualification, training, and exercise participation requirements for assigned EPLOs.
 - (4) Contribute to the development of an EPLO Roles and Responsibilities Guidebook, published and maintained by CG-CPE.
 - (5) Manage the OER rating chain for assigned FEMA Region EPLOs.
 - (6) Provide annual budget estimate and expense report to the EPLO Supervisor.
 - (7) Provide annual summary of EPLO actions, and exercise and response participation to the Commandant (CG-CPE) Coordinator.

e. Senior CG EPLO.

- (1) Ensure the Coast Guard EPLO program complies with national policies and guidance including References (f) and (g).
- (2) Engage with interagency partners (DHS, FEMA, etc.) to coordinate utilization of CG EPLOs; leverage training opportunities and synchronize contingency preparedness guidance.
- (3) Provide Coast Guard policy advice to CG-CPE and other headquarters directorates, as applicable to the EPLO program.
- (4) Oversee distribution of annual EPLO program budget distribution.
- (5) Coordinate with the Headquarters EPLO Coordinator to develop and communicate CG EPLO doctrine, tactics, techniques, and procedures (TTP), as well as training and compliance requirements for the EPLO program.
- (6) Coordinate with the Headquarters EPLO Coordinator to ensure consistent, Coast Guard wide program execution. This coordination includes equipment, budget, training, and readiness requirements.
- (7) Advise district commanders via headquarters EPLO coordinator on effective tactical employment and utilization of assigned EPLOs for enhanced unity of effort with federal, state, and local partners in the area of responsibility (AOR).
- (8) Provide leadership and guidance to EPLOs assigned to the program.
- (9) As the SME on EPLO matters, provide related briefings to Coast Guard flag officers and senior leaders as required.
- (10) Provide input on EPLO performance to supervisors and reporting officers.

f. CG EPLOs. Coast Guard EPLOs are assigned as Coast Guard AREPs. The Coast Guard EPLO role is to maintain contact and intercommunication between elements of the Coast Guard and partner agencies to ensure mutual understanding and unity of purpose and action.

- (1) Coast Guard EPLOs are assigned to Coast Guard Operational Commanders, have regional responsibilities and regularly work with DHS and civil authorities and partners.
- (2) Coast Guard EPLOs drill independently.
- (3) Coast Guard EPLOs work for the District Commander in close coordination with DHS and FEMA Regional personnel and CG operational commands and staffs; DOD EPLOs work in close coordination with the Defense Coordinating Elements (DCE) and their organization.
- (4) Coast Guard EPLOs will:
 - (a) Anticipate response to large-scale events as outlined in Reference (b).
 - (b) Act as the Operational/District Commanders' trusted agent and as a principal, executive-level advisor to their assigned FEMA region. Coast Guard EPLOs are not watch standers; they are advisors and facilitators.

- (c) Ensure consistency of Coast Guard support and overall incident management effectiveness to the extent they serve as an advocate for:
 - [1] Coast Guard operational commanders in the region of response
 - [2] FEMA's Federal Coordinating Officers (FCO)
 - [3] DOD's Defense Coordinating Officers (DCO)
 - [4] State Adjutant General (TAG)
 - [5] State Homeland Security Advisor
 - [6] State Emergency Management Director or agency representative

A primary role of the EPLO is to build and enhance an integrated response by fostering steady-state emergency preparedness relationships with CG operational commands, senior reserve officers, and CG JFO support team leads, in accordance with Reference (j). The EPLO may assist with the CG JFO support team mobilization and integration into the response community in the affected AOR. The EPLO shall participate in emergency preparedness coordination activities with Federal, State, and local emergency management organizations (i.e., RRT, RISC, RRCC activities, and other federal, state, and local response/preparedness training and exercises). EPLOs shall coordinate which meetings and other activities to attend with their District EPLO Coordinator. They should utilize IDT to satisfy these requirements.

EPLOs shall build their response community network by understanding the relevant emergency operation/response plans and organizations, and by collaborating with their counterparts in the FEMA Regions. EPLOs will facilitate and build local relationships. They will provide continuity, experience, and senior level leadership as a force multiplier for operational commands. As a representative of the Operational/District Commander, EPLOs will maintain a working knowledge of the response community guidance. More specific duties are contained in the EPLO Roles and Responsibilities Guidebook.

3. Administration, Communications, and Procedures.

- a. EPLOs shall request and perform IDT and ADT as directed by the District EPLO Coordinator.
- b. EPLOs shall complete recommended training as specified in the EPLO Roles and Responsibilities Guidebook, and as required by FORCECOM and/or the program manager.
- c. EPLOs shall perform other EPLO duties as may be assigned by the OPCOM EPLO Coordinator and/or District EPLO Coordinator when appropriate.
- d. EPLOs shall report status of training and readiness and provide a brief summary of participation in meetings or exercises in a monthly IDT report to the District EPLO Coordinator.
- e. Sector and FEMA Region EPLOs will submit projected fiscal year ADT and IDT travel requirements to their District EPLO Coordinator/dxr.

- f. FEMA Region EPLOs are District assets. Officer Evaluation Reports will be submitted in accordance with Reference (a) and District directives. In order to maintain standardization across the CG EPLO Program, the Senior EPLO should be afforded the opportunity to provide comments.
4. Mobilization.
- a. CG EPLOs will be mobilized in accordance with current mobilization directives and District procedures.
 - b. In the case of mobilization, EPLOs will be trained to perform AREP activities for the CG Operational Commander during actual emergencies or disasters at Joint Field Offices, FEMA Regions, State Emergency Operations Centers, DOD Joint Task Forces, or local operations centers as required.
 - c. Activation may be initiated as an involuntary recall (Title 10 or Title 14), or the EPLO may deploy under IDT, ADT, or Active Duty Operational Support (ADOS) orders.
 - d. EPLOs should be prepared to mobilize and execute AREP duties within 24 hours' notice of activation under Title 10 for a period of up to 30 days. EPLOs should be prepared to mobilize and execute AREP duties within 2 days of notice of activation under Title 14 for an undetermined period of time.
 - e. When operationally required to provide nationwide Coast Guard-wide support for federal disaster/emergency response, CG EPLOs may be reassigned to another District or FEMA Region by the Headquarters EPLO Coordinator.
5. Qualifications and Training of EPLOs.
- a. Officers considered for selection to the CG EPLO position should meet the following criteria:
 - (1) CG Reserve officers assigned to CG EPLO billets are LCDR/CDR/ CAPT ranks or can be O3s selected for O4.
 - (2) Have demonstrated superior performance throughout their careers and the ability to work effectively in a senior operations or staff environment. They must possess strong communications and interpersonal skills.
 - (3) Have sufficient service time remaining based upon age, years of commissioned service, and date of rank to qualify for a three-year assignment in the billet.
 - (4) Ideally these individuals should reside within the state, district, and FEMA Region of the billet.
 - (5) Maintain eligibility for a Secret security clearance. Select CG EPLOs may require higher clearances to gain access to areas used for planning or execution of emergency response missions. The requirement for higher clearances will be situation/assignment dependent.
 - (6) Have completed required training in ICS-100, 200, 300, 400, 402 and FEMA IS-700.

- (7) Have experience using NIMS ICS during a multi-contingency, multi-agency response operation, exercise, or planned event.
- b. Specific training requirements for EPLOs will be set by FORCECOM.
- (1) In general, EPLOs will complete the EPLO and AREP PQS (found at <https://homeport.uscg.mil>) within one year of assignment. EPLOs should also take advantage of FEMA Emergency Management Professional Development Series and DSCA courses as available.
 - (2) Annual participation in the National Joint EPLO Workshop, the CG Liaison Workshop and the Contingency Planners Preparedness Summit is encouraged.
 - (3) Advanced training through FEMA, DSCA, the Joint Forces Staff College (JFSC) and the Certified Emergency Manager (CEM) program is also encouraged.

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CHAPTER 8. SURGE FORCES FOR INCIDENT MANAGEMENT

“Coast Guard leaders must be ready to surge resources to augment the response organization’s size, scope, technical and logistical expertise to address the requirements of complex and expanding incidents.”—Incident Management and Crisis Response, COMDTPUB 3-28

- A. Overview. The challenge faced by all Coast Guard leaders is summed up very succinctly in the above excerpt from Reference (k). Commanding officers are responsible for conducting current operations while ensuring their unit’s preparedness to respond to incidents/events of varying types. The effective employment of surge forces is a key element in being able to handle incidents that may require personnel or expertise that are not readily available at each unit.
- B. Concept of Employment. The Coast Guard’s approach to ensuring effective surge operations relies on the use of Deployable Specialized Forces (DSFs), Deployable Support Elements (DSEs), Emergency Response Teams (ERTs), mobile assets and active, reserve, and auxiliary personnel qualified to perform additional duties during surge operations. The Coast Guard’s bench strength enables it to surge resources to meet the demands of incidents of varying size, scope, and technical complexity.
- C. RFF Process.
1. Request for Forces (RFF).
 - a. RFF Support. Reference (m) is the primary COMDTINST that addresses the process for obtaining personnel resources to meet surge requirements. Areas and DCMS have additional requirements for their assets:
 - (1) Area Resources. RFFs for Area assets shall be requested through the respective chain of command using the command center network to the appropriate Area Command Center or, if activated, the Area IMT. For emergent requests, units shall contact the appropriate Area via most expeditious means for the requested capability. The Area, in turn, shall build a Critical Information Communications (CIC)-like teleconference with all involved commands, ensuring that all involved parties within the chain-of-command are on the call and are able to participate in the decision process.
 - (2) DCMS Resources. RFFs for DCMS DSE and other mission support, technical specialists from Service Centers and Logistics Centers shall be requested from the DCMS Watch at DOL-4. The DCMS Watch, in turn, shall build a CIC-like teleconference with all involved commands.
 - (3) Other Agency Assets. Requests for Assistance (RFA) for other agency resources, i.e., NOAA Scientific Advisor, shall be requested per the RFF process described for area resources.
 - b. Force Deployment Planning & Execution (FDP&E) Support. Reference (aa) is the primary COMDTINST that addresses the FDP&E process including procedures for obtaining strategic lift in support of CCDR or Service requirements.

D. Requesting Surge Forces.

1. Long Term Commitment and Sustainment. Area commanders, district commanders, and DCMS shall be prepared to support two simultaneous Type 1 or Type 2 events. To achieve this support level, surge forces shall be properly trained, qualified, and certified within their respective positions and surge equipment shall be operational and prepared for deployment.
 - a. Areas. Areas oversee all Coast Guard Districts and all other major Area resource assets to accomplish the Coast Guard’s missions and to link the strategic and tactical levels of maritime operations. Areas define operational personnel requirements and provide guidance to ensure that operational needs are met without overly degrading unit capabilities within each Area’s chain-of-command. Areas shall maintain the surge resources listed in Table 8-1 below.

Table 8-1: Area Surge Resources

Area Response Resources	Description
Coast Guard - Incident Management Assist Teams (CG-IMAT)	<u>CG-IMAT</u> , Designed to support <i>tactical</i> incidents responses, may provide up to Type 1 all-hazards incident management expertise to the requesting Coast Guard operational commander(s). This team represents the highest level of ICS experience in the Coast Guard and its members are available upon request to assist operational or incident commanders during significant contingencies when an operational tempo requires 24 hours a day response efforts for longer than 72 hours. The CG- IMAT operates in all operational areas.
National Strike Force (NSF) Strike Teams <ul style="list-style-type: none"> • Atlantic Strike Team • Gulf Strike Team • Pacific Strike Team 	<u>NSF Strike Teams</u> facilitate preparedness for and response to oil and hazardous substance pollution incidents in order to protect public health and the environment. NSF provides rapid response support in incident management through various specialized capabilities, to include maritime environmental response, Weapons of Mass Destruction (WMD), and Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE). NSF operates in all operational areas. <u>Note:</u> NSF does not require a RFF when requesting their support under the National Contingency Plan.
Joint Field Office (JFO) Support Team	<u>JFO teams</u> , designed to support the <i>strategic</i> level of response coordination, act as the Coast Guard representative at the FEMA JFO(s). Typically, these teams focus on providing Coast Guard Emergency Support Function (ESF) support, typically ESF#9 and ESF#10, to on-scene efforts, incident management, and/or disaster response and recovery program implementation, and coordination of broader support operations that may extend beyond the immediate incident site. These teams provide a direct link to the operational or incident commander, helping determine Coast Guard resource availability, commitment for mission assignment tasking, situational awareness, and other critical issues. In the event of multiple incidents, multiple JFOs may be established at the discretion of the Secretary. JFOs operate in all operational areas.

Table 8-1: Area Surge Resources (continued)

Area Response Resources	Description
Collateral Duty Incident Management Assistance Teams (IMAT)	<u>IMAT</u> . These teams represent Type 1 and 2 ICS experience in the Coast Guard and are available upon request to assist operational or incident commanders during significant contingencies when an operational tempo requires 24 hours a day response efforts for longer than 72 hours. These teams can also be called upon to augment the CG-IMAT and operate in all operational areas.
Contingency Communications <ul style="list-style-type: none"> • Enhanced Mobile Incident Command Post (eMICP) • Mobile Command Vehicle (MCV) • Multi-purpose Portable Antenna Tower (MPAT) • Rescue 21 (R21) Disaster Recovery System (DRS) Electronic Recovery Package (ERP) • R21 DRS Mobile VSAT • R21 DRS Portable Antenna Tower • Iridium Satellite Phones • VHF Base Stations • Handheld Radios (VHF, UHF) • Portable Generators 	Contingency communications equipment, both fixed and mobile, and other communications support capabilities are summarized in the Annex K of Reference (i), the DCMS Contingency Support Plan.
Cutters, Aircraft	Areas have a broad range of Cutters and Aircraft dispersed geographically throughout their respective AORs. While typically assigned to support scheduled mission-related activities, these resources can be reassigned to support incidents depending on the need/priority assigned.
Deployable Specialized Forces (DSF) <ul style="list-style-type: none"> • Maritime Safety & Security Team (MSST) • Maritime Security Response Team (MSRT) • Tactical Law Enforcement Team (TACLET) • Regional Dive Lockers (RDL) • Port Security Unit (PSU) 	<u>MSSTs</u> consist of multiple law enforcement teams with deployable boats that conduct waterborne operations and limited shoreside security operations across Coast Guard mission areas. Operating primarily in the inland operational arena, their primary focus is maritime antiterrorism (AT). <u>MSRTs</u> consists of advanced tactical teams with specialized capabilities for conducting law enforcement and counterterrorism operations through advanced interdiction, boarding, and enforcement activities.. Operating in all operational areas, their primary focus is maritime counterterrorism (CT).

Table 8-1: Area Surge Resources (continued)

Area Response Resources	Description
Deployable Specialized Forces (DSF) (continued)	<p><u>TACLETs</u> consist of Law Enforcement Detachments (LEDETs), small highly trained boarding teams, which deploy aboard and operate from U.S. Navy or allied vessels to conduct law enforcement operations. TACLETs train, equip, and deploy LEDETs to conduct counterdrug or antipiracy missions in support of combatant commanders (CCDRs). LEDETs operate primarily in the offshore operational area.</p> <p><u>RDLs</u> conduct military diving operations in support of missions: Ports, Waterways, and Coastal Security (PWCS), Aids to Navigation (ATON), and Polar Operations. RDLs are capable of conducting SCUBA operations to a max depth of 190 feet, shallow water search, inspection, light repair and recovery, light salvage, ship husbandry, and providing Remotely Operated Vehicle (ROV) and limited SONAR capability. RDLs do not conduct explosive ordnance disposal. RDLs operate primarily in the inland operational area.</p> <p><u>PSUs</u> consist of security forces and boat forces with deployable boats and organic mission support capabilities. PSUs conduct port operations, security, and defense operations in support of combatant commanders (CCDRs) operations worldwide. PSUs primarily operate in foreign territory, which falls within the offshore operational area.</p>
Maritime Transportation System Recovery Support Team (MTRST)	<u>MTRST</u> is composed of Coast Guard personnel at Areas that support the flow of information from the MTRSU to other elements of the Coast Guard, DHS, and maritime industry during the response to and recovery from a disruption of the MTS. These cells are not normally augmented by other agency or industry personnel.
Public Information Assistance Team (PIAT)	PIAT is staffed by four highly trained crisis communication professionals, whose primary mission is to provide public information support to Coast Guard and EPA federal on-scene coordinators during all-hazard incidents such as oil spills, hazardous materials releases and natural disasters.

- b. Districts. Districts oversee the sectors and other operational units assigned to them and direct operations for a specific geographic area. District surge support assets include the District Response Group (DRG) the District Response Advisory Team (DRAT) and the Incident Management Preparedness Advisor (IMPA). Districts shall maintain the surge resources listed in Table 8-2.

Table 8-2: District Surge Resources

District Surge Resources	Description
Incident Management Preparedness Advisor (IMPA)	<u>IMPAs</u> serve as the Regional Response Team (RRT) Co-chair and the District representative to the FEMA Regional Interagency Steering Committees (RISC). Additionally, IMPAs are a deployable response resource coordinator, and a technical advisor to the District Commander during operational responses that exceed or threaten to exceed the capabilities, resources, or operational areas of a Sector or other Coast Guard Operational Commander.
Emergency Preparedness Liaison Officers (EPLO)	<u>EPLOs</u> are a critical component of Coast Guard preparedness and response for all-hazard, all-threat contingencies. They are assigned to District staffs to foster exchange of information, promote cooperation, and coordinate the planning and implementation of contingency plans with federal, state, and local emergency preparedness partners.
District Response Advisory Team (DRAT)	<u>DRAT</u> , the nucleus of the DRG, provides technical and subject matter expertise and support to help manage the increased workload resulting from larger responses to incidents or pre-planned events. <u>Note:</u> DRAT does not require a RFF when requesting their support under the National Contingency Plan.
District Response Group (DRG)	<u>DRG</u> is a coordinating entity made up of collateral duty billets within each District. The DRG is not an operational entity in the traditional sense, it is rather a concept that provides a framework within Districts to coordinate additional response resources, including equipment, experts, and funds.
Maritime Transportation System Recovery Support Team (MTSRST)	<u>MTSRSTs</u> are Coast Guard personnel at a District that support the flow of information from the MTSRU to other elements of the Coast Guard, DHS, and maritime industry during the response and recovery from a disruption of the MTS. These cells are not normally augmented by other agency or industry personnel.
Cutters, Aircraft	Districts have a broad range of Cutters and Aircraft dispersed geographically throughout their respective AORs. While typically assigned to support scheduled mission-related activities, these resources can be reassigned to support incidents depending on the need/priority assigned.

- c. DCMS. DCMS supports Coast Guard contingency response operations through the processes defined in Reference (i) and per the concepts outlined in the DCMS Field Support Concept of Operations. Support is primarily provided through the nearest base for district-level responses, through DOL for Area-level responses, and through the deployment of DCMS Emergency Response Teams (ERTs) and DSEs, to the operational commander. DCMS shall maintain the surge resources listed in Tables 8-3 and 8-4.

Table 8-3: DCMS Surge Resources - Deployable Support Elements (DSEs)

Element	Description
Logistics Support Element (LSE)	The LSE is a scalable, flexible team of up to 12 highly trained and proficient general contingency logisticians capable of integrating into an ICS or Joint environment (CONUS or OCONUS) to support and sustain Coast Guard forces employed in the response operation. The LSE provides expertise on DCMS support capabilities and provides planning for sustained logistical support for large incidents. The LSE does not fill the LSC position. The LSE fills the role of a DCMS Technical Specialist at the Sector IMT or District Area Command.
Information Technology Customer Service Manager (ITSM)	The ITSM provides subject matter expertise in Information Technology (IT) and telecommunications customer service to Coast Guard and interagency end users at all levels. The major responsibilities of the ITSM include supervising the establishment of the IT help desk for the incident; provide guidance in the completion of ICS forms for IT-related services and equipment; perform IT/Telecommunications (TELECOM) requisitions; process requests for non-standard software for approval.
Information Technology Help Desk Specialist (HELP Specialist)	The HELP Specialist can be sourced through the supporting Base C4IT Department, and can also be sourced Coast Guard-wide. The HELP Specialist provides subject matter expertise in IT/TELECOM customer service. Primary responsibilities of the HELP Specialist include: manage operations of the IT help desk under direction of the ITSM; assist in coordination of a shared resource portal; instruct and advise on Coast Guard network access and procedures; conduct IT/TELECOM transition services as directed.
Command, Control, Communications, Computers and Information Technology Technical Specialist (C4IT THSP)	The C4IT THSP reports to the ITSM and provides IT hardware and network management services for all facilities, including a Local Area Network (LAN) with e-mail and Coast Guard connectivity. The major responsibilities of the THSP are: determine and order needed equipment and network services (i.e., CGOne Net WAN connectivity, tunneled (Hotel Router/Blue Ridge) WAN connectivity, or CAC RAS; determine network (file server) location, cabling, hubs, and quantity and placement of workstations and printers for the ICP; set up all components (file server, access points, hub, workstations, and printers) in their appropriate locations; test each computer to ensure reliability and network connectivity; coordinate with Finance Section property manager for preparation, temporary storage, shipment, and recovery of IT equipment; set up network printers with print queues; perform complete, final system backup; inspect equipment and document any unresolved equipment problems; and maintain unit log (ICS 214-CG).
Aviation Support Personnel	Aviation Support Personnel are sourced through the Area or District IMT Coast Guard-wide in coordination with the Aviation Logistics Center to support aircraft deployed to an incident response.
Safety and Environmental Health Officer (SEHO)	SEHOs are sourced through DCMS to advise the operational commander on site of safety and habitability of Coast Guard-owned and leased facilities. SEHOs can deploy individually, as part of a Safety Mobile Assistance, Response, and Training Team (SMART), and frequently as part of a Damage Assessment Team (DAT). SEHOs can also serve as an incident SOFR when needed.

Table 8-4: DCMS Surge Resources - Emergency Response Teams (ERTs)

Team	Description
Damage Assessment Team (DAT)	DATs are deployed to a contingency to assess damage and propose emergent repairs to impacted Coast Guard facilities, including Coast Guard housing. DATs can forward deploy when a contingency such as a hurricane, is anticipated. DATs are sourced through Shore Infrastructure Logistics Center (SILC) and the Safety and Environmental Health Officer (SEHO) through HSWL SC.
Facility Repair Team (RT)	RTs carry out emergent repairs to Coast Guard facilities to resume operations or to prevent further damage until long-term repairs can be completed. RTs are sourced through the Surface Forces Logistics Center (SFLC).
Personnel Support Team (PST)	PSTs are sourced through the Personnel Service Center (PSC) to provide assistance to Coast Guard members and their families during a contingency. PSTs can assist with obtaining lodging, financial guidance, decedent affairs guidance, mutual assistance, and can coordinate and manage safe haven facilities. The PST may be located at safe haven to assist Coast Guard employees and their families.
Critical Incident Stress Management (CISM)	CISM Teams are sourced through the Health, Safety, and Work-Life Service Center (HSWL SC) to provide critical incident stress intervention for Coast Guard personnel affected by a contingency.
Medical Support Team (MEDT)	MEDTs provide basic medical care to response personnel. Sourced through HSWL SC, the MEDT deploys with an initial capacity of supplies to support 20 patients per day for two weeks. This team can also assist in coordinating outside healthcare for Coast Guard members and their dependents.
Mobile Medical Unit (MMU)	This MMU includes Deployable Rapid Assembly Shelter (DRASH) tent, stretcher stands, stretchers, medical equipment supplies, and medicines. The PSU-like annex will provide medical care to CG response when CG facilities are not habitable. The Mobile Medical Unit requires a 5-ton flatbed truck with pintle hitch to deploy to the affected area. The mobile medical unit will require an assigned vehicle so that mobility in the field is guaranteed.
Legal Support Team (LST)	Although not part of DCMS, the LSC coordinates the Legal Support Team as an ERT. The LST typically consists of one attorney and one paralegal to provide legal advice to Coast Guard members affected by a contingency. LSTs can also assist with claims for personal injury or property damage.
Cashier Team (CASH)	CASH deploys to disperse IMPREST funds to affected Coast Guard personnel in government housing for loss of property, such as food items due to power outages. Coast Guard Mutual Assistance specialists may travel with the CASH Team to pay loans or grants on scene.
Food Service Assistance & Training Team (FSAT)	Staffed through FORCECOM, FSATs advise and evaluate messing and dining operation for responders during contingencies.
Safety Mobile Assist, Response and Training Team (SMART)	Staffed through HSWL SC to advise Coast Guard responders on a wide range of safety related issues and environmental health support.
Vessel Support Team (VST)	VST is made up of naval engineers and is coordinated through SFLC to maintain and repair Coast Guard boats and cutters that are used as part of a contingency response.
Contingency Staffing Support Team (CSST)	The CSST assists Incident Management Teams with the Mobilization Readiness Tracking Tool (MRTT) training and the contingency staffing process. The team is staffed by PSC SSB.
C4IT Damage Assessment Team (CDAT)	CDATs are available through the regional Base C4IT Department to assess the C4IT systems and infrastructure within a contingency affected area.
Marine Environmental Response Asset Line Field Office (MALFO)	The MALFO is coordinated through SILC to provide in-theatre support for Coast Guard-owned environmental response equipment during a major pollution incident.

- d. Other Specialized Surge Resources. In addition to those resources listed in Tables 8-1 through 8-4, there are other specialized resources that can be called upon to provide support as dictated by the specific type of incident or event. Those entities responsible for the surge resources listed in Table 8-5 below shall ensure they are maintained.

Table 8-5: Other Surge Resources

Other Specialized Support Teams	Description
Salvage Engineering Response Team (SERT)	The SERT is comprised of collateral duty personnel from the Marine Safety Center. The SERT is a group of highly trained naval architects who provide real time engineering support to Coast Guard field units during marine casualties.

E. Personnel Surge Forces.

- 1. Reserve. Reserve members shall be utilized as a force multiplier with consideration for having reserve members fill positions as part of the WQSB at appropriate levels of the organization. As with all requests for personnel resources, incident commanders must know how, when, and where to supplement the incident response with reserve members. Reservists assigned to a command can often be on scene within hours. Logistics and administrative times vary but generally the Coast Guard can recall and deploy reservists within 48 hours.
 - a. Mobilization. Reserve mobilization requirements are addressed in Reference (j). Members of the Reserve Component may be mobilized under several different legislative authorities. The legislative authority used has implications on the members' pay and travel entitlements.
 - (1) Title 10 Recall. The legislative authorities and limitations, under which a member may be mobilized, under Title 10 U.S.C, are shown in Table 8-6 below.

Table 8-6: Title 10 Recall Summary

Citation	Enabling Authority	In Response to:	Type & Limitations
10 U.S.C. § 12301(a)	Congress	War or National emergency declared by Congress	Involuntary (Title 10) Duration of war or national emergency plus six months.
10 U.S.C. § 12301(d)	Designated Authority	Any event or request for Extended Active Duty (EAD), ADOS, Retired recall, etc.	Voluntary (ADOS-AC) Retain only with member consent
10 U.S.C. § 12302	Authority designated by the Secretary concerned	National Emergency declared by the President	<p>An involuntary call to active duty under 10 U.S.C. 12302 for the Global War on Terror may not exceed 24 consecutive months per set of orders.</p> <p>Note: Reservists involuntarily called to active duty will typically serve no more than 12 months under a set of involuntary active duty orders. Urgent service need identified by operational commanders could result in extension of orders, consistent with the time limits provided by Title 10. However, the extension of involuntary orders beyond 12 months to address this urgent service need must be approved by the Headquarters Office of Reserve Affairs COMDT (CG-131).</p>
10 U.S.C. § 12304	President may authorize the Secretary of Defense and the Secretary of Homeland Security	SELRES Augmentation for any mission deemed necessary by President	Involuntary (Title 10) Not more than 270 days.

- b. Title 14 Recall. The legislative authorities and limitations, under which a member may be mobilized, under Title 14 U.S.C, are shown in Table 8-7 below.

Table 8-7: Title 14 Recall Summary

Citation	Enabling Authority	In Response to:	Type & Limitations
14 U.S.C. § 712	Secretary of Homeland Security	Imminent, serious natural or manmade disaster, accident, catastrophe, act of terrorism (as defined in section 2(16) of the Homeland Security Act of 2002 (6 U.S.C. 101(16)), or transportation security incident as defined in section 70101 of title 46	Reservists may be involuntarily recalled for a maximum of 120 days in any two-year period. There are no exceptions to the active duty limitation. In conjunction with mobilization of Title 14 involuntary recall orders, reservists with critical skills may be offered voluntary Short Term Active Duty for Operational Support (ADOS) orders under Title 10 U.S.C. 12301(d) for a duration of no more than 180 days, after the initial 120 days of Title 14 has been completed.

2. Auxiliary. Auxiliarists can provide two main types of support during an emergency situation: by directly supporting the Coast Guard response to the situation and by providing a backfill force to perform routine Coast Guard missions during the absence of deployed active duty or civilian resources. Auxiliarists are not authorized to participate in direct law enforcement or military missions. However, they are authorized to participate in all other Coast Guard missions and may provide direct administrative and technical support to active duty units. Coast Guard Operations Plans and Area Contingency Plans should accurately describe such Auxiliary capabilities, mobilization procedures, and support needs. Coast Guard contingency planning teams should liaise with regional Directors of Auxiliary and Auxiliary emergency preparedness leaders to appropriately include Auxiliary resources into their Operations and Contingency Plans.

CHAPTER 9. INCIDENT INFORMATION

- A. Overview/Purpose of Incident Information Sharing. Coast Guard policy is to make available to the public all information about, and imagery of, service activities except those specifically restricted by Reference (I), law, operational security, or policy. This information sharing shall be done in a forthright, expeditious manner. It is critical to manage the balance of timeliness, completeness, accuracy, and synchronization to ensure that information is conveyed in a responsible manner. Information can be made public electronically, in writing, through imagery, by live or taped broadcast, or person to person. The rules for release of information apply equally to all methods of information sharing (official and unofficial) and across all mediums and audiences.
- B. Responsibilities for Information Sharing. External Affairs is the program the Coast Guard uses to engage and communicate with the public and stakeholder groups. It encompasses, but is not limited to, public affairs, governmental affairs, tribal affairs, and congressional affairs. It also includes the coordination of operations and outreach activities through an integrated communication planning process to help ensure public understanding of and support for Coast Guard roles, missions, and operations. Managing external affairs and the flow of information are critical during the first phases of a response. Informing elected officials and the public during the first hours of a response defines and sets the tone for the entire operation. Therefore, the Coast Guard must hit it hard and hit it fast to set the correct tone at the onset of a response. Establishing contingency external affairs plans is imperative to mission success. In accordance with References (a), (d), (g), (k), and (l), headquarters, area, district, and sector commands will ensure that contingency plans anticipate and support the development of large-scale external affairs operations. Additionally, headquarters, area, district and sector commands shall follow the guidance contained in Reference (I) regarding specific roles and responsibilities as well as Tactics, Techniques, and Procedures (TTP) for conducting external affairs during incidents.
- C. Incident Information Stakeholders. The Coast Guard has responsibility to share incident information with a wide range of stakeholders. This section discusses the broad categories of incident information stakeholders.
1. Internal. Internal stakeholders for incident information include the entire chain of command for the unit/entity engaged in the incident. In addition, the External Affairs Officer (EAO) at the impacted district, or at the area, if multiple districts are involved, is a key information stakeholder. In order to ensure that a coordinated and consistent message is conveyed to all incident information stakeholders.
 2. External Agencies/Organizations/Industry. Similar to internal stakeholders, this group of external stakeholders has critical information needs. The information needed can encompass a wide range of topics including general/specific threats to sectors of the transportation industry, status of response operations, or estimates for recovery of critical pieces of infrastructure. Mechanisms for the conveyance of this type of information are discussed in more detail in this Chapter.
 3. Public. The general public is the broadest and most challenging group of stakeholders for incident information and will require a significant amount of attention. The impacts of an incident on this group can range from specific localized impacts, which require the attention of the response organization (i.e., property damage, loss of use of resources,

fisheries impacts, etc.) to national level interest depending on the specific type of incident.

D. Types of Incident Information Reporting.

1. Initial Incident Reporting. Coast Guard incident commanders shall comply with all unit, district, area, and headquarters specific requirements for the reporting of incident information. The concept of establishing information “Battle Rhythm” is critical for ensuring an effective approach to reporting key incident information for incidents ranging from Type 5 (small localized) to Type 1 (National level interest, engagement). Reporting requirements for non-critical, routine types of incidents are driven by local unit or chain of command requirements. Reporting requirements for incidents which are deemed critical are driven by a different set of requirements discussed in Reference (o) and section b below.
 - a. Standard/Routine. Incidents in this category can still be complex and require a significant level of effort to share information effectively. Chapter 12 of Reference (g) discusses information management in detail. For smaller, localized incidents the processes described, although tailored to larger response operations, may still be effective in ensuring a focused, coordinated approach to information sharing. While smaller incidents may not require formal information management plans, there is still a need to manage the information process even if the collateral duty Public Affairs Officer (PAO) at the local unit is the primary linkage to the outside world. Reference (g) describes several information management practices that may be useful regardless of the level of the incident.
 - (1) Development of Critical Information Requirements (CIRs). CIRs are a comprehensive list of information requirements that the IC/UC has identified as critical to facilitate timely decision making. A subset of CIR is called Immediate Reporting Threshold (IRT). IRTs are information that should be immediately reported. For example, number of responders is a CIR and injury of a responder is an IRT.
 - (2) Establishing Essential Elements of Information (EIs). EIs are a subset of CIRs, which provide greater detail on the information needed to meet the CIR information needs. In some cases, EIs were developed in anticipation of an incident. The Marine Transportation System (MTS) Recovery instructions established detailed EIs for each segment of the transportation system to support information requirements during incidents with a MTS Recovery aspect.
 - (3) Information Management Plan. A formal information management plan is typically developed only for incidents that have a large number of CIRs or IRTs that require a more formal planning approach to ensure that all requirements are met and assigned specific responsibilities with respect to meeting those requirements.
 - b. Critical. A critical incident is an incident of national interest. National level interest is presumed when it is conceivable that the Commandant or the Secretary of DHS requires timely knowledge of the incident. All Incident Commanders shall comply

with the reporting requirements for incidents meeting these criteria, as detailed in Reference (o). Examples include:

- (1) Terrorist attack or suspected terrorist attack;
 - (2) Attack on, or an apparently significant accident (e.g., explosion, fire, etc.) involving, maritime critical infrastructure or key assets, key port complexes (e.g., cruise ship terminals, commercial marine terminals, outload facilities, oil terminals, etc.) that significantly disrupts operation of the maritime transportation system, or affects the movement of high capacity passenger vessels, high interest vessels, or high value units;
 - (3) A Transportation Security Incident as defined by 33 CFR 101.105;
 - (4) A major marine casualty;
 - (5) Class A mishaps to Coast Guard cutters, aircraft, or other high-value equipment;
 - (6) Receipt of intelligence or not finally evaluated information that the reporting command deems actionable and of such importance and urgency that it requires the immediate attention of Commandant or higher authority or cross-service dissemination; and
 - (7) Any incident which, in the opinion of the commanding officer or officer-in-charge, equates to the above criteria.
2. Incident Status Reports. All types of incidents, regardless of whether the initial reporting requirements were deemed critical or routine, will have ongoing status reporting requirements. Incident Commanders at all levels shall ensure they meet their respective incident status reporting requirements. These requirements will typically be synchronized with an overall battle rhythm for the incident to ensure that CIRs and IRTs up the chain of command are met. These types of reports can take many forms ranging from spot reports, situation reports, or updates to online systems, such as the Common Assessment and Reporting Tool (CART) or other established COPs.
3. Incident After-Action/Lessons-Learned Reporting. Incident information requirements do not end as the incident comes to a close. After action reporting and corrective action management are vital components of the Coast Guard's preparedness cycle. Reference (z) establishes policy, guidance, and responsibilities for the Coast Guard After Action Program (CGAAP) to document and act on lessons identified in contingency operations and exercises. Reference (z) also establishes the requirement to utilize the Contingency Preparedness System (CPS) as the system of record for the CGAAP. The CGAAP is managed by the Coast Guard Office of Contingency Preparedness and Exercise Policy (Commandant (CG-CPE)). The CGAAP is intended to empower organizational learning, improve operations, and enhance contingency preparedness. It achieves these goals through the timely submission of after action reports (AARs) following contingency operations and exercises, through the aggressive pursuit of the corrective actions identified in the AARs, and by utilizing CPS to rapidly retrieve data on contingency exercises and actual events, their lessons learned, and associated corrective actions. Placing this content in a system like CPS, where it can be easily searched and retrieved, allows it to be used to inform emergent contingency response operations, to support policy development and revision, and to increase senior leader awareness of challenges

and opportunities for improvement to Coast Guard contingency response operations. The CGAAP specifies the situations that require the submission of an AAR to CPS, including any Type 1 or Type 2 contingency response operation or any contingency exercise that is scheduled and funded via the Coast Guard's multi-year training and exercise plan (MTEP) development process. Accordingly, incident commanders at all levels shall capture significant lessons learned and submit them in CPS in accordance with the requirements in Reference (z).

