



**MEMORANDUM**

26 April 2010

From: Incident Management Team (IC2)  
Oceanside Harbor Flotilla  
C/O 4444 Pt. Vicente  
Oceanside, Ca. 92058-6905  
To: CONDT (CG-133)  
Subj: 2010 SPOTLIGHT ON LEADERSHIP CAMPAIGN CONTEST  
Ref: a) ALCOAST 154/10

1. IC2, a joint agency, interoperable communications challenge was sponsored by the Oceanside Harbor Flotilla of the United States Coast Guard Auxiliary. The exercise was held over a two day period to demonstrate interoperable, interagency, and inter-modal emergency communications. Participants included the City of Oceanside Harbor Patrol and Lifeguard Service.
2. The purpose of the project was three-fold; first was to showcase Auxiliary technical and leadership proficiencies through technical communication demonstrations. This focus relates to the leadership competency: Leading the Coast Guard-External awareness. The second part was by using the Incident Command System to organize and provide leadership for the event in a management structure familiar to all the participants. Thirdly was to exercise decision making and problem solving for a Search and Rescue incident.
3. Structured within the Incident Command System a Type IV response was developed to address three types of incidents involving recreational boaters with increasing degrees of communication demands, testing the flexibility of the communications system.
4. Twenty members of the flotilla and as many Harbor Patrol/Lifeguard personnel participated utilizing an Auxiliary OPFAC, a Harbor Patrol rescue boat and Lifeguard personal watercraft. Station Gracie, an Auxiliary radio station building located in Oceanside Harbor, was the Incident Command Post.
5. A mobile communications system was loaned by a private vendor with satellite communications, wireless mesh EVDO B-band (broadband Internet access) and cell phone PBX capabilities. Radio capabilities included UHF, VHF, 400, 600, 800 and 900 MHz bands. Unifying the systems was an audio processing unit, capable of mixing the digital and analog signals in transmit and receive mode.
6. Technology demonstrations were given to over 100 members of the Auxiliary, public, local fire departments and military personnel from the United States Marine Corps.

7. The challenges to the exercise were; there was no monetary budget, the project was to be developed from concept to completion within 60 days utilizing a technology no one had ever used. The normal Auxiliary radio communications watch, held at the Station was not to be interrupted and there was to be no interruption of routine police communications.

8. Traditional leadership roles were discarded and assignments within the ICS structure were made according to interest, ability, and availability. Leadership challenges included this being the first communications incident exercise for the flotilla, using the Incident Command System. Participants had varying degrees of experience and training with ICS. This was also the first major interoperation between the Auxiliary and Oceanside Harbor Patrol/Lifeguard services.

9. Three levels of planning, briefings and a tabletop exercise, led by Auxiliary members, were held prior to the event with a hot wash held after the exercises. Observers independent of the operations were on hand to participate in the hot wash and after-action report.

10. The communications plan was to connect and mix marine VHF analog signals from a simulated vessel in distress to signals of a different frequency unavailable to the vessel. A more complicated scenario was to connect the marine VHF analog signals with digital cell phone calling to simulate assistance from a medical facility to the vessel. The third test was to make a conference call between VHF analog communications on different frequencies and digital cell phone signals. All scenarios were successful in execution with one evolution going beyond the planned time due to radio breakdown. An alternate radio was used to complete the exercise.

11. Foul weather prevented the on the water portion of the exercise, so mobile vehicles with portable radios were used to simulate the vessel in distress. Harbor Patrol/Lifeguard communications were made from their headquarters and portable radios.

12. All personnel assigned to the project were fully engaged for the two day period. Logistics included managing the flow of personnel and information while operations were being conducted. Food, water and safety gear were distributed as necessary for all participants and guests.

13. A safety team was in place to provide traffic control in the area, guide participants and guests to safety zones and brief walk-ins on the conduct of the exercise. Fellowship time was allotted after each day of the exercise for informal discussions over a BBQ dinner. Funds were provided by the flotilla, the private vendor, and flotilla members.

14. The event was considered a success by all parties participating. All parties were impressed with the technology of interoperable communications. Many challenges were faced and overcome through cooperation and having a vested interest in success.

Encl: