

U.S. Department of
Homeland Security

United States
Coast Guard



U.S. COAST GUARD EMERGENCY MANAGEMENT MANUAL

VOLUME II: RESOURCE MANAGEMENT POLICY



COMDTINST M3010.12D

DECEMBER 2019

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Commandant
United States
Coast Guard

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COMMANDANT INSTRUCTION M3010.12D

Subj: U.S. COAST GUARD EMERGENCY MANAGEMENT MANUAL,
VOLUME II: RESOURCE MANAGEMENT POLICY

- Ref: (a) U.S. Coast Guard Emergency Management Manual, Volume I: Emergency Management Planning Policy, COMDTINST M3010.11 (series)
- (b) U. S. Coast Guard Direct Access (DA) Mobilization System User Guide, Version 1.0, March 13, 2017
- (c) U. S. Coast Guard Deputy Commandant for Mission Support (DCMS) Contingency Support Plan 9930-17
- (d) Coast Guard Manpower Requirements Manual, COMDTINST M5310.6 (series)
- (e) U. S. Coast Guard Incident Management Handbook, May 2014, U.S. Coast Guard COMDTPUB P3120.17 (series)
- (f) Coast Guard Organizational Manual, COMDTINST M5400.7 (series)
- (g) USCG Countering Weapons of Mass Destruction Capabilities Manual (CWMD Manual), COMDTINST M3400.51 (series)
- (h) Joint Publication 5-0, Joint Operation Planning

- PURPOSE. To provide operational commanders with guidance to develop, maintain, and execute a Contingency Resource Requirements List (CRRL) in support of contingency plan execution and pre-planned event operations. (This Manual uses contingency and emergency interchangeably).
- ACTION. Area and District Commanders, commanding officers of headquarters units, Assistant Commandants for directorates, commands reporting to the Deputy Commandant for Mission Support (DCMS), and Sector Commanders, must adhere to the policies and procedures contained in this Manual when preparing contingency and supporting plans. Internet release is authorized.

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NON-STANDARD DISTRIBUTION: See page 4.

4. DIRECTIVES AFFECTED. Contingency Preparedness Planning Manual, Volume II: Personnel and Equipment Requirements, COMDTINST M3010.12C is hereby cancelled.
5. DISCUSSION.
 - a. This Manual provides policy and guidance to identify resources, personnel and equipment requirements for pre-planned events and planned and unplanned contingency response operations. Reference (a) provides guidance to prepare contingency plans. This Manual provides guidance for determining and requesting the resources to execute emergency response plans.
 - b. This policy does not address specific individuals (active duty, reserve, auxiliary, civilian, retiree, etc.) that will actually fill those requirements. Activities that involve filling requirements are found in Enclosure (1), and Reference (b). Specific skills, competencies, planning factors and other required knowledge factors are located within each force element description.
6. DISCLAIMER. This guidance is not a substitute for applicable legal requirements, nor is it itself a rule. The intent is to provide operational guidance for USCG personnel and is not intended to, nor does it impose legally binding requirements on any party outside the USCG.
7. MAJOR CHANGES. This Manual contains the following changes and/or updates:
 - a. CRRL replaced the term Contingency Personnel Requirements List (CPRL).
 - b. The policy for the creation, maintenance, and exercising of the CRRL is contained within the first two Chapters of this Manual.
 - c. There is a clear explanation of the roles and responsibilities for CRRL procedures for Sectors, Districts, Areas, and Commandant.
 - d. The Manual provides an explanation of how DCMS and Director of Operational Logistics (DOL) relate to contingency response operations and the CRRL. Each has a critical supporting role in surge response and must be included in all aspects of planning for contingency operations.
 - e. This Manual provides a complete explanation for submitting Requests for Forces (or resources) (RFF) through the Direct Access Mobilization (DAMOB) process, for planned or unplanned surge operations. DA force element codes are included with each ashore force element, mostly Emergency Management (EM) (Incident Command System (ICS)) positions, so planners can easily choose the correct resources for response purposes. For Department of Defense (DOD) users and DCMS/DOL, the Manual retains the Unit Type Codes (UTC) for those specific deployable assets where they are required. Enclosure (1) provides instructions for using the DAMOB System. Enclosure (2) provides detailed instructions for using the Electronic Calculator, for determining resources.
 - f. Chapter 3 describes the five major force element sections (Aviation, Afloat, Emergency Management (ICS) / Ashore, Deployable Specialized Forces (DSF), and