E. Mechanisms for Incident Information Sharing.

1. Internal.

- a. Situation Reports (SITREP). SITREPs are a means for forwarding updates on the status of an incident. The format and content of SITREPs are typically driven by the specific type of incident as well as the urgency of the reporting. For CIC-related SITREPs, the format and timeline requirements are clearly stated in Reference (o). For other types of incidents, a SITREP battle rhythm and set of CIRs will be established by the chain of command to ensure incident information reporting requirements up the chain of command are met. The NIMS-ICS form for reporting incident status is the ICS-209. In many cases, this form has been modified for different kinds of incidents to ensure that the content is consistent with the kind of incident and to ensure that all pertinent information is captured. Specific applications used by the Coast Guard may generate automated SITREPs based on information captured in the system (i.e., CART will generate a SITREP on demand based on the current set of data entered into the system regarding the status of the MTS). This kind of SITREP is not generated on a specific schedule but created on demand by users with access to the system.
- b. Spot Reports (SPOTREP). SPOTREPs are generated when critical incident information needs to be reported between the normal SITREP reporting cycles. The chain of command should determine the types of information that require SPOTREPs and ensure those requirements are clearly articulated to the reporting entities.

2. External.

- a. Public Affairs Guidance (PAG). PAG is frequently used to support spokespeople, commanding officers, and officers-in-charge. PAG is developed at the Public Affairs Detachment (PADET), district, or area public affairs office, or Commandant (CG-0922) levels relevant to the ownership of the issue or event for which the guidance is provided. PAG is developed when engagement with the press, stakeholders, public, and online readers is likely at various levels of the organization. There is more than one possible spokesperson; consistency is required to allow public understanding. PAG provides background, situation, analysis, coordinating instructions, authority, key messages, talking points, and questions and responses to support a specific event, issue, or objective. The standard PAG format shall be used and is available in the External Affairs TTP guidance, CGTTP 1.04.1 (series), or from the servicing public affairs office. Developing PAG involves analysis of external factors, publics, messaging, the issue, and internal factors for which only fulltime public affairs personnel are trained. Therefore, unit or staff personnel should not develop PAG without assistance from servicing public affairs professionals. PAG is not an external

- communication product but a coordination document. While key messages and talking points, as well as responses to questions, contained within PAG may be used verbatim, the document itself is administrative in nature and shall not be shared external to the Coast Guard. Commandant (CG-0922) shall maintain a library of PAG that is accessible to all public affairs professionals to allow efficiency and the adoption of best practices.
- b. Common Operational Picture (COP). A COP is a single identical display of relevant information shared by more than one user. A COP facilitates collaborative planning and enables all stakeholders to achieve situational awareness. The term COP does not refer to a specific application, rather an approach to sharing information, typically across an electronic platform, with a wide range of users. COPs are an effective way to share information with a wide range of stakeholders. The following should be taken into consideration when using a COP to share information:
- (1) Need to provide authentication-based access in order to provide information to different stakeholder sets (i.e., public, other agencies, internal agency users, etc.);
 - (2) Assignment of responsible entity to manage the COP;
 - (3) Access to post/edit information on the COP; and
 - (4) Process for vetting information posted to the COP.
- c. Internet Portals. While typically used to share general information on a regular basis, portals can, and have been, used to provide incident specific information and notifications to a wide range of users. The Coast Guard's Homeport Portal and Common Access Reporting Tool (CART) provide general information to the public and other stakeholders about the Coast Guard missions, organization, units and port status. Another example of this type of system is the Automated Mutual-Assistance Vessel Rescue System (AMVER). AMVER is a computer-based global ship reporting system sponsored by the Coast Guard and used worldwide by search and rescue authorities to arrange for assistance to persons in distress at sea. With AMVER, rescue coordinators can identify participating ships in the area of distress and divert the best-suited ship or ships to respond.
- d. Joint Information System (JIS). The JIS provides the mechanism to organize, integrate, and coordinate information to ensure timely, accurate, accessible, and consistent messaging across multiple jurisdictions and/or disciplines with NGOs and the private sector. The JIS includes the plans, protocols, procedures, and structures used to provide public information. Federal, state, tribal, territorial, regional, or local Public Information Officers and established JICs are critical supporting elements of the JIS. Key elements include the following:
- (1) Interagency coordination and integration;
 - (2) Gathering, verifying, coordinating, and disseminating consistent messages;
 - (3) Support for decision makers; and
 - (4) Flexibility, modularity, and adaptability.

- e. Joint Information Center (JIC). The JIC is a central location that facilitates operation of the JIS, where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions. JICs may be established at various levels of government or at incident sites, or can be components of federal, state, tribal, territorial, regional, or local MACSs (e.g., MAC Groups or EOCs). Depending on the requirements of the incident, an incident-specific JIC is typically established at a single, on-scene location in coordination with federal, state, and local agencies, or at the national level if the situation warrants. Releases are cleared through the IC/UC, EOC/MAC Group, and/or federal officials in the case of federally coordinated incidents to ensure consistent messages, avoid release of conflicting information, and prevent negative impact on operations. This formal process for releasing information ensures the protection of incident-sensitive information. Agencies may issue their own releases related to their policies, procedures, programs, and capabilities; however, these should be coordinated with the incident-specific JIC(s).

A single JIC location is preferable, but the system is flexible and adaptable enough to accommodate multiple physical or virtual JIC locations. For example, multiple JICs may be needed for a complex incident spanning a wide geographic area or multiple jurisdictions. In instances when multiple JICs are activated, information must be coordinated among all appropriate JICs; each JIC must have procedures and protocols to communicate and coordinate effectively with one another. Whenever there are multiple JICs, the final release authority must be the senior command, whether using Unified or Area Command structures. A national JIC may be used when an incident requires Federal coordination and is expected to be of long duration (e.g., weeks or months) or when the incident affects a large area of the country. In light of the need for real-time communications, JICs can be organized in many ways, depending on the nature of the incident as illustrated in Table 9-1 on the next page.

Table 9-1: JIC Organizational Options

Option	Description
Incident	<ul style="list-style-type: none"> • Optimal physical location for local and IC-assigned Public Information Officers to co-locate • Easy media access is paramount to success
Virtual	<ul style="list-style-type: none"> • Established when physical co-location is not feasible • Incorporates technology and communication protocols
Satellite	<ul style="list-style-type: none"> • Smaller in scale than other JICs • Established primarily to support the incident JIC • Operates under the control of the primary JIC for that incident • Is not independent of that direction
Area	<ul style="list-style-type: none"> • Supports wide-area multiple-incident ICS structures • Could be established on a local or statewide basis • Media access is paramount • Established to support several incident JICs in multiple States • Offers supplemental staff and resources outside of the disaster area
National	<ul style="list-style-type: none"> • Established for long-duration incidents • Established to support Federal response activities • Staffed by numerous Federal departments and/or agencies • Media access is paramount

F. Processes for Incident Information Management.

1. General Information Sharing Process. The process of getting information to the public and additional stakeholders during an incident is an ongoing cycle which is described in greater detail in Chapter 12 of Reference (g). This process includes the following steps.
 - (1) Step 1 – Identify the task.
 - (2) Step 2 – Monitor/Gather.
 - (3) Step 3 - Verify.
 - (4) Step 4 – Synthesize/Analyze.
 - (5) Step 5 – Report/Disseminate.
 - (6) Step 6 – Obtain Feedback.
2. Specific Incident Information Sharing Processes. In some cases, specific information sharing processes are necessary to support response and recovery operations. These processes provide an incident specific approach recognizing that some types of incidents will require detailed and sometimes expedited approaches to ensure that critical information is passed to leadership in DHS, the Coast Guard and stakeholder agencies/entities to enable informed decision making. Operational commanders shall ensure that their staff members and subordinate commands are trained and comply with all requirements established for these types of incidents. Examples of these types of processes as spelled out in Reference (o) include:

- a. Maritime Operational Threat Response (MOTR) Process. This process was established to implement the MOTR Plan, which directs the establishment of an integrated network of existing national-level maritime command and operations centers to achieve coordinated, unified, timely, and effective planning and mission accomplishment by the U.S. Government. This decision support process is facilitated by the Global MOTR Coordination Center (GMCC) and ensures that each stakeholder agency is provided with the information needed to make informed decisions regarding the response to specific maritime threats. The MOTR process is used to make multiagency determinations regarding the courses of action to pursue to mitigate a maritime threat to the United States.
- b. Customs and Border Protection (CBP)/USCG Joint Protocols for the Expeditious Recovery of Trade Process. This process was developed to provide a forum for joint intergovernmental dialogues and joint government/private sector dialogues to identify and act on important issues to facilitate rapid Marine Transportation System (MTS) recovery and resumption of commerce. Additionally, the process:
 - (1) Assists senior-level decision makers by providing a process to collect and disseminate information to understand the status of the national MTS and to facilitate joint decision-making.
 - (2) Assists senior-level decision makers by providing recommendations for national-level priorities for recovery of the MTS and resumption of trade. The priorities may include cargo or vessel priorities, or strategic actions necessary to facilitate rapid recovery of the MTS and resumption of trade.

The end purpose of this information sharing process is for the Coast Guard and CBP to understand the recommendations from industry/stakeholder groups to ensure that resources are available in the appropriate locations to execute required mission and speed the recovery of the MTS. Reference (p) provides additional details on the implementation of this information sharing process.

- G. Responsibilities for Incident Information Sharing. The responsibility for sharing incident information cuts across the entire response organization. Operational commanders are ultimately responsible for ensuring the success of the information sharing activities. In addition, there are members of the response organization that have specific roles and responsibilities associated with information sharing. For Type 1 incidents, the information sharing responsibilities expand to include the types of activities discussed earlier in this Chapter and in Reference (l). For the vast majority of incidents that fall into the Type 3-5 definitions, the primary information sharing responsibilities belong to the Public Information Officer (PIO), the Liaison Officer (LOFR), and the Agency Representative (AREP). The specific duties of each are described in Reference (g).
- H. Partnerships for Incident Information Sharing. Partnerships are a key aspect of information sharing for all types of incidents and during all phases of an incident. Coast Guard personnel specifically assigned these responsibilities shall actively participate in these critical partnerships to ensure that conduits for providing information to stakeholders are maintained and effectively utilized. These partnerships can be formal and established by law or regulation. Examples of this type of partnership include the National and Regional Response Teams (NRT/RRT) established in the National Contingency Plan (40 CFR Part 300), Area

Committees established by the Oil Pollution Act of 1990, and AMSCs established by the Maritime Transportation Security Act of 2002. These partnerships could also be less formal and established to meet a specific need at the port level. Examples of these types of partnerships include the harbor safety committee (HSC) established at many ports. Below are some of the key partnerships and their respective roles and responsibilities with regard to incident information sharing.

1. National Response Team (NRT). The NRT is vice chaired by the Coast Guard and chaired by the EPA. Although the NRT does not respond directly to incidents, it is responsible for distributing technical, financial, and operational information about hazardous substance releases and oil spills to all members of the team. Standing committees of the NRT and the topics that are addressed include:
 - a. Response Committee, chaired by the EPA, addresses issues such as response operations, technology employment during response, operational safety, and interagency facilitation of response issues (e.g., customs on transboundary issues). Response specific national policy/program coordination and capacity building also reside in this committee.
 - b. Preparedness Committee, chaired by the Coast Guard, addresses issues such as preparedness training, monitoring exercises/drills, planning guidance, planning interoperability, and planning consistency issues. Preparedness specific national policy/program coordination and capacity building also reside in this committee.
 - c. Science and Technology Committee, chaired by EPA and the National Oceanic and Atmospheric Administration in alternating years provides national coordination on issues that parallel those addressed by the Scientific Support Coordinator on an incident by incident basis. The focus of this committee is to identify technology and mechanisms to apply and enhance operational response. The committee monitors research and development of response technologies and provides relevant information to the RRTs and other members of the National Response System to assist in the use of such technologies.
2. Regional Response Teams (RRT). RRTs are co-chaired by the Coast Guard and the EPA. RRTs provide a forum for federal agency field offices and state agencies to exchange information about their abilities to respond to On-Scene Coordinator's (OSC) requests for assistance. As with the NRT, RRT members do not respond directly to releases or spills, but may be called upon to provide technical advice, equipment, or manpower to assist with a response. The RRTs roles and responsibilities also include identifying available resources from each federal agency and state within their regions and ensuring that information is available to OSCs engaged in response operations. This coordination by the RRTs assures that resources are used as wisely as possible, and that no region is lacking what it needs to protect human health and the environment.
3. Port Level Committees.
 - a. Area Maritime Security Committees (AMSC). The AMSCs were established by the Maritime Transportation Security Act of 2002 (MTSA 2002) to provide a link for contingency planning, development, review, and update of Area Maritime Security Plans (AMSP), and to enhance communication between port stakeholders within

- Federal, State, Tribal, territorial, local agencies, and industry to address maritime security issues. AMSCs are comprised of the majority of stakeholders in each port with security concerns and provide an excellent conduit for sharing information regarding threats, Maritime Security (MARSEC) Level changes, and their impacts on the commercial entities within the port area.
- b. Area Committees. The Federal On-Scene Coordinator (FOOSC) is the chair of the Area Committee consisting of representatives from Federal, State, Tribal, territorial, and local governments. Industry, academia, environmental groups, and other non-government organizations have input to the process at the subcommittee level. The Area Committees produce and maintain Area Contingency Plans (ACPs), describing the strategy for a coordinated Federal, State, Tribal, and local response to a discharge of oil or a release of a hazardous substance within a Captain of the Port (COTP) Zone. Area Committees comprise a wide variety of port partners and are excellent forums for sharing oil and hazardous material incident specific information.
 - c. Harbor Safety Committees (HSC). HSCs address issues that may include the safety, security, mobility, and environmental protection of a port or waterway. Membership is typically comprised of representatives of governmental agencies, maritime labor, industry organizations, and public interest groups. These members work closely together for the mutual benefit of all port users. The HSC can be a conduit of information to port stakeholders that might not be members of other committees within the port.
 - d. Local Emergency Planning Committees (LEPC). Under the Emergency Planning and Community Right-to-Know Act (EPCRA), LEPCs must develop an emergency response plan, review the plan at least annually, and provide information about chemicals in the community to citizens. Plans are developed by LEPCs with stakeholder participation. There is one LEPC for each of the more than 3,000 designated local emergency planning districts.
4. Industry Organizations/Consortiums. The various industries/entities regulated by the Coast Guard are important partners. In addition to the regulated industry there are numerous non-regulated organizations/entities at the port level that can assist with information sharing during incident responses. These partnerships enhance the Coast Guard's ability to conduct their missions and are particularly important during incidents. Examples of some key partnerships at the port level include the following:
 - a. Pilot Organizations;
 - b. American Waterways Operators;
 - c. American Association of Port Authorities;
 - d. Fishing/Shrimping Associations;
 - e. Charter Boat Associations; and
 - f. Volunteer Organizations.
 - I. Systems for Incident Information Sharing. An agency's ability to effectively use their enterprise and other systems to share information is a critical capability. There are a number of systems, both internal and external, to the Coast Guard that support information sharing

during incidents. Operational commanders at all levels shall ensure that CG Enterprise and other support systems are maintained to ensure that data is accurate and up to date.

CG Enterprise Systems.

1. Marine Information for Safety and Law Enforcement (MISLE). MISLE is a database system used to store data on pollution and other shipping and port accidents and Coast Guard operations. It accounts for vessels and other facilities, such as port terminals and shipyards. Entering and updating incident information in MISLE is a way to keep CG leadership informed of incident status and operations.
2. Enterprise Geographical Information System (E-GIS). The Coast Guard's E-GIS system helps users visualize large amounts of geospatial data and arranges this data in a more user friendly format, providing the user with a geographical frame of Reference to help put the data into the context of a specific incident.
3. Search And Rescue Optimal Planning System (SAROPS). A Mission Essential Application (MEA) that operates within the Coast Guard network to support the SAR community via a rich geographical display. Key features include search event modeling, display animation and optimized search plan determination as well as interface support for Rescue 21, AMVER, SARSAT and UCOP tracks. The SAROPS system consists of the Common Mapping Framework (i.e., tailored ESRI ArcMap), custom extensions and spatial databases.
4. WatchKeeper. WatchKeeper, a common Command and Control (C2) web-based system, enables Interagency Operation Centers to collaborate with DHS and federal, state, and local maritime partners. It can be used for joint planning and operations through risk-based assignment of resources to mission demands, share targeting, intelligence and scheduling information to improve situational awareness, uncover gaps in planned and ongoing operations, and reduce duplication of effort between agencies. It is best used to develop real-time awareness, evaluate threats and deploy finite resources to the right places through active collection of port activity information and minimize the economic impact from any disruption, whether natural or manmade.
5. Contingency Preparedness System (CPS). CPS provides users the ability to (1) develop, enter, and review Concepts of Exercise (COE); (2) prepare, submit, and review AARs; (3) enter comments to address post-exercise corrective actions, known as Remedial Action Issues (RAI), in the Remedial Action Management Program (RAMP); and (4) Search, add, or modify contingency plan information. CPS is accessible to users throughout the Coast Guard via the CG-Portal. This access enables the lesson and corrective action content within CPS to be used by the entire Coast Guard to inform future exercise development as well as emerging contingency operations.
6. Common Assessment and Reporting Tool (CART). The CART database provides a repository of MTS Recovery information that is not currently available to the Coast Guard. It is a bridging tool until the CG Enterprise Systems can be updated to better facilitate MTS Recovery. The information contained in CART assists the MTSRU in making MTS Recovery recommendations to the Unified Command and facilitates MTS Recovery Operations.

7. Training Management Tool (TMT). TMT is the Coast Guard's unit-level information system for recording and tracking various types of required training of military personnel. As an enterprise-wide unit training management tool, TMT is essential for readiness monitoring and resource allocation to provide a visible summary to operational commanders, decision makers, and senior leadership regarding the training and readiness status of CG forces.
8. Mobilization Readiness Tracking Tool (MRTT). MRTT is a web-based tool to track mobilized and TDY personnel responding during surge operations. This tool enables the Coast Guard to track mobilized and temporary duty personnel responding to crisis situations and natural disasters by determining resource needs, assigning resources with the requisite skills, tracking those resources, and demobilizing resources at the end of an operation.
9. Alert Warning System (AWS). The AWS, previously part of the Homeport Portal, is a system used by the Coast Guard to broadcast information to subscribers. The system has the ability to call work/cell phones and pagers and send e-mail notifications simultaneously to large population of users. The system can also log when users receive, read, and acknowledge those notifications. This system is used primarily to broadcast changes in MARSEC Level because there are regulatory timeframes associated with when the regulated industry has to comply with a change in MARSEC Level.
10. National Response Resource Inventory (RRI). The National Strike Force Coordination Center (NSFCC) maintains the RRI, a national database of response resources mandated by the Oil Pollution Act of 1990 (OPA 90). The RRI provides Federal On-Scene Coordinators (FOSCs) with the ability to query Oil Spill Removal Organization (OSRO) owned or contracted response equipment inventories and to analyze response capabilities throughout the United States. Additionally, the RRI provides OSROs with tiered classifications based on their response resource inventory, geographic location, and their ability to mobilize resources to the Captain of the Port (COTP) city or Alternate Classification City. Information on the classification of OSROs is available at the NSFCC OSRO Classification Website. Coast Guard personnel can view the RRI via MISLE (from the MISLE home page, click on Standard Reports, then RRI). More advanced functionality, such as conducting queries and generating reports, requires an administrator account. Administrator accounts can be requested by contacting the NSFCC.

Non-CG Enterprise Systems.

11. Environmental Response Management Application® (ERMA). ERMA is a Web-based geographic information system (GIS) tool that assists both emergency responders and environmental resource managers in addressing incidents that may adversely affect the environment. ERMA integrates and synthesizes various real-time and static datasets into a single interactive map. It provides visualization of the situation and can improve communication and coordination among responders and environmental stakeholders. More information about ERMA is available on the NOAA's OR&R Website.

CHAPTER 10. TRAINING AND QUALIFICATION

A. Overview. Establishing and maintaining effective incident management capabilities requires a properly trained, qualified, and certified workforce. FORCECOM shall ensure that the training requirements noted in this Manual are used to guide the ICS training processes and that the required training is available to Coast Guard members.

B. Mandated Training.

1. General Mandated Training. The Coast Guard is one of the few first responder Federal agencies; as such, each Coast Guard member either is the first responder or supports the Coast Guard's first response operations. These mandated ICS training requirements set minimum training standards for Coast Guard personnel. Position-specific ICS competencies have additional training requirements.
 - a. Military (Active and Reserve) mandated training requirements are listed in Table 10-1.

Table 10-1: Military Mandated Training Requirements

Position	Course
All Military.	ICS-100 and IS-700
All Military members who serve as a Communications Unit/Radio Watchstander.	ICS-200
All E-4 and above at a Sector, MSU, MSD, Base, MSST, MSRT, TACLET, National Strike Force, CG-IMAT.	ICS-200
All E-6 and above at a Sector, MSU, MSD, Base, MSST, MSRT, TACLET, National Strike Force, CG-IMAT, District (Dr, Di, Dx) staff, Area (Area-2, Area-3, Area-5) staff, Command Center staff, or assigned as a CO/OinC or XO/XPO of any unit.	ICS-200 and ICS-300

- b. Civilian personnel mandated training requirements are listed in Table 10-2.

Table 10-2: Civilian Personnel Mandated Training Requirements

Position	Course
All Civilian Personnel.	ICS-100 and IS-700
All Civilian personnel who serve as a Communications Unit/Radio Watchstander.	ICS-200
All Civilian Personnel GS-9 and above who are at a Sector, MSU, MSD, Base, Fire Department, National Strike Force, or CG-IMAT.	ICS-200
All Civilian Personnel GS-11 and above who are at a Sector, MSU, MSD, Base, Fire Department, National Strike Force, or CG-IMAT.	ICS-200 and ICS-300

- c. Auxiliary personnel mandated training requirements are listed in Table 10-3.

Table 10-3: Auxiliary Personnel Mandated Training Requirements

Position	Course
All Auxiliary members.	ICS-100 and IS-700
All CG Auxiliary members who work at a Sector, MSU, MSD, Base, MSST, MSRT, National Strike Force, or CG-IMAT.	ICS-200
All Auxiliary members who actively support incident response by working in the Incident Command Post (ICP).	ICS-200 and ICS-300

- d. The Coast Guard competencies listed in Table 10-4 shall require completion of the FEMA ICS-200 and the Coast Guard ICS-210 - *Initial Incident Commander* course prior to certification.

Table 10-4: Coast Guard Competencies

Competency	(Continued)
Command Duty Officer (CDO)	Port Security Unit (PSU) Squad Leader (PSU-SL)
Coxswain, (Any Coxswain)	Port Security Unit (PSU) Fire Team Leader (PSU-FTL)
Boarding Officer (OPSBO)	Situation Unit Watchstander (OS0030)
Advanced Interdiction Boat Team Leader (AIBTL)	Ops Unit Watchstander (OS0029)
Pollution Responder (MARED)	Response Officer (MAREH)
Federal On-Scene Coordinators Representative (FOSCR)	Response Supervisor (MAREG)
Explosive Handling - Team Supervisor (MAREB)	Response Technician(MAREF)
Facility Inspector (MAREU)	Response Member (MAREE)
Intelligence Professional Apprentice (INT001A)	Officer of the Deck (any OOD)
Maritime Enforcement Investigator (MAREO)	SA/Criminal Investigator (OPSHA)
First Pilot (Any airframe)	
Auxiliary Aircraft Commander	

- e. NIMS Equivalencies. Any non-Coast Guard training that meets the training standards set forth in the FEMA ICS Training Program shall be accepted by the Coast Guard to meet the mandated training requirements listed above. Coast Guard ICS-300 is a prerequisite for Coast Guard position specific training.
- f. Completion of Training. ICS-100 and IS-700 training shall be completed within 6 months after promulgation of this Manual or within the first 6 months after becoming a member or employee of the Coast Guard. ICS-200 and ICS-300 training shall be completed within the first year after attainment of rank or arrival to a billet that requires the training.

C. Qualification Requirements.

1. ICS Position Qualification Guide. The USCG *All-Hazard National Incident Management System Incident Command System Performance Qualification Standard Guide*, herein called the ICS Position Qualification Guide, shall be used in conjunction

with ICS position specific Performance Qualification Standard (PQS) for ICS position qualification. The ICS Position Qualification Guide discusses the ICS position competency system, PQS Workbook responsibilities, design, use, Type 1 and 2 board certification process, interim certifications, waiver requirements, and equivalency.

2. Position Specific Performance Qualification Standard (PQS). The ICS position specific requirements for the Coast Guard all-hazards response are listed in the ICS Position Qualification Guide. Commandant (CG-CPE) shall ensure all ICS Positions are listed as competencies in the Coast Guard Competency Dictionary. ICS Position PQS Workbooks shall be used for Type 3 to complete the qualification/certification process. If the position does not have Type associated with the position, then the position is capable for any complexity of incident. There is no PQS for ICS Type 1 and Type 2 positions as certifications for these positions require a national board process (see Section D of this Chapter for more information on requesting a Type 1 or Type 2 certification).
3. PQS Task sign-off by OGAs. Personnel certified in ICS positions with OGAs may sign off individual tasks for CG PQS. When this occurs, a copy of the persons certification must be attached to the CG members PQS book.
4. Components. The Components of a qualification/certification system include: PQS workbooks/on-the-job training, training courses, simulations/exercises, and job aids.
5. Training Courses. The current courses and course descriptions are listed on the Training Quota Control Center website. <http://www.uscg.mil/hq/tqc>. Pre-requisite training for any ICS course includes IS-100b (ICS100), IS-200b (ICS-200), IS-700a and IS-800c. These online courses can be accessed through the Learning Management System at <https://elearning.uscg.mil/>. ICS-300 is a pre-requisite course for ICS-339 and ICS-400 training and ICS-300 and ICS-400 are pre-requisites for any Command or General Staff position training (i.e., ICS-404, ICS-430/440...).
6. Course Selection Process. Member selection for high demand ICS Position specific training is a risk based training approach and is based on the incident management requirements. The levels and priority for selection to an ICS Course are:
 - a. Priority 1. Personnel assigned to, or serving on, deployable emergency management teams, including CG-IMAT, LANTAREA or PACAREA collateral duty IMAT, DCMS emergency response teams, and the National Strike Force.
 - b. Priority 2. Active Duty and Civilian members assigned to the unit IMT WQSB at Operations Ashore, Operations Afloat, Air Stations, and other field-level units who require an ICS position competency for advancement or promotion (e.g. MSSR applicants).
 - c. Priority 3. District, Area, and DCMS personnel required to obtain an ICS position competency for duties assigned.
 - d. Priority 4. Reserve members with an ICS mobilization competency assigned to their billets.
 - e. Priority 5. All other active duty, civilian, reserve, and auxiliary (AUX) personnel.
 - f. Priority 6. Other government agency and private sector personnel.

7. Inclusion of Other Federal/State/Local Partners in ICS Training. Ideally, training courses will include a mix of other federal, state, and local response partners. However, priority is given to CG members based on the course selection process above.
8. Executive Leadership Incident Manager Training. In addition to the training described in this Chapter, there are additional courses to familiarize Executives/Senior Officials (elected officials, city/county managers, agency administrators, etc.) with ICS principles and their role in supporting incident management. Those courses include:
 - a. ICS-401-ICS for Executives. This course provides an overview of the basic features of the ICS and a description of different roles that senior leadership may play during an incident.
 - b. Executive Leadership Training (Flag Seminar). This seminar provides potential Area Commanders with training on how to lead and manage personnel and entities from other agencies or organizations over which they typically have no authority (e.g., Meta-Leadership Training, NPLI).
9. Funding for ICS Training. Members selected to attend ICS ‘C’ school training will be issued orders by Training Quota Management Center (TQC). Per Reference (v), ICS courses are considered C school training and may not be charged to AFC-30 funds. All Reserve training should be paid for with AFC-90 funds. The listing of current and planned ICS courses can be found at <http://www.uscg.mil/hq/tqc>. All questions regarding scheduling and availability should be directed to your respective ICS training coordinator.
10. CG Courses vs. Other Agency Courses. FORCECOM will manage the incident management curriculum.
 - a. Acceptance of Non-CG ICS Courses. The CG will accept ICS Courses that meet FEMA Training Standards. However, effective Fiscal Year-17 personnel seeking to obtain Coast Guard ICS position specific competencies shall attend the Coast Guard version of the ICS-300 course (Course code: 501377). The performance training system enhancements in the Coast Guard version, which are not found in the FEMA version, of the ICS-300 course establish the expected baseline ICS knowledge prior to attendance of advanced ICS position specific courses provided by FORCECOM.
 - b. Competency Management. Commandant (CG-CPE) is the Program Manager for all incident management competencies. Commandant (CG-CPE) shall manage the competencies and coordinate with Commandant (CG-1B1) for future changes.
11. On the Job Training (OJT). Additional training opportunities are available through a Memorandum of Agreement (MOA) with the U. S. Forest Service found in Appendix B, during incident deployments that occur in California annually as a result of wildfires. Members in training may be deployed to a Type 1 or Type 2 California wildfire response and shadow positions within the ICP to better learn those jobs and perform in those functions within the IMT. Commanding officers that have members that would be good candidates for this training may place a request to Commandant (CG-CPE) through their district or area ICS coordinator as applicable. Priorities for selection when these opportunities occur will be the same as paragraph 5 of this section.

D. Certification.

1. Qualification versus Certification. Although the Coast Guard has used the term *qualification* as equivalent to *certification*, within federal NIMS ICS standards, the two terms are not viewed as equivalent. For example, an individual may be qualified to perform a specific NIMS ICS position; but if the person is not *certified* in writing by a NIMS-compliant agency, then that person does not have the proper authorization granted to them to fill that position within established IMT standards. To align with federal NIMS ICS standards and for the purposes of this Manual, within the Coast Guard the term *certification* will be used to refer to all ICS PQS position qualifications, and is considered equivalent to the achievement of a Coast Guard qualification.
2. Determining Incident Complexity. There are many factors that determine incident complexity including: size, location, threat to life property and environment, maritime commerce / transportation infrastructure threats, political sensitivity, organizational complexity, jurisdictional boundaries, values to be protected, topography, agency policy or plans, etc. Incident complexity is identified by Type 1-5. For example, a Type 5 incident is characterized by relatively few resources, is of short duration, and has few of the complicating factors identified above. A Type 1 incident, on the other hand, has large numbers of resources, an anticipated long duration, and many of the complicating factors identified above.
 - a. The USCG Incident Commander, Commanding Officer of the affected USCG unit, or designated representative must determine the complexity of an incident and assign qualified personnel and resources as needed. In situations involving multiple agencies and jurisdictions, the determination of complexity and qualifications should be made jointly with the other impacted agencies.
 - b. The incident complexity information found in NIMS and in the CG-IMH should be used to determine incident complexity. The process for formally designating an incident as Type 1-3 for the purpose of documentation for future qualifications is discussed in Chapter 3 Paragraph F of this Manual.
3. NIMS Area Command positions, Type 1 and Type 2 Certification. NIMS Area Command position competencies as well as Type 1 and Type 2 competencies are only obtained through the NIMS ICS competency review board held each November sponsored by Commandant (CG-5RI). The president of the board must be a certified Type 1 Incident Commander (ICT1). The qualification board shall consist of members holding equivalent or higher types of qualification than the packages being reviewed by the board. Past review board precepts, application submission processes, submission timelines, and position specific historical recognition application forms can be found on the Commandant (CG-CPE) unit page under the ICS link on the left side of the page. <https://cgportal2.uscg.mil/units/cgcpe/SitePages/Incident%20Command%20System.aspx>
4. Interim Certifications. As noted in Chapter 4 of this Manual, upon assuming command, all sector commanders and commanding officers designated as Captain of the Port are granted an interim Type 3 IC certification unless eligible for higher certification. Interim certifications are NOT documented in TMT or assigned to the member in Direct Access.

Interim certifications expire upon transfer to a new command. Permanent certification is achieved by completion of the Type 3 Incident Commander PQS requirements. Interim certifications can not be used to obtain officer specialty code (OSC).

5. Currency. All ICS position-specific competencies operate on a seven year sliding currency system. Qualified ICS personnel must maintain knowledge and experience in the ICS position for which they are qualified and complete the ICS-305 course (once every three years). To document currency members shall:
 - a. Document how they have maintained knowledge and experience on ICS recertification form, and
 - b. Take the ICS-305, ICS Refresher course through the CG eLearning system once every three years. Upon completion, this course will automatically update TMT with the task completion.
 - c. Should a member be unable to maintain currency in a given position within the seven year timeframe, the following steps are required for recertification:
 - (1) Complete ICS-300, Intermediate ICS for Expanding Incidents; and
 - (2) Complete an oral board; and
 - (3) Receive a recertification letter from the Certifying Official.
6. Decertification. The member's unit commanding officer or first O-6 in the chain of command has the authority to revoke the ICS certification(s) of any individual under the administrative control (ADCON) of that unit. The unit commanding officer or first O-6 in the chain of command shall rescind an ICS certification upon loss of trust or confidence in the member's ability to perform assigned duties. If the member is temporarily assigned the incident commander or unit commanding officer who has temporary operational control (OPCON) over the member shall submit a competency revocation recommendation letter, which includes a negative ICS-225 performance evaluation, to the Commanding Officer who maintains ADCON over the member.
7. Documentation of Performance. The Personnel Performance Rating Form (ICS Form 225) should be used to document the performance of personnel during events/incidents. The ICS-225 form will be required for all Type 1/Type 2 incidents and to document experience for any personnel who are trying to attain an ICS certification.
8. Recertification. ICS position qualifications are valid for seven years from the date of issuance. In order to recertify at the Type 3 level members must complete NIMS ICS PQS Recertification Form as an enclosure to a memo and submit it to their commanding officer (or first O-6 in the chain of command) requesting recertification. In order to recertify at the Type 1 and 2 level members must complete ICS recertification form as an enclosure to a memo with positive CO endorsement and submit it to Commandant (CG-CPE) requesting recertification.
9. Waiver of Requirements.
 - a. For ICT3, ICS Qualification Prerequisite for certification as OSC3, PSC3 or LSC3 may be waived for O-5 or above until 30 SEP 2019. This includes the position training requirements for OSC3 (ICS-430), PSC3 (ICS-440) and/or LSC3 (ICS-351).