- DCMS). These force elements along with complete descriptions are separate addendums / sections to this Manual and are on the Commandant (CG-OEM) Portal page, <https://cg.portal.uscg.mil/units/cgcp/SITEPages/Home.aspx>. This has made the Manual easier to use and will provide easier access for future updates/changes.
- g. Emergency Management (EM) / ICS force elements, are listed alphabetically by ICS section (Area/Incident Command (IC) Command Staff, Finance, Logistics, Operations, and Planning) for ease in locating the proper position.
 - h. Volume II is comprised of the following sections, which are posted on the Commandant (CG-OEM) portal page, as separate documents:
 - (1) Resource Management Policy, Volume II
 - (2) Afloat Force Elements
 - (3) Aviation Force Elements
 - (4) Deployable Specialized Forces (DSF) Force Elements
 - (5) Deputy Commandant for Mission Support (DCMS) Force Elements
 - (6) Emergency Management (ICS/Ashore) Force Elements
 - (7) Manual Calculations for Requesting Resources Instructions and Worksheets
 - (8) Electronic Calculator for Requesting Resources (A tab, on the opening page of the calculator, directs the user to instructions for using the tool. See Enclosure (2) for further information).
8. IMPACT ASSESSMENT. The Director of Emergency Management, Commandant (CG-5RI), works closely with other Commandants, headquarters' program managers, Areas, and DCMS to coordinate Emergency Management efforts. This includes foreign humanitarian aid support as requested by United States Agency for International Development (USAID) and FEMA. An exception to this policy includes events involving Chemical, Biological, Radiological and Nuclear (CBRN) Attack contingency policy developed by Commandants (CG-721 and CG-ODO) per References (a) and (g).
9. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS.
- a. The development of this Manual and the general policies contained within it were thoroughly reviewed by the originating office in conjunction with the Office of Environmental Management, Commandant (CG-47). This Manual is categorically excluded under current Department of Homeland Security (DHS) categorical exclusion (CATEX) A3 from further environmental analysis in accordance with "Implementation of the National Environmental Policy Act (NEPA)", DHS Instruction Manual 023-01-001-01 (series).

- b. This Manual will not have any of the following: significant cumulative impacts on the human environment; substantial controversy or substantial change to existing environmental conditions; or inconsistencies with any Federal, State, or local laws or administrative determinations relating to the environment. All future specific actions, resulting from the general policies in this Manual, must be individually evaluated for compliance with the National Environmental Policy Act (NEPA), Department of Homeland Security (DHS) and Coast Guard NEPA policy, and compliance with all other applicable environmental mandates.
10. DISTRIBUTION. No paper distribution will be made of this Manual. An electronic version will be located on the following Commandant (CG-612) web sites:
Internet: <http://www.dcms.uscg.mil/directives> and CGPortal:
<https://cgportal.uscg.mil/library/directives/SitePages/Home.aspx>.
 11. RECORDS MANAGEMENT CONSIDERATIONS. This Manual has been thoroughly reviewed during the Directives clearance process, and it has been determined there are no further records scheduling requirements, in accordance with Federal Records Act, 44 U.S.C. § 3101 et seq., NARA requirements, and Information and Life Cycle Management Manual, COMDTINST M5212.12 (series). This policy does not have any significant or substantial change to existing records management requirements.
 12. RELATED EMERGENCY MANAGEMENT PLANNING MANUALS.
 - a. U.S. Coast Guard Emergency Management Manual, Volume I: Emergency Management 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 3 - Exercises, COMDTINST M3010.13 (series). This Manual provides guidance for planning, conducting, and evaluating Coast Guard exercises and real-world events.
 - c. U.S. Coast Guard Emergency Management Manual, Volume 4: Incident Management and Crisis Response, COMDTINST M3010.24 (series). This policy provides direction to Area and District Commanders, the Deputy Commandant for Operations (DCO), Force Readiness Command (FORCECOM), and 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.
 13. FORMS/REPORTS. Any forms referenced in this Manual are available in USCG Electronic Forms on the Standard Workstation or on the Internet:
<https://dcms.uscg.afpims.mil/Our-Organization/Assistant-Commandant-for-C4IT-CG-6/The-Office-of-Information-Management-CG-61/Forms-Management/>, and
<http://homeport.uscg.mil/>, CG Portal
<https://cg.portal.uscg.mil/library/forms/SitePages/Home.aspx>.

14. REQUESTS FOR CHANGES. Direct requests for changes to this Manual to the Office of Emergency Management and Disaster Response, (CG-OEM) at: preparedness@uscg.mil.