- If the member desires the OSC3, PSC3 or LSC3 certification, they must complete the requirements for the desired position. The general ICS and FEMA IS training requirements CANNOT be waived (e.g., ICS-100, ICS-200, ICS-300, and ICS-400).
- b. For OSC3, ICS Qualification Prerequisite for certification as DIVS may be waived for O-4 or above until 30 SEP 2019. This includes the position training requirements for DIVS (ICS-339). If the member desires the DIVS certification, they must complete the requirements for the desired position. The general ICS and FEMA IS training requirements CANNOT be waived (e.g., ICS-100, ICS-200, ICS-300, and ICS-400).
 - c. For PSC3, ICS Qualification Prerequisite for certification as SITL3 or RESL3 may be waived for O-4 or above until 30 SEP 2019. This includes the position training requirements for SITL3 (ICS-346) or RESL3 (ICS-348). If the member desires the SITL3 or RESL3 certification, they must complete the requirements for the desired position. The general ICS and FEMA IS training requirements CANNOT be waived (e.g., ICS-100, ICS-200, ICS-300, and ICS-400).
 - d. For LSC3, ICS Qualification Prerequisite for certification as SPUL3 or FACL3 or COML3 may be waived for O-4 or above until 30 SEP 2019. The position Training requirement is the same for these positions (ICS-351) and cannot be waived. If the member desires the SPUL3 or FACL3 or COML3 certification, they must complete the requirements for the desired position. The general ICS and FEMA IS training requirements CANNOT be waived (e.g., ICS-100, ICS-200, ICS-300, and ICS-400).
 - e. For FSC3, ICS Qualification Prerequisite for certification as PROC3 or COST3 may be waived for O-4 or above until 30 SEP 2019. The position Training requirement is the same for these positions (ICS-351) and cannot be waived. If the member desires the PROC3 or COST3 certification, they must complete the requirements for the desired position. The general ICS and FEMA IS training requirements CANNOT be waived (e.g., ICS-100, ICS-200, ICS-300, and ICS-400).
 - f. For ISC3, ICS Qualification Prerequisite for certification as IGS or IOGS may be waived for O-4 or above until 30 SEP 2019. If the member desires the IGS or IOGS certification, they must complete the requirements for the desired position. The general ICS and FEMA IS training requirements CANNOT be waived (e.g., ICS-100, ICS-200, ICS-300, and ICS-400).

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APPENDIX A

MISSION ASSIGNMENT PROCESS, FORMS, AND MESSAGES

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FEMA MISSION ASSIGNMENTS: OPERATIONAL ACCEPTANCE AND EXECUTION

- A. Overview. When an incident is of such magnitude that a state government's resources are overwhelmed, the state may request federal response assistance to supplement ongoing disaster relief activities. References (w) and (x) provide for the reimbursement of federal agency expended funds in support of FEMA disaster relief efforts when support is provided under a valid MA. As described in Reference (x), an MA is a work order issued to a federal agency by FEMA directing the completion of a specific task; the MA cites funding, management controls, and guidance. Although most agencies assigned an MA will be reimbursed for their efforts, the possibility exists that they will not be reimbursed; under the Stafford Act, FEMA can task agencies without expectation of reimbursement. An important point to remember is that MAs are directives issued by FEMA; they are not contracts or interagency agreements (IAAs). In most cases, MAs are issued only for assistance under the Stafford Act, not for assistance provided that would normally fall under an agency's independent authorities or responsibilities. For example, the Coast Guard would not receive an MA for search and rescue activities conducted offshore after a hurricane because this mission would be conducted under the Coast Guard's statutory authority.

MAs are typically assigned by FEMA to address actions required under one of the 14 ESFs described in the National Response Framework (NRF). (There were previously 15 ESFs; however, under the updated NRF [second edition], #14-Recovery, was superseded by National Disaster Recovery Framework). Reference (d) establishes a comprehensive all-hazards approach to enhance the ability of the federal government to manage domestic incidents. Consequently, the ESFs are categorized around the major response functions associated with an incident, such as ESF 1—Transportation, ESF 9—Search and Rescue, and ESF 10—Oil and Hazardous Materials. The Coast Guard has responsibilities under multiple ESFs. Therefore, the Coast Guard may receive tasking by FEMA under several MAs for different ESFs; e.g., an air station launches a helicopter to provide damage assessments for FEMA (ESF 5—Emergency Management) and launches a second helicopter to provide transportation (ESF 7—Logistics Management and Resource Support) for disaster personnel and supplies.

- B. Issuance. MAs can be issued from three FEMA-managed entities: Joint Field Offices (JFOs), Regional Response Coordination Centers (RRCCs), and the National Response Coordination Center (NRCC). Although most MAs are issued after the President has made an Emergency or Major Disaster Declaration for an impacted area, there may be circumstances where MAs are issued prior to a Presidential Declaration. For example, FEMA may issue MAs from the agency's surge account several days before the projected impact of a major hurricane in order to pre-position federal assets and personnel.
1. The MA process begins when a state or federal agency needing assistance communicates a request to FEMA via FEMA Form 010-0-7i, Resource Request Form (RRF) in Section H of this Appendix. This form was previously titled Action Request Form (ARF). When submitting a RRF, the requestor provides the appropriate information in Sections I and II of the form. In some emergent situations, the state or federal agency may communicate its needs through a verbal request for assistance and submit the written RRF as quickly as possible thereafter. FEMA processes the RRF as follows:

- a. FEMA reviews the RRF to determine whether the need is valid and can be satisfied by FEMA resources, vendor contracts, the Emergency Management Assistance Compact (EMAC), or through existing interagency agreements.
 - b. If the request cannot be satisfied by FEMA's internal resources, FEMA identifies potential ESF agencies or other federal agencies that may be able to support the request. If an approached ESF agency or federal agency has the capability to support the need and is not already doing so under their statutory authority, then FEMA may request their assistance to address the request through an MA. This coordination is formalized by first completing the RRF with the approached ESF agency or federal agency.
 - c. When completing the RRF, the federal agency's assigned Action Officer (AO) and the assigned FEMA Project Officer (PO) coordinate to develop a statement of work that identifies the task, articulates how the task is to be accomplished, and estimates the time period of performance and cost. The Coast Guard AO can be the Liaison Officer at the NRCC, a regional Emergency Preparedness Liaison Officer (EPLO), or a District Liaison Subject Matter Expert (SME) at an RRCC, who shall communicate to FEMA whether the Coast Guard accepts or declines the MA request. Once the RRF is completed and approved by the appropriate FEMA official with signatory authority, the RRF information is transcribed by the Mission Assignment Manager (MA Manager) into the formal MA (FEMA Form 010-0-8, Mission Assignment form). The MA is then submitted through an approval chain, which concludes with final validation and obligation in FEMA's financial systems by a FEMA comptroller.
2. In order to facilitate rapid response and standardize statements of work for RRFs and MAs, FEMA and other federal agencies have developed Pre-Scripted Mission Assignments (PSMAs) to provide pre-approved template language and estimated costs for work typically performed by a federal agency under an MA. The existence of a PSMA neither indicates nor obligates the agency to perform a mission. The PSMA merely serves to quickly identify missions that an agency could perform outside of their statutory authorities. Coast Guard PSMAs are updated by Commandant (CG-CPE-2).
 3. Once processed, each MA is assigned a unique identification number, which is written in a particular sequence that describes the disaster declaration, state being supported, agency tasked, and the mission number assigned. The MA number and the funding associated with it are referenced by the assigned ESF agency when billing is submitted for reimbursement.
 4. The Coast Guard may work under two types of MAs during an incident: Federal Operations Support (FOS) or Direct Federal Assistance (DFA). Any MA for DFA must have the State Approving Official's (SAO) signature even if the State's cost share is zero percent. This approval ensures that the state understands and agrees to the work being performed as well as the associated cost share.
 5. Some MAs may require the use of MA Task Orders. The purpose of an MA task order (FEMA MA Task Order Form) is to direct specific activities within the scope of an existing MA. For example, FEMA may issue a single MA that charges the Coast Guard to provide aircraft to transport personnel and cargo within a state for a designated period of time. If multiple aircraft sorties are scheduled to occur during the period with different

cargos and for different locations under the MA, then a task order can be issued for each sortie to describe the destination, purpose, and specific cost associated with each sortie. This alleviates the need for drafting a MA for each sortie and provides a record of operations that can be used to support reimbursement requests from FEMA under the single MA. An MA Task Order Form should be used to detail specific operational activities, such as task locations, mission requirements, personnel information, etc. The task order shall be considered supporting documentation and forwarded for inclusion in the reimbursement package.

6. Under some circumstances, Coast Guard units may be tasked under another agency's MA. For example, the EPA can accept a MA for hazmat response disaster wide and then generate a task order for the USCG to actually conduct a portion of the operation. Awareness of this task order shall be communicated to the operational commander for that specific area of responsibility the corresponding Headquarters, Area, and/or regional liaison officers (LNO) responsible for processing the task order.

C. Execution. When executing a MA, the Coast Guard will adhere to a number of expectations. First, the Coast Guard must use its own funds and resources to procure the goods and services needed to complete the assigned tasking. Second, the AO should closely monitor the implementation of the project, ensuring that goods and services are delivered on time and within the budget outlined for the MA. The Coast Guard will only be reimbursed for work performed within the statement of work and projected timeline. If the Coast Guard or FEMA recognizes the need to increase or decrease the obligated funding amount, this issue will be brought to the attention of the AO, FEMA PO, and the MA Manager so the MA can be amended. Completing work outside of the scope of work and/or projected timeline, or exceeding obligated funding may prevent reimbursement to the Coast Guard unit assigned to perform the MA. Finally, the Coast Guard must make all payments to government or private vendors used in the event for all incurred costs. In the event that problems arise that prevent or inhibit the Coast Guard from executing the assigned MA as originally intended, the FEMA PO will work with the MA Manager to amend or de-obligate the original MA based on the newly developed plan. MAs may also be cancelled when the activity is no longer required because the need has been met through other means.

1. Requests to amend an existing MA must be submitted via a RRF to the FEMA PO or MA Manager. MA amendments are only made for changes in the cost ceiling, period of performance, or the assigned FEMA PO. Under no circumstances should an amendment be done to change the statement of work, to include added or removing task orders. If a change in the statement of work is necessary, a new MA must be drafted. Therefore, in a large disaster, a broad statement of work for an MA is preferred to many small, detailed, statements of work.
2. Each distinct source of funding for an MA provided to the Coast Guard must have its own unique accounting string in the Coast Guard accounting system. An amendment that does not change the MA number (or the related FEMA account line) does not require a new Coast Guard accounting string.

D. Reimbursement. Refer to Reference (w), Section 5.1.8 "FEMA Reimbursable Agreements" for reimbursement billing requirements.

1. Requests for reimbursement will be submitted to FEMA by the Coast Guard using a Mission Assignment Reimbursement Transmittal Form. The transmittal form must be accompanied by documentation which specifically details personnel services, travel, equipment, and all other expenses by object class, and by any sub-object classification used in the Coast Guard's accounting system. If the billing process exceeds 90 days beyond the completion or termination of the mission, then the Coast Guard must submit monthly billing status reports.
 2. If the execution of an MA requires the Coast Guard to purchase accountable or personal property (other than identified deliverables) to carry out their work, that purchase must first be coordinated through FEMA's Operations and Logistics Sections or the NRCC Resource Support Section in order for the expenditures to be eligible for reimbursement. All accountable property purchased under the MA becomes the property of FEMA and must be returned by the Coast Guard. Otherwise, the Coast Guard cannot bill FEMA for the property.
 3. When the Coast Guard is assigned more than one MA, separate invoices must be presented. One MA, including any amendments, can have one or more bills; however, two different MAs cannot be on the same bill.
- E. Responsibilities. For purposes of this Manual, the responsibilities for Coast Guard units having a role in the operational aspects of MA issuance and execution are outlined below. Responsibilities for units primarily managing the financial aspects of a MA are outlined in Reference (x).
1. Coast Guard Headquarters, Commandant (CG-CPE).
 - a. Develop, promulgate, and implement Coast Guard policy for the operational acceptance of FEMA Mission Assignments pursuant to References (f) and (g).
 - b. Provide support, as appropriate, to Areas and Districts that have accepted MAs.
 - c. Maintain awareness of latest FEMA policies and procedures related to MAs.
 - d. Oversee the development of Coast Guard PSMA's and their annual review with FEMA.
 - e. Facilitate Coast Guard personnel assignments for permanent Coast Guard Liaison Officers (LNOs) to FEMA Headquarters, provide additional LNOs to backfill permanent LNOs during an extended activation of the NRCC, and coordinate Coast Guard ESF 9 and 10 watchstanders to the NRCC for an activation if requested by FEMA.
 2. Coast Guard Headquarters, National Command Center (NCC).
 - a. Monitor activities of all Coast Guard units and participate/facilitate teleconferences as required by operational elements.
 - b. Prepare and distribute Department of Homeland Security operational reports (Spot reports, daily summaries etc.).

3. Area Commanders.

- a. Serve as the accepting authority for MAs issued from the NRCC or RRCC and coordinate with Coast Guard representatives at FEMA Headquarters, District, RRCC, JFO and the NCC.
- b. Assign MA(s) to the appropriate District for execution and then provide coordination and oversight of resources.
- c. Release notification messages for new or amended MAs accepted by the Area. Template messages are included later in this appendix.
- d. Coordinate between appropriate FEMA and Coast Guard representatives and financial programs when operations for an MA have been completed.
- e. As appropriate, obtain additional resources to assist Coast Guard financial programs, including field units, in meeting reimbursement documentation requirements.
- f. Support the annual review of the PSMA's by Coast Guard Headquarters.
- g. Track all approved MAs and provide appropriate updates accordingly.

4. District Commanders.

- a. Serve as the accepting authority for MAs issued from the RRCC or JFO and coordinate with Coast Guard AOs at the RRCC or JFO or if applicable, refer requests for Area assets to the corresponding Area for consideration.
- b. Ensure that a Coast Guard AO has been formally identified to coordinate potential MAs at the RRCC or JFO when these organizations require Coast Guard staffing. Coast Guard AOs will typically be the liaisons or Emergency Preparedness Liaison Officers (EPLOs) assigned by the District to staff RRCCs or JFOs, or are members from the Coast Guard JFO Support Teams when deployed.
- c. Assign MA(s) to appropriate field units for execution.
- d. Release notification messages for new or amended MAs accepted by the District. Template messages are included later in this appendix.
- e. Ensure coordination with the appropriate contact at FEMA (CG LNO), Coast Guard representatives involved, and financial programs for scoping operations under MAs.
- f. As appropriate, obtain additional resources to assist Coast Guard financial programs, including field units, in meeting reimbursement documentation requirements and ensuring reimbursement of unit activities under the Stafford Act.
- g. Establish responsibilities within the District for managing the following activities related to MAs:
 - (1) Serve as the operational and administrative subject matter experts for MA issues, policies, and procedures for the District and subordinate units.
 - (2) Maintain familiarity with current FEMA MA policies and procedures.
 - (3) Support the annual review of PSMA's by Coast Guard Headquarters.

- (4) Understand and coordinate policy issues unique to the District and overlapping FEMA Regions regarding the issuance and execution of MAs.
- (5) Attend and evaluate appropriate FEMA MA training courses. Coordinate with overlapping FEMA Regions as appropriate to access MA training opportunities for Coast Guard personnel within the District.
- (6) Ensure that the District Administrative Target Unit (ATU) Budget Officer and/or National Pollution Funds Center (NPFC) are aware of all MAs accepted by the District. Serve as the operational point of contact between the ATU Budget Officer constructing the financial reimbursement package for the MA and the field units operationally executing the MA.
- (7) Serve as an MA advisor to Coast Guard liaisons, EPLOs, and Coast Guard JFO Support Teams assigned to RRCCs and JFOs within the District's area of responsibility. Provide guidance to Coast Guard AOs involved in drafting RRFs and MAs during an incident.
- (8) Execute other roles and responsibilities regarding MAs as required by the Area Commanders.

5. Field Units.

- a. Execute MA and task order requirements. Report progress of operations as appropriate.
- b. Monitor use and associated costs of resources to ensure MA funding ceiling is not exceeded.
- c. Record use of all assigned funds in Financial Desktop Procurement (FPD). Serve as Program Element manager.
- d. Follow standard financial processes for budget execution.
- e. Ensure procedures are taken throughout the emergency response period to maintain logs, formal records, and file copies of all expenditures in order to show clear and reasonable accountability for reimbursement.
- f. All items purchased with FEMA reimbursable funds shall be considered loaned accountable property and, as such, must be recorded and tracked in the Coast Guard property tracking system from its acquisition, to its use during disaster response, through either its transfer to FEMA or its disposition by the Coast Guard.

F. Procedures. FEMA starts the MA process with an RRF. FEMA will make a mission or resource need known to the potential provider's associated ESF agency for consideration. When Coast Guard capabilities are needed, the Coast Guard AOs must first ensure that the requested assistance is clearly articulated and understood.

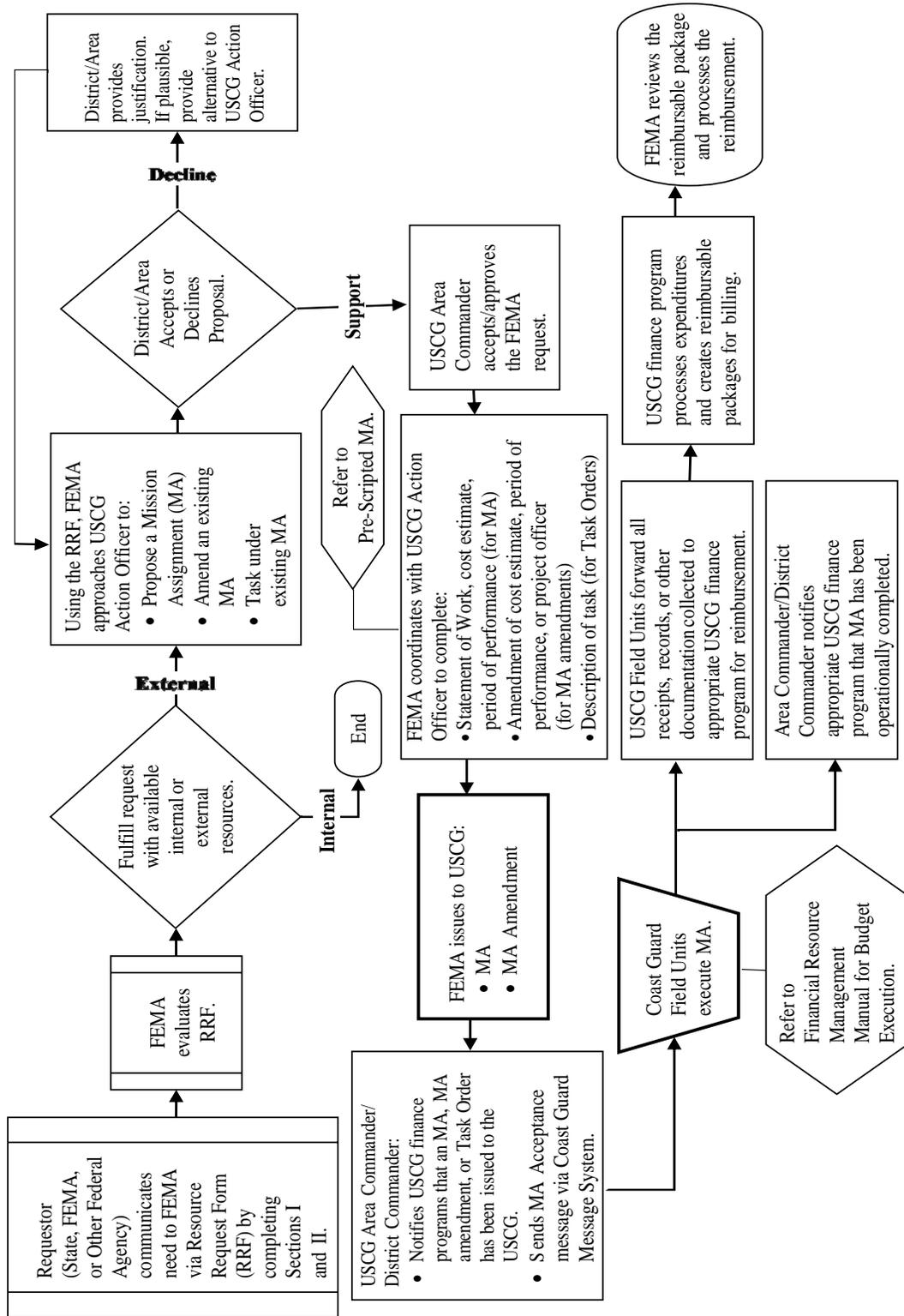
1. Once the need is understood and appears reasonable for Coast Guard support, the Coast Guard AO should immediately contact the affected District or Area as outlined below:
 - a. For requests originating at JFOs and RRCCs, the Coast Guard AO shall communicate the request to the affected District. The District will then make a determination whether the request can be fulfilled by the District or require further coordination

- with the Area. Once the determination has been made, the District shall notify the Coast Guard AO whether the assistance can be rendered and to informally accept or decline the RRF. For requests originating from the NRCC, the Coast Guard AO (FEMA CG LNO) shall coordinate the request directly with the operational commander (LANT or PAC), facilitated by the National Command Center (NCC). The corresponding Area will then notify the impacted District of FEMA's request, and determine whether or not the request can be supported. Once the determination has been made, the Area will notify the Coast Guard AO in the NRCC to informally accept or decline the RRF and, if accepted, initiate the formal MA documentation.
- b. For accepted RRFs, FEMA will begin the formal MA process. This acceptance initiates all the tracking, coordination, and notification processes described in paragraph 7.
 - c. If the request cannot be supported, the AO must be prepared to communicate the reason(s) and, if available, potential alternatives.
2. An MA can be verbally accepted by the Coast Guard if the request requires immediate deployment of Coast Guard resources. However, the Coast Guard AO shall obtain some form of interim written documentation (i.e., email) from the FEMA Operations Section Chief, NRCC Resource Support Section Chief, or higher FEMA authority, that indicates that FEMA has formally requested the Coast Guard to provide assistance and that a written MA is forthcoming.
 3. Once the District or Area has verbally expressed a willingness to accept an MA on behalf of the Coast Guard, the Coast Guard AO shall work with FEMA to draft the necessary statements of work and determine a cost estimate. The Coast Guard AO should consult the most recent version of the Coast Guard PSMA's and seek guidance from the District or Area as needed when completing the MA. Before the FEMA comptroller approves the final version of the MA, the Coast Guard AO should review it closely to ensure that it was correctly written and contains no administrative mistakes while it was being forwarded through the FEMA approval chain of command.
 4. Not later than 24 hours after the Coast Guard's acceptance or amendment of an MA, the accepting authority shall draft and release a notification message as illustrated in Section I of this Appendix. Messages are not required for the issuance of MA task orders. The release of the MA notification message is important as it accomplishes the following:
 - a. The mission assignment acceptance message provides details to Coast Guard Senior Leadership about contributions during a national event, which most likely will garner high visibility. This information can then be used to report Coast Guard activities up to DHS leadership and the Executive Branch/POTUS.
 - b. The notification message provides formal internal documentation that the MA has been accepted by the Coast Guard.
 - c. Unlike a SITREP, the message provides awareness to the Coast Guard's financial management community, and initiates the internal financial processes required to provide funding to field units laying the groundwork for reimbursing Coast Guard expenses as outlined in References (w) and (x).

5. Once the final MA has been issued, the Coast Guard AO shall work with the District or Area, as appropriate, to ensure that copies of the MA are provided to appropriate Coast Guard financial programs. The primary Coast Guard finance offices that typically authorize reimbursable funding, and then subsequently prepare reimbursement packages for MAs and who should always be contacted once an MA has been accepted, include:

- a. ATU Budget Officer at the District;
 - b. Service and Logistics Center for MAs issued under ESFs (except ESF-10) that are accepted by the Area or District; and
 - c. NPFC for ESF-10 MAs accepted by either District or Area. See Reference (x).
6. The organization accepting an MA shall coordinate with assigned field units to ensure the MA is executed. Once the work for the MA is finished, the District or Area will notify the appropriate Coast Guard financial programs that the MA has been operationally completed. The District or Area should ensure that all field units who execute an MA provide any receipts, records, or other documentation to the appropriate financial program to support the Coast Guard's reimbursement activities, as described in References (w) and (x). Without documentation, the Coast Guard cannot request reimbursement from FEMA. In that case, the units that incurred the costs will remain responsible for them.

G. Mission Assignment Process



Note: The Mission Assignment process responsibilities performed by FEMA Operations Section Chief at Joint Field Offices and Regional Response Coordination Center is performed by the Resource Support Section Chief in the National Response Coordination Center.

Figure A-1: Flow Chart of Mission Assignment (MA) Process

H. FEMA Forms

This Section provides the following Federal Emergency Management Agency (FEMA) forms:

1. FEMA FORM 010-0-8, Mission Assignment [also available as a separate file: FEMA MA Form.pdf]
2. FEMA FORM 010-0-7, Resource Request Form (RRF)[also available as a separate file: FEMA RRF.PDF]
3. Mission Assignment Reimbursement Transmittal Form[also available as a separate file: Fillable Transmittal 11-21-12 (locked).xlsx]

DEPARTMENT OF HOMELAND SECURITY
 Federal Emergency Management Agency
MISSION ASSIGNMENT (MA)

O.M.B. No. 1660-0002
 Expires May 31, 2017

PAPERWORK BURDEN DISCLOSURE NOTICE			
Public reporting burden for this form is estimated to average 20 minutes per response. The burden estimate includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the needed data, and completing and submitting this form. This collection of information is required to obtain or retain benefits. You are not required to respond to this collection of information unless it displays a valid OMB control number. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing this burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC 20472-3100, Paperwork Reduction Project (1660-0047). NOTE: Do not send your completed form to this address.			
I. TRACKING INFORMATION (FEMA Use Only)			
State		Resource Request Number	
Program Code/Event Number		Date/Time Received	
II. ASSISTANCE REQUIRED <input type="checkbox"/> See Attached			
Assistance Requested			
Delivery Location		Internal Control Number	Date/Time Required
Initiator/Requestor Name	24 Hour Phone Number	Email Address	Date
Site POC Name	24 Hour Phone Number	Email Address	Date
III. INITIAL FEDERAL COORDINATION (Operations Section)			
Action to:	<input type="checkbox"/> ESF #: _____ <input type="checkbox"/> Other: _____	Date/Time	Priority <input type="checkbox"/> 1. Lifesaving <input type="checkbox"/> 3. High
	<input type="checkbox"/> RSF: _____		<input type="checkbox"/> 2. Life sustaining <input type="checkbox"/> 4. Normal
IV. DESCRIPTION (Assigned Agency Action Officer) <input type="checkbox"/> See Attached			
Statement of Work			
Your agency must validate the unliquidated MA balance at least annually as stipulated by FEMA to maintain reimbursable authority. Accrual data must also be provided to FEMA no later than the third business day after fiscal quarter end close. Information can be submitted to FEMA-Disaster-MA-ULO@dhs.gov. For MA billing and reimbursement information, please visit http://www.fema.gov/federal-agencies-providing-disaster-assistance .			
Assigned Agency		Projected Start Date	Estimated Projected End Date
<input type="checkbox"/> New or <input type="checkbox"/> Amendment to MA #: _____	Total Cost Estimated	Total Required this Obligation Cycle	
ESF/OFA/RSF Action Officer		Phone #	Email
V. COORDINATION (FEMA Use Only)			
Type of MA:	<input type="checkbox"/> Direct Federal Assistance	<input type="checkbox"/> Federal Operations Support	
	<input type="checkbox"/> State Cost Share (0%, 10%, 25%)	<input type="checkbox"/> State Share (0%)	
State Cost Share Percent %		State Cost Share Amount: \$	
Fund Citation: 20 _____ -06- _____ XXXX-250 _____ -D	Appropriation code: 70X0702		
Mission Assignment Manager (Preparer)			Date
**FEMA Project Manager/Branch Director (Program Approval)			Date
**Comptroller/Funds Control (Funds Review)			Date

MISSION ASSIGNMENT (MA)

VI. APPROVAL		
*State Approving Official (Required for DFA)	Date	
**Federal Approving Official (Required for all)	Date	
VII. OBLIGATION (FEMA Use Only)		
Mission Assignment Number	Amount This Action \$	Date/Time Obligated
Amendment Number	Cumulative Amount \$	Initials:
** Signature required for all MAs.		
INSTRUCTIONS		
Items on the Mission Assignment (MA) form that are not listed are self-explanatory.		
I. TRACKING INFORMATION. Completed by Resource Support Section or Operations staff. Required for all requests.		
<p><u>State:</u> If multi-State, choose State most likely to receive resource(s), (i.e., when using 7220-SU Program Code) <u>Resource Request No.:</u> Based on chronological log number. Used for tracking. <u>Program Code/Event No.:</u> The pre-declaration, emergency, or major disaster number assigned for funding the event. Examples: 7220-SU, 3130-EM, 1248-DR.</p>		
II. ASSISTANCE REQUESTED. Completed by requestor.		
<p><u>Assistance Requested:</u> Details from the Resource Request Form will provide information concerning the assistance requested. <u>Internal Control No.:</u> Internal requestor reference, log, or control number, if applicable. <u>Initiator/Requestor:</u> The initiator may be an individual filling out the mission assignment and making a request on behalf of the POC. <u>POC Name:</u> The person coordinating reception and utilization of the requested resources. 24-hour contact information required.</p>		
III. INITIAL FEDERAL COORDINATION. Completed by FEMA Personnel with Delegated Authority.		
<p><u>Action to:</u> May be Emergency Support Function (ESF), Recovery Support Function (RSF), internal FEMA organization, or other organization, which assigns the Action Officer.</p> <p>Remainder of MA used only if solution is to request Federal agency to perform reimbursable work under (MA). Deliberate validation and verification of information must occur before MA is completed and issued.</p>		
IV. DESCRIPTION. Completed by assigned agency Action Officer.		
<p><u>Statement of Work:</u> Detailed description of work to be performed that includes: Overview of MA, objectives, tasks, resources, personnel, deliverable, location, period of performance and comprehensive cost estimate for period of performance. Statement of Work may be attached. Additional guidance concerning the writing of a Statement of Work can be found in the Mission Assignment Guide and FAR. <u>Assigned Agency:</u> Agency receiving the MA from FEMA. Activities within the scope of an ESF/RSF result in an MA to primary agency. Cite subordinate organization if applicable. Example: DOT-FAA. COE-SAD <u>Projected Start/End Date:</u> If end date is not clear, estimate and budget for 30, 60, or 90 days, then reevaluate. TBD is not acceptable; a date must be entered. <u>Total Cost Estimate:</u> Enter dollar value and attach a detailed budget outlining personnel, equipment, contract, sub-tasked agency, travel and other costs. The cost estimate should include the total cost projection for the MA across the entire length of the MA. The 90 day obligation cycle is used to obligate funding in 90 day increments when completion period is expected to exceed 90 days.</p>		
V. COORDINATION. Completed by MAM, except for Project Manager and Comptroller signatures.		
<p>Type of MA: Select only one. <u>Appropriation Code:</u> Static data. Do not change. This is for information only, should not be used to report internal agency finances to Treasury. <u>Reporting:</u> MA agencies are required to provide reporting as determined by the Program Manager.</p>		
VI. APPROVAL. Completed by State Approving Official and Federal Approving Official.		
VII. OBLIGATION. Completed by Financial Specialist		
<p><u>Mission Assignment No.:</u> Assigned in FEMA financial system chronologically using assigned agency acronym and two digit number. <u>Amendment No.:</u> Note supplement number. For example: COE: SAD-01, Supp. 1, or DOR-08, Supp. 3. <u>Amount this Action:</u> Taken from total cost estimate above. <u>Cumulative Amount:</u> Cumulative amount for this MA, including amendments.</p>		

DEPARTMENT OF HOMELAND SECURITY
 Federal Emergency Management Agency
RESOURCE REQUEST FORM (RRF)

O.M.B. No. 1660-0002
 Expires May 31, 2017

PAPERWORK BURDEN DISCLOSURE NOTICE			
Public reporting burden for this form is estimated to average 20 minutes per response. The burden estimate includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the needed data, and completing and submitting this form. This collection of information is required to obtain or retain benefits. You are not required to respond to this collection of information unless it displays a valid OMB control number. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing this burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC 20472-3100, Paperwork Reduction Project (1660-0047). NOTE: Do not send your completed form to this address.			
I. REQUESTING ASSISTANCE (To be completed by Requestor)			
1. Requestor's Name (Please print)		2. Title	3. Phone No.
4. Requestor's Organization		5. Fax No.	6. E-Mail Address
II. REQUESTING ASSISTANCE (To be completed by Requestor)			
1. Description of Requested Assistance:			
2. Quantity	3. Priority	<input type="checkbox"/> Lifesaving <input type="checkbox"/> Life Sustaining <input type="checkbox"/> Normal <input type="checkbox"/> High	4. Date and Time Needed
5. Delivery Site Location		6. Site Point of Contact (POC)	
		7. 24 Hour Phone No.	8. Fax No.
9. State Approving Official Signature			10. Date and Time
III. SOURCING THE REQUEST - REVIEW/COORDINATION (Operations Section Only)			
1.	2. Source:	3. Assigned to:	
<input type="checkbox"/> OPS Review by: _____ <input type="checkbox"/> LOG Review by: _____ <input type="checkbox"/> Other Coordination: _____ <input type="checkbox"/> Other Coordination: _____ <input type="checkbox"/> Other Coordination: _____	<input type="checkbox"/> Donations <input type="checkbox"/> Other (Explain) <input type="checkbox"/> Requisitions <input type="checkbox"/> Procurement <input type="checkbox"/> Interagency Agreement <input type="checkbox"/> Mission Assignment	ESF/OFA: _____ RSF/OFA: _____ Other: _____ Date/Time: _____	
4. Immediate Action Required	<input type="checkbox"/> Yes <input type="checkbox"/> No		
IV. STATEMENT OF WORK (Operations Section Only)			
1. OFA Action Officer		2. 24 Hour Phone #	3. Fax #
4. FEMA Project Manager		5. 24 Hour Phone #	6. Fax #
7. Statement of Work			<input type="checkbox"/> See Attached
8. Estimated Completion Date			9. Estimated Cost
V. ACTION TAKEN (Operations Section Only)			
<input type="checkbox"/> Accepted	<input type="checkbox"/> Rejected	<input type="checkbox"/> Requestor Notified	
Reason / Disposition			

RESOURCE REQUEST FORM (RRF)

TRACKING INFORMATION (FEMA Use Only)			
ECAPS/NEMIS Task ID:	Resource Request #	Program Code/Event #	
Received by (Name and Organization)	State	Date/Time Received	<input type="checkbox"/> Originated as verbal
INSTRUCTIONS			
Items on the Resource Request form that are not specifically listed are self-explanatory. Indicate "see attached" in any field for which additional space or more information is required.			
I. Who is requesting assistance? Completed by requestor.			
II. What needs to be done? Completed by requestor.			
<u>Description of Requested Assistance:</u> Detail of resource shortfalls, statement of deliverable, or simply state problem/need.			
<u>Priority:</u> The requestor's priority, which may differ from the priority in BOX III.			
<u>Site POC:</u> The person at the delivery site coordinating reception and utilization of the requested resources. 24-hour contact information required.			
<u>If for Direct Federal Assistance (DFA), State Approving Official:</u> Signature certifies that:			
<ul style="list-style-type: none"> (1) State and local governments cannot perform, nor contract for the performance of the requested work; (2) Work is required as a result of the event, not a pre-existing condition; and (3) The State is providing the required assurances found in 44 CFR, Section 206.208. 			
III. Action Review/Coordination (OPS Section Use Only): Completed by the Operations Section Chief or Resource Capability Branch Director.			
<u>Accept/Reject:</u> Operations Section Chief or Resource Capability Branch Director accepts or rejects the request; provide reason if rejection. If request accepted, coordinates with others, i.e., Branch Directors or Group Supervisors, begins to determine best means of fulfilling request. All involved in coordination should check appropriate box and initial or print their name.			
<u>Assigned to:</u> Operations Section Chief or Resource Capability Branch Director assigns tasks origination, may indicate the OFA Action Officer. Operations Section Chief may also indicate the Action Officer if known, or tasked organization may make this assignment. This may be Emergency Support Function, internal FEMA Organization (i.e.; Logistics), or other organization.			
<u>Date/Time Assigned:</u> Operations Section Chief or Resource Capability Branch Director provides date and time of when sourcing should begin.			
IV. Statement of Work (OPS Section Use Only): Completed by the Operations Section Chief or Resource Capability Branch Director.			
<u>OFA Action Officer:</u> Ops Section Chief obtains from OFA if request fulfilled by a MA; 24-hr phone/fax required. Information used in eCAPS.			
<u>FEMA Project Manager:</u> Provided by Operations Section Chief; a Region PFT; 24-hr phone/fax required. Information used in eCAPS.			
<u>Statement of Work:</u> Description of tasks to be performed. Could be to assess a problem and report back, or could be to proceed with a specific action. If 40-1 or MA, this goes in "justification" tab in eCAPS.			
V. Action Taken (OPS Section Use Only): Completed by Operations Section Chief, Resource Capability Branch Director, MA Unit or Logistics.			
<u>Resource Request Results:</u> Ops Section Chief, Resource Support Section Chief, MA Unit, or LOG should note what type of document the action resulted in by "checking" the appropriate box i.e., Mutual Aid, Donations, Requisition, Procurement, IA, MA, Other. If "Other" is selected write in appropriate response or state "see below" and give detail description in "Disposition" field. "Disposition" field should note steps taken to complete the Action, and personnel, sub-tasked agencies, contracts and other resources utilized.			
TRACKING INFORMATION. Completed by Action Tracker. Required for all requests.			

SECTION I: ESF AGENCY SUBMISSION

AGENCY:		Current Bill Amount:	
ADDRESS:		Fiscal POC:	
		Phone:	
		Fax:	
		POC EMAIL Address:	
Agency Location Code:		FEMA Disaster Number:	
Agency Bill Number:		Mission Assignment Number:	

Mission Description: (Scope of Work) _____

Completion Date (Projected Work): _____ Completion Date (Revised Work): _____

Bill is: Partial Bill Resubmitted Bill Final Bill (no further obligations pending)

NOTE: Expenditures claimed have been reviewed and are relevant to the mission assigned. Costs are reasonable, supported by source documents maintained by this agency, and are not funded by another source. *(Include applicable signatures)*

Primary Agency Project/Program Administrator	Date	Phone
Support (Sub-Task) Agency Project/Program Administrator	Date	Phone
Primary Agency Financial Officer	Date	Phone
Support (Sub-Task) Agency Financial Officer	Date	Phone

For additional information refer to:
 National Response Framework (NRF) [NRF \(National Response Framework\)](http://www.fema.gov/national-response-framework)
<http://www.fema.gov/national-response-framework>

SECTION II: FEMA USE ONLY

	Payment Amount Approved: \$
	Disallowed Amount (if any): \$
FFC - POC _____	State Cost Share %: _____
Date signed: _____	State Cost Share Amount \$ _____

ROUTING	SIGNATURE AND DATE
PROJECT MANAGER	
MISSION ASSIGNMENT MANAGER (MAM)	
FEDERAL APPROVING OFFICIAL (FAO)	

In accordance with the Personal Property Management Program (FEMA Manual 119-7-1), does the MAM need to notify logistics of property item(s) billed? YES NO

See page two for continuation sheet and breakout by sub-object class code.

I. Mission Assignment Notification Messages.

1. **Example of Mission Assignment Acceptance Message**

R 081300Z SEP 11
FM CCGDEIGHT NEW ORLEANS LA//IMT//
TO COMDT COGARD WASHINGTON DC//DCMS/CG-01/CG-5R/CG-MER/CG-MLE/CG-
CPE/ CG-SAR/CG-MSR/CG-ODO/CG-711/CG-761/CG-831/CG-832//
COMLANTAREA COGARD PORTSMOUTH VA//LANT-CC/LANT-3/LANT-5/LANT-
8/LANT-3NCC// COMPACAREA COGARD ALAMEDA CA//PAC-CC/PAC-3/PAC-5/PAC-
8// CG SECTOR*
COMCOGARD DOL NORFOLK VA COMCOGARD NPFC WASHINGTON DC BT
UNCLAS //N03006//
SUBJ: USCG ACCEPTANCE OF FEMA MISSION ASSIGNMENT (MA) IN RESPONSE TO
HURRICANE IDA: 7220SU-TX-USCG-10
1. THE USCG HAS ACCEPTED A MA ISSUED FROM FEMA REGION VI REGIONAL
RESPONSE COORDINATION CENTER (RRCC) TO DEPLOY USCG PERSONNEL TO
THE REGION VI RRCC AND/OR JOINT FIELD OFFICES ESTABLISHED IN TX.
2. DETAILS:
A. MA NUMBER: 7220SU-TX-USCG-11
B. MA ISSUED UNDER ESF-XX
C. USCG COMMAND ACCEPTING MA: DISTRICT EIGHT
D. CG COMMAND TO EXECUTE MA: SECTOR HOUSTON-GALVESTON
E. PROJECTED START AND END DATES: 08SEP11-18SEP11
F. FEMA PROJECT OFFICER NAME: MS. MARSHA BREWER
G. USCG ACTION OFFICER NAME: CAPT KEVIN GILLESPIE
H. TOTAL COST ESTIMATE: \$10,000
3. FOR QUESTIONS REGARDING THIS MISSION ASSIGNMENT, PLEASE
CONTACT THE USCG ACTION OFFICER AT 555-555-5555 OR THE DISTRICT EIGHT
IMT AT 555-555-5555.
BT NNNN

LIST OF POTENTIAL ADDRESSEES

CCGDONE BOSTON MA//DX(OFFICES AS NECESSARY)// CCGDFIVE PORTSMOUTH
VA//(OFFICES AS NECESSARY)// CCGDSEVEN MIAMI FL//(OFFICES AS
NECESSARY)// CCGDNINE CLEVELAND VA//(OFFICES AS NECESSARY)//
CCGDELEVEN ALAMEDA CA//(OFFICES AS NECESSARY)// CCGDTHIRTEEN
SEATTLE WA//(OFFICES AS NECESSARY)// CCGDFOURTEEN HONOLULU
HI//(OFFICES AS NECESSARY)// CCGDSEVENTEEN JUNEAU AK//(OFFICES AS
NECESSARY)//

*COAST GUARD COMMAND EXECUTING MISSION ASSIGNMENT

2. Example of Mission Assignment Amendment Message

R 111400Z SEP 11
FM CCGDEIGHT NEW ORLEANS LA//IMT//
TO COMDT COGARD WASHINGTON DC//DCMS/CG-01/NCC/ CG-5R/CG-MER/CG-
MLE/CG-CPE/ CG-SAR/CG-MSR/CG-ODO/CG-711/CG-761/CG-831/CG-832//
COMLANTAREA COGARD PORTSMOUTH VA//LANT-CC/LANT-3/LANT-5/LANT-
8/LANT-3NCC // COMPACAREA COGARD ALAMEDA CA//PAC-CC/PAC-3/PAC-5/PAC-
8// CG SECTOR*
COMCOGARD DOL NORFOLK VA COMCOGARD NPFC WASHINGTON DC BT
UNCLAS //N03006//
SUBJ: AMENDMENT ONE TO MISSION ASSIGNMENT (MA) NUMBER 7220SU-TX-
USCG-10 FOR HURRICANE IDA
REF: MY 081300Z SEP 09

1. THE MA DESCRIBED IN REF A HAS BEEN AMENDED WITH THE FOLLOWING CHANGES:
 - A. COST CEILING HAS BEEN RAISED TO \$25,000.
 - B. NEW FEMA PROJECT OFFICER IS MICHAEL SMITH.
2. DETAILS:
 - A. MA NUMBER: 7220SU-TX-USCG-11-01
 - B. MA ISSUED UNDER ESF-XX
 - C. USCG COMMAND ACCEPTING MA: DISTRICT EIGHT
 - D. CG COMMAND TO EXECUTE MA: SECTOR HOUSTON-GALVESTON
 - E. PROJECTED START AND END DATES: 08SEP11-18SEP11
 - F. FEMA PROJECT OFFICER NAME: MR. MICHAEL SMITH
 - G. USCG ACTION OFFICER NAME: CAPT KEVIN GILLESPIE.
 - H. TOTAL COST ESTIMATE: \$25,000
3. FOR QUESTIONS REGARDING THIS MA, PLEASE CONTACT THE USCG ACTION OFFICER AT 555- 555-5555 OR THE DISTRICT EIGHT IMT AT 555-555-5555.
BT NNNN

LIST OF POTENTIAL ADDRESSEES

CCGDONE BOSTON MA//DX(OFFICES AS NECESSARY)// CCGDFIVE PORTSMOUTH
VA//(OFFICES AS NECESSARY)// CCGDSEVEN MIAMI FL//(OFFICES AS
NECESSARY)// CCGDNINE CLEVELAND VA//(OFFICES AS NECESSARY)//
CCGDELEVEN ALAMEDA CA//(OFFICES AS NECESSARY)// CCGDTHIRTEEN
SEATTLE WA//(OFFICES AS NECESSARY)// CCGDFOURTEEN HONOLULU
HI//(OFFICES AS NECESSARY)// CCGDSEVENTEEN JUNEAU AK//(OFFICES AS
NECESSARY)//

*COAST GUARD COMMAND EXECUTING MISSION ASSIGNMENT

APPENDIX B

**LIST OF CURRENT
MEMORANDUMS OF UNDERSTANDING (MOU)/MEMORANDUMS OF
AGREEMENT (MOA)**

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**MEMORANDUMS OF UNDERSTANDING/MEMORANDUMS OF AGREEMENT
(MOU/MOA)**

Listed below are the current MOU/MOAs between the USCG and other agencies that apply to Incident Management or Incident Response. The full documents are located on the Commandant (CG-GPE) portal page which is located at

<https://cg.portal.uscg.mil/units/cgcpe/SitePages/Home.aspx>.

- A. USCG/USAID OFDA signed June 2011. This MOU sets forth the general framework to which the USCG and USAID OFDA will collaborate during predisaster planning activities, pre-disaster training exercises, and disaster response operations.
- B. USCG/USDA FSF&AM signed October 2014. Purpose of the MOA is to document the cooperation and set forth terms by which the Forest Service coordinates shadowing opportunities where Type 1 IMT, Type 2 IMT, or National Incident Management Organization (NIMO) are working. These opportunities assist the USCG in training and qualification of personnel.
- C. DHS FEMA (N-IMAT)/USCG signed August 2015. The purpose of this MOA is to set forth the terms and conditions by which DHS/USCG will assign a minimum of four DHS/USCG personnel to staff two on-call Liaison Officers to DHS/FEMA's National Incident Management Assist Teams (N-IMATs), to assist with the timely coordination and delivery of support and other services typically performed by DHS/USCG during domestic emergency management operations.

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APPENDIX C
KEY DEFINITIONS

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Action Officer (AO): Federal departments and agencies responsible for the execution of MAs will designate an Action Officer in the NRCC, RRCC, and JFO to represent the agency for MA activities. The AO works with the FEMA PO to draft RRFs and MAs and ensures that the MA is properly executed.

Area Commander: There are two Areas commanded by Vice Admirals. Atlantic Area encompasses the East and Gulf coasts plus the Great Lakes and Puerto Rico. Pacific Area is comprised of the West Coast, Alaska and Hawaii, plus Guam and other Pacific islands. The Area Commander is the principal command & control authority for their zone of responsibility and, as such, can exercise all Coast Guard response authorities with the exception of FOSC and COTP authorities.

Captain of the Port (COTP): During contingency operations, the COTP has pre-delegated authority to respond to contingencies that affect the safety and efficient use of the nation's ports and waterways. The COTP has both regulatory and legal functions, and has certain authorities under federal law. The COTP is designated by the Commandant, but reports to the District Commander. In most cases, Sector Commanders, and some Commanding Officers of Marine Safety Units (MSUs), are designated as the COTP.

Commander and Commanding Officer: The authority vested, by either rank or assignment, in an individual for the direction, coordination, and control of Coast Guard assets. Command includes the authority and responsibility for effectively utilizing available resources, and organizing, directing, coordinating, controlling, and planning the employment of military forces for the accomplishment of assigned missions. It also includes responsibility for the health, welfare, morale, & discipline of all assigned personnel.

Direct Federal Assistance (DFA): A type of direct Federal assistance, wherein one or more federal departments or agencies provide goods and services to state and local governments when the affected jurisdiction lacks the capability needed to perform or to contract eligible emergency work and/or debris removal during a major disaster or emergency. DFA is requested by the state, and is authorized and reimbursed by FEMA, which is subject to federal-state cost sharing. See also Federal Operations Support (FOS) for the other type of MA.

District Commander: Each Area is divided into Districts, with a Commander who reports to the Area Commander. Each District is commanded by a Rear Admiral. A District is divided into Sectors and Captain of the Port (COTP) zones. The District Commander may exercise all Coast Guard response authorities as appropriate with the exception of the FOSC and COTP authorities.

Emergency: As defined by the Stafford Act, an emergency is “any occasion or instance for which, in the determination of the President, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.” Not to be confused with a Presidential Major Disaster Declaration.

Emergency Preparedness Liaison Officer (EPLO): An EPLO is a District Reserve Officer, billeted to provide Coast Guard liaison officer support to FEMA within a particular FEMA region.

Federal Approving Official (FAO): Relevant to mission assignments and financial management, a FAO is a FEMA employee who is delegated the authority to approve and obligate funds for the mission assignment.

Federal Coordinating Officer (FCO): The federal officer who is appointed to manage federal resource support activities related to Stafford Act disasters and emergencies. The FCO is responsible for coordinating the timely delivery of Federal disaster assistance resources and programs to the affected state and local governments, individual victims, and the private sector.

Federal Maritime Security Coordinator (FMSC): COTPs are the FMSC for their respective COTP zones as described in 33 CFR 3, including all ports and areas located therein. The FMSC is responsible for establishing, convening, and directing the Area Maritime Security Committee (AMSC); appointing AMSC members; developing and maintaining the AMS Plan, in coordination with the AMSC; implementing and exercising the AMS Plan; and maintaining the records required by 33 CFR §103.520 and 33 CFR §103.505.

Federal On-Scene Coordinator (FOSC): The Federal On-Scene Coordinator is the principal authority for responding to oil and hazardous substance spills or releases, including substantial threats of discharges and releases. The FOSC uses legislative and regulatory authorities to ensure that pollution response is carried out expeditiously and aggressively. The FOSC authority is normally delegated to the COTP, but if the incident is large enough, the District Commander, Area Commander, or the Commandant may act as the FOSC if this authority is re-delegated to them.

Incident Commander (IC): The IC is the individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of the incident assigned. The Coast Guard IC works for the next higher level Operational Commander in the Coast Guard chain of command.

Mission Assignment Amendment: When there is any change in a MA, such as funding level, extension of time, change of coast share or change of project officer, an amendment is made to the existing MA. An amendment is documented on a MA.

Mission Assignment Cover Letter: The initial letter sent by FEMA to an Emergency Support Function (ESF) agency notifying the agency of disaster operations and activating their agency under the National Response Framework (NRF). The letter includes instructions on how the agency requests reimbursement from FEMA. A cover letter is usually accompanied by an activation mission assignment which provides a statement of work and funding limit. Cover letters are not always sent and the absence of one does not invalidate a MA.

Mission Assignment (MA) Manager: The MA Manager is the person responsible for the technical processing of mission assignments. The MA Manager assists the RRCC Operations Section Chief, the NRCC Resource Support Section Chief, or the JFO Operating Section Chief, in evaluating and approving requests, providing technical assistance and support, and processing the MA in the Web EOC dashboard system. The MA Manager also establishes and maintains the mission assignment files.

Mission Assignment Task Order: A task order directs specific action that is a subset of a MA with a broad mission statement. In some regions and in some cases, a MA by itself may not be actionable without one or more task order(s). A Task Order Form is issued to provide specifics to broad mission statements outlined in a MA. Similar to a MA, the task order combines both the work to be done and the funds associated with that work.

National Command Center (NCC): The NCC is the Coast Guard's national reporting and coordination level. During crisis events, the NCC is responsible for reporting the Coast Guard's operational and strategic intent to national level departmental and inter-agency leadership. The NCC is also charged with documenting the Coast Guard's response efforts and with providing strategic awareness of the service's contributions and unmet needs to the Commandant and CGHQ programs.

National Response Coordination Center (NRCC): The NRCC is the national-level interagency coordination center at FEMA Headquarters. The NRCC issues MAs at the national level as needed. The NRCC works closely with the Regional Response Coordination Center(s) (RRCC) or the Joint Field Office(s) (JFO) to ensure that MAs are not duplicated. The NRCC is responsible for adjudicating conflicts with requests for national resources.

NIMS ICS Area Commander (AC): The AC oversees the management of an incident, focusing primarily on strategic assistance and direction and resolving competition for scarce response resources. A NIMS Area Command, and associated Commander, is activated by the Sector, District, or Area Commander to ensure coordination for Command, Planning, Logistical and Fiscal matters, depending on the complexity of an incident and incident management span-of-control considerations. The Coast Guard AC works for the next higher level Operational Commander in the Coast Guard chain of command.

NRCC Resources Support Section Chief: The Resources Support Section Chief manages the mission assignment activities on behalf of the Chief, National Response Coordination Staff. The Resource Support Section Chief is responsible for determining the eligibility of the work to be performed and coordinating with other organizational elements to confirm the need for the MA.

Officer in Charge, Marine Inspection (OCMI): The OCMI administers the Coast Guard's marine safety "field" activities within a marine inspection zone delineated by regulations (See 33 CFR 3).

Operational Commander (OC): Under Title 10 operations the Commandant is the Operational Commander. Under Title 14 operations the Area Commanders, District Commanders, and Sector Commanders are the Operational Commander. The OC is the individual responsible for all operations within a certain area of responsibility. The OC delegates operational authorities to subordinate commands and provides support as needed. Specifically, Area commanders delegate

authority to the District commanders to run operations within the District boundaries and the District commander delegate authority to the Sector commander to run operations within the Sector boundaries. The Operational Commander is equivalent to the term Agency Administrator used by FEMA in NIMS.

Pre-Scripted Mission Assignments (PSMAs): Template language designed to help facilitate rapid response and standardize mission assignments. PSMAs contain basic statements of work and projected cost estimates. The PSMA template is pre-approved by FEMA. PSMAs assist the other federal agency's AO and FEMA's PO in drafting RRFs and MAs. PSMAs also serve as a list of capabilities that an agency or ESF can potentially offer in an incident. PSMAs are intended to avoid "reinventing the wheel" for each event and encourage "thinking ahead." A PSMA must always be finalized and approved by the FEMA PO before it becomes a MA and conveys tasking and funding.

Regional Response Coordination Center (RRCC): The RRCC is the regional interagency coordination center and has primary responsibility for operations until a JFO(s) is established and operational. The RRCC may support operations in several of the states in the region and is directly involved in the coordination and issuing of MAs until the JFO becomes operational. Normally, the RRCC issues the MAs to activate the ESFs at the regional level, establish logistical and operational support facilities, and to stage teams and resources. Close coordination is maintained with the Emergency Response Team-Advanced Element (ERT-A) to ensure that any needs identified by the state are being addressed.

Resource Request Form (RRF): The form (FEMA Form 90-136) that the state, federal agencies, and FEMA managers use for requesting federal assistance that may result in an MA, the amendment of an existing MA, or the issuance of a MA task order. The RRF may be completed and submitted by the state or by another federal department or federal agency to the NRCC, RRCC or JFO. The RRF outlines what support or action is needed from the federal government to support operations. Not all RRFs will result in a mission assignment. For example, some RRFs may be met through internal FEMA resources.

Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707: The Stafford Act establishes the programs and processes for the federal Government to provide disaster and emergency assistance to states, local governments, tribal nations, individuals, and qualified private nonprofit organizations. The provisions of the act cover all hazards, including natural disasters and terrorist events. Relevant provisions of the act also include a process for Governors to request federal disaster and emergency assistance from the President.

SAR Coordinator (SC): The SAR Coordinator is normally the District Commander. The SC ensures SAR operations are coordinated efficiently through the use of available SAR resources.

SAR Mission Coordinator (SMC): The SAR Mission Coordinator operates within the SAR chain of command as the person assigned to carry out all aspects of planning, coordinating and managing the response to a SAR incident. At the District level, the SMC is the direct representative of the SAR Coordinator (SC). At the Sector level, the SMC is the direct representative of SC through the Sector Commander. SMC shall not be a member of the Command Center watch that is planning and executing a particular mission and not be delegated below the Sector level.

Sector Commander: The officer in command of a Sector. Typically holds the following additional designations: COTP, FMSC, FOSC, OCMI, and SMC.

State Approving Official (SAO): The SAO is the state equivalent of the FAO. This is a function and not a separate position. The SAO is the person for the State that has budgetary signature authority and can request assistance and approve MAs on behalf of the state. This is normally the State Coordinating Official or the Governor's Authorized Representative.

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APPENDIX D
ACRONYMS AND ABBREVIATIONS

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AAP	After Action Program
AAR	After Action Report
AC	NIMS Area Command
ACP	Area Contingency Plan
ADOS	Active Duty For Operational Support
ADOS-AC	ADOS, Retired Recall, etc. Voluntary
ADT	Active Duty For Training
AIBTL	Advanced Interdiction Boat Team Leader
ALERTORD	Alert Order
AMIO	Alien Migrant Interdiction Operations
AMS	Area Maritime Security
AMSC	Area Maritime Security Committee
AMSP	Area Maritime Security Plans
AMSTEP	Area Maritime Security Training Exercise Program
AMVER	Automated Mutual-Assistance Vessel Rescue System
AO	Action Officer
AOR	Area of Responsibility
APEC	Advanced Preparedness and Exercise Course
APEX	Adaptive Planning and Execution
AREP	Agency Representative
ARF	Action Request Form
AST	Atlantic Strike Team
AT	Antiterrorism
ATON	Aids to Navigation
ATU	Administrative Target Unit
AUX	Auxiliary
AWS	Alert Warning System
BPEC	Basic Preparedness and Exercise Course

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C4ISR	Command, Control, Communications, Computers, Intelligence Surveillance and Reconnaissance.
C4IT	Command, Control, Communications, Computers, and Information Technology
CANUS	Canadian/United States
CAP	Crisis Action Planning
CART	Common Assessment and Reporting Tool
CASH	Cashier Team
CAT	Crisis Action Team
CBP	Customs and Border Protection
CBRN	Chemical, Biological, Radiological, and Nuclear
CBRNE	Chemical, Biological, Radiological, Nuclear, High Yield Explosives
CC	Command Center
CCDR	Combatant Commander
CCGD	Commander, Coast Guard District
CDAT	C4IT Damage Assessment Team
CDO	Command Duty Officer
CE	Commander's Estimates
CE	Categorical Exclusion
CEM	Certified Emergency Manager
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CERT	Community Emergency Response Team
CFR	Code of Federal Regulations
CG	Coast Guard
CGAAP	Coast Guard After Action Program
CGBI	Coast Guard Business Intelligence
CGHQ	Coast Guard Headquarters
CGIC	Coast Guard Incident Commander
CG-IMAT	Coast Guard Incident Management Assistance Team
CG-IMH	Coast Guard Incident Management Handbook
CGMS	Coast Guard Message System

CG-SAILS	Coast Guard Standard After Action Information and Lessons Learned System
CI	Counterintelligence
CI	Critical Infrastructure
CIC	Critical Information Communications
CIR	Critical Information Requirement
CISM	Critical Incident Stress Management
CLWG	Contingency Logistics Working Group
COA	Course of Action
COE	Concepts of Exercise
COGARD	Coast Guard
COMDT	Commandant of the USCG
COMDTINST	Commandant Instruction
COMDTPUB	Commandant Publication
COML1	Communications Unit Leader Type 1
COMLANTAREA	Commander, Atlantic Area
COMPACAREA	Commander, Pacific Area
CONOPS	Concept of Operations
CONPLAN	Concept Plan
CONUS	Continental United States
COOP	Continuity of Operations Plan
COP	Common Operational Picture
CORE	Concept of Reserve Employment
COST	Cost Unit Leader
COTP	Captain of the Port
CP	Contingency Planner
CP	Counter-Proliferation
CPA	Contingency Preparedness Assessment
CPG	Comprehensive Preparedness Guide
CPPM	Contingency Preparedness Planning Manual
CPS	Contingency Preparedness System
CRU	Critical Resources Unit
CSST	Contingency Staffing Support Team

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CT	Counter-Terrorism
DA	Direct Access
DAT	Damage Assessment Team
DCE	Defense Coordinating Elements
DCMS	Deputy Commandant For Mission Support
DCO	Defense Coordinating Officer
DCO	Deputy Commandant for Operations
DET	Detachment
DFA	Direct Federal Assistance
DHS	Department of Homeland Security
DOC	Department Operations Center
DOCL	Documentation Unit Leader
DOCL1	Documentation Unit Leader Type 1
DOD	Department of Defense
DOL	Director of Operational Logistics
DOS	Department of State
DRASH	Deployable Rapid Assembly Shelter
DRAT	District Response Advisory Team
DRG	District Response Group
DRRS	Defense Readiness and Reporting System
DRS	Disaster Recovery System
DSCA	Defense Support of Civil Authorities
DSE	Deployable Support Element
DSF	Deployable Specialized Forces
EA	Executive Assistant
EAD	Extended Active Duty
EAO	External Affairs Officer
EI	Essential Element of Information
EEZ	Exclusive Economic Zone
E-GIS	Enterprise - Geographical Information System

EMAC	Emergency Management Assistance Compact
eMICP	Enhanced Mobile Incident Command Post
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
EPCRA	Emergency Planning and Community Right-To-Know Act
EPLO	Emergency Preparedness Liaison Officer
ERMA	NOAA's Emergency Response Management Application
ERP	Electronic Recovery Package
ERT	Emergency Response Team
ESF	Emergency Support Function
ESFLG	Emergency Support Function Leaders Group
FACL	Facilities Unit Leader
FCD	Federal Continuity Directive
FCO	Federal Coordinating Officer
FDP&E	Force Deployment Planning and Execution
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FIOP-R	Federal Interagency Operational Plan - Response
FMSC	Federal Maritime Security Coordinator
FORCECOM	Force Readiness Command
FOS	Federal Operations Support
FOSC	Federal On-Scene Coordinator
FOSCR	Federal On-Scene Coordinator's Representative
FOUO	For Official Use Only
FPD	Financial Desktop Procurement
FPDP	Federal Plan Development Process
FRMM	Financial Resource Management Manual
FSARCG	Federal Search and Rescue Coordination Group
FSAT	Food Service Assistance & Training Team
FSC	Finance Section Chief

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FSE	Full-Scale Exercise
FTL	Fire Team Leader
FWPCA	Federal Water Pollution Control Act
GETS	Government Emergency Telecommunications Service (phone card)
GII	Geospatial Information Infrastructure
GMCC	Global MOTR Coordination Center
GST	Gulf Strike Team
GSUL	Ground Support Unit Leader
HAZMAT	Hazardous Materials
HAZSUB	Hazardous Substances
HELP	Help Desk Specialist
HHS	Health and Human Services
HQ	Headquarters
HSC	Harbor Safety Committee
HSEEP	Homeland Security Exercise Evaluation Program
HSPD	Homeland Security Presidential Directive
HSTF-SE	Homeland Security Task Force Southeast
HSWL SC	Health, Safety, and Work-Life Service Center
HUMINT	Human-Resource Intelligence
IA	Information Assurance
IAA	Interagency Agreements
IAEM	International Association of Emergency Managers
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
ICT4	Incident Commander Type 4
IDT	Inactive Duty For Training
IGS	Intelligence Group Supervisor

IM	Incident Manager
IMAT	Incident Management Assist Team
IMPA	Incident Management Preparedness Advisor
IMT	Incident Management Team
IOSWT	Incident Operations Standards Working Team
IPAWS	Integrated Public Alert and Warning System
IRM	Information Requirements Manager
IRT	Immediate Reporting Threshold
ISGS	Investigative Support Group Supervisor
ISPR	Incident Specific Preparedness Review
IT	Information Technology
ITSM	Information Technology Customer Service Manager
JFO	Joint Field Office
JFSC	Joint Forces Staff College
JIATF	Joint Interagency Task Force
JIC	Joint Information Center
JIS	Joint Information System
JITT	Just In Time Training Team
JMSEL	Joint Master Scenario Events List
JOC	Joint Operations Center
JOPES	Joint Operation Planning and Execution System
JOPP	Joint Operation Planning Process
JTF	Joint Task Force
LAN	Local Area Network
LANT	Atlantic
LANT/PAC	Atlantic/Pacific
LANTAREA	Atlantic Area
LCDR	Lieutenant Commander
LEDET	Law Enforcement Detachment
LEPC	Local Emergency Planning Committee
LFA	Lead Federal Agency

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LNO	Liaison Officer
LOFR	Liaison Officer
LSC	Logistics Section Chief
LSE	Logistics Support Element
LST	Legal Support Team
MA	Mission Assignment
MAC	Multi-Agency Coordination
MACS	Multiagency Coordinating System
MALFO	Marine Environmental Response Asset Line Field Office
MARSEC	Maritime Security
MCV	Mobile Command Vehicle
MEDEVAC	Medical Evacuation
MEDL	Medical Unit Leader
MEDT	Medical Support Team
MEPP	Master Exercise Practitioner Program
METOC	Meteorological and Oceanographic
MEXUS	Mexico/United States
MFPU	Maritime Force Protection Unit
MHD	Maritime Homeland Defense
MIO	Maritime Interception/Interdiction Operation
MISLE	Marine Information for Safety and Law Enforcement
MMU	Mobile Medical Unit
MOL	Military Outload
MOTR	Maritime Operational Threat Response
MOU	Memorandum of Understanding
MPAT	Multi-Purpose Portable Antenna Tower
MRO	Mass Rescue Operations
MRTT	Mobilization Readiness Tracking Tool
MSD	Marine Safety Detachment
MSM	Marine Safety Manual
MSRT	Maritime Security Response Team

MSST	Maritime Safety and Security Team
MSU	Marine Safety Unit
MTEP	Multi-Year Training and Exercise Plan
MTS	Marine Transportation System
MTSA	Maritime Transportation Security Act
MTSL1	Marine Transportation System Recovery Unit Leader Type 1
MTSRSC	Maritime Transportation System Recovery Support Cell
MTSRU	Marine Transportation System Recovery Unit
NCC	National Command Center
NCP	National Contingency Plan
NEPA	National Environmental Policy Act
NGO	Non-Governmental Organization
NIC	National Incident Commander
NIMS	National Incident Management System
NIPP	National Infrastructure Protection Plan
NIST	National Intelligence Support Team
NMS	National Military Strategy
NMTSP	National Maritime Transportation Security Plan
NOAA	National Oceanic and Atmospheric Administration
NOC	National Operations Center
NPFC	National Pollution Funds Center
NPRN	National Port Readiness Network
NRCC	National Response Coordination Center
NRF	National Response Framework
NRP	National Response Plan
NRT	National Response Team
NSF	National Strike Force
NSFCC	National Strike Force Coordination Center
NSSE	National Special Security Event
NVIC	Navigation and Vessel Inspection Circular
NWC	Naval War College

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NWCG	National Wildfire Coordinating Group
OAR	Response Ashore Specialty
OCMI	Officer In Charge Marine Inspections
OCONUS	Outside of the Continental United States
OER	Officer Evaluation Report
OJT	On-The-Job Training
OOD	Officer of the Deck
OPA	Oil Pollution Act
OPAR	Operational Planning Assessment Report
OPCOM	Operational Commander
OPCON	Operational Control
OPD	Operational Planning Directive
OPD	Operational Planning Direction
OPLAN	Operation Plan
OPORD	Operation Order
OPTEMPO	Operations Tempo
OSC	On-Scene Coordinator
OSLTF	Oil Spill Liability Trust Fund
PAC	Pacific
PACAREA	Pacific Area
PADET	Public Affairs Detachment
PAG	Public Affairs Guidance
PAO	Public Affairs Officer
PCS	Permanent Change of Station
PIAT	Public Information Assist Team
PIO	Public Information Officer
PLA	Plain Language Address
PLANORD	Planning Order
PO	Project Officer
POC	Points of Contact

POE	Projected Operational Environment
POTUS	President of the United States
PPA	Principle Planning Agent
PPD	Presidential Policy Directive
PQS	Performance Qualification Standard
PRC	Port Readiness Committee
PROC	Procurement Unit Leader
PSC	Personnel Service Center
PSC	Planning Section Chief
PSMA	Pre-Scripted Mission Assignment
PST	Pacific Strike Team
PST	Personnel Support Team
PSU	Port Security Unit
PTB	Position-specific Task Book
PWCS	Ports, Waterways, and Coastal Security
RAI	Remedial Action Issues
RAMP	Remedial Action Management Program
RAS	Remote Access Service
RBDM	Risk-Based Decision-Making
RCP	Regional Contingency Plan
RDL	Regional Dive Locker
RFA	Requests for Assistance
RFF	Request For Forces
RISC	Regional Interagency Steering Committee
RNA	Rapid Needs Assessment
ROC	Required Operational Capability
ROV	Remotely Operated Vehicle
RP	Responsible Party
RRCC	Regional Response Coordination Center
RRF	Resource Request Form
RRT	Regional Response Team

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RT	Repair Team
SAFE	Security and Accountability for Every (SAFE) Port Act of 2006
SAO	State Approving Official
SAR	Search and Rescue
SAROPS	Search and Rescue Optimal Planning System
SC	Search And Rescue (SAR) Coordinator
SEHO	Safety and Environmental Health Officer
SELRES	Select Reserve
SERT	Salvage Engineering Response Team
SFLC	Surface Forces Logistics Center
SILC	Shore Infrastructure Logistics Center
SITL1	Situation Unit Leader Type 1
SITREP	Situation Report
SL	Squad Leader
SMART	Safety Mobile Assistance, Response, and Training Team
SMC	Search And Rescue (SAR) Mission Coordinator
SME	Subject Matter Expert
SNMR	Short Notice Maritime Response
SOFR	Safety Officer
SONS	Spill Of National Significance
SOPP	Standard Operational Planning Process
SPD	Strategic Planning Direction
SPOD	Sea Ports of Debarkation
SPOE	Sea Ports of Embarkation
SPOTREP	Spot Report
SPUL	Supply Unit Leader
SRO	Senior Representative Official
SRO	Senior Reserve Officer
SSB	Surge Staffing Branch
SSBN	Strategic Submarine Ballistic Nuclear
SSC	Scientific Support Coordinator

SSI	Sensitive Security Information
STAN	Standardization
TACLET	Tactical Law Enforcement Team
TAD	Temporary Additional Duty/Temporary Assigned Duty
TAG	The Adjutant General
TDY	Temporary Duty
TELECOM	Telecommunications
THIRA	Threat and Hazard Identification Risk Assessment
THSP	Technical Help Specialist
TMT	Training Management Tool
TO	Task Order
TQC	Training Quota Management Center
TRACEN	Training Center
TTP	Tactics, Techniques, and Procedures
U.S.	United States
UAC	Unified Area Command
UC	Unified Command
USAID	United States Agency for International Development
USC	United States Code
USCG	United States Coast Guard
UTL	Universal Task List
VST	Vessel Support Team
VTC	Video Teleconferences
WAN	Wide Area Network
WARNORD	Warning Order
WebEOC®	FEMA web enabled crisis management system
WMD	Weapon of Mass Destruction
WQSB	Watch, Quarter, and Station Bill

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