DANIEL B. ABEL /s/
Vice Admiral, U. S. Coast Guard
Deputy Commandant for Operations

External Distribution

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CHAPTER 1. CONTINGENCY RESOURCE POLICY

- A. Introduction. This Manual provides the policy, guidance, and procedures for operational commanders and contingency planners to develop resource requirements (personnel and equipment) to execute Coast Guard contingency (planned and unplanned) operations. Use the information in this Manual to determine resource requirements, required capabilities, and identify resource gaps (between required and existing capabilities). In accordance with (IAW) Reference (a), this Manual is applicable to both operational and contingency planning.
- B. Contingency Resource Requirements List (CRRL) Policy. A CRRL, created IAW the below guidance, is a list of resource requirements determined through a systematic process, using force element (FE) capabilities, planning factors, multipliers, etc., to enable a unit to effectively and efficiently respond to planned and unplanned events. A CRRL, created in advance of potential disasters, and based on potential courses of action (COA) enables a command to submit requests for forces (RFF) through the Direct Access Mobilization (DAMOB) process, thereby saving response time and effort. Sectors can use CRRLs for pre-planned events, such as Operations Sail (OPSAIL), major political party conventions, large-scale celebrations, and other National Special Security Events (NSSE). CRRLs enable commands to carry out the guidance provided in Annex C of Reference (a).
1. CRRL Requirements.
 - a. Planners are responsible for developing a USCG wide CRRL to properly support programmatic needs of its active duty and reserve force, and fulfill the equipment requirements of each. The only USCG wide contingency that may affect all ports simultaneously is a Maritime Security (MARSEC) II event. This is the only contingency with established parameters that is simple to quantify, based on defined requirements and specific to local areas of responsibility (AOR's) facilities and waterways. Local operational commanders shall develop, at a minimum, three CRRLs: a MARSEC II CRRL, a most likely contingency CRRL based on historical data (unplanned or preplanned contingencies) and a worst-case contingency CRRL.
 - b. Units located in strategic ports or potential Military Outload (MOL) operations shall create a CRRL.
 - c. Joint International Contingency Response Plans such as Canada / United States (CANUS) and Mexico / United States (MEXUS) do not require a CRRL.
- C. Roles and Responsibilities.
1. Sector.
 - a. Understanding Resource Requirements. The Sector Commander ascertains the resource requirements for the command. Creating, maintaining, and exercising the commands various contingency plans constitutes the beginning of the process of ensuring the command is properly prepared for contingency operations.
 - b. CRRL Prioritization. Sectors must prioritize their completed CRRL(s), with their worst-case scenario identified by their operational commander. Forward this

CRRL, and any unresolved shortfalls, via electronic submission, to their respective district for review, approval, and shortfall resolution.

- c. Units maintaining a CRRL should ensure it is comprehensive enough to cover MARSEC II and / or emergencies important to the operational commander and the Coast Guard. The unit would use specific resources from the CRRL, should a contingency occur.
- d. Document identified and/or unresolved shortfalls from the CRRL, and include as an Appendix to Annex E, of their respective emergency plans.
- e. Review CRRL(s) on an annual basis IAW per Chapter 7 of Reference (a). Forward revised, updated or changed CRRL(s) to the next higher person in the chain of command, particularly where resource requirements have changed.

2. Districts. Districts must take the following actions:

- a. On a triannual basis, Districts must review Sector contingency plans and CRRL(s), for adequacy, feasibility and completeness (see Reference (h) for further information). For shortfall resolution, discuss the selected plan and associated CRRL(s), with the respective Sectors, and determine whether adjustments can be made to the COA, or objective(s).
- b. Internal (i.e. District) Resource Review. Ascertain where, within the District, and under the situation outlined within the specific CRRL, the District may backfill to mitigate shortfalls resulting from emergency response requirements.
- c. Documenting Shortfalls. Document shortfalls, and include as an Appendix under Annex E of the District's CONPLAN, or other Contingency Plan. Submit the consolidated District shortfall list to the respective Area via electronic submission, for inclusion in the total Area requirements shortfall.

3. Areas.

- a. Areas will compile the Force requirements for a MARSEC II scenario. Information obtained from the Areas respective District/Sectors will constitute the Areas consolidated CRRL. The two Area CRRLs, together with any additional CRRL information from Commandant, or other Coast Guard sources, will become the Coast Guard wide MARSEC II CRRL. Area CRRLs will become part of Annex E (Personnel) to the Area CONPLAN, and reviewed and maintained IAW with Chapter 7 of Reference (a).
- b. Areas will submit a copy of their consolidated CRRL to Commandants (DCO) and (DCMS), outlining the following:
 - Required resources
 - Shortfalls
 - Commentary defining potential mission degradation, if shortfall resolution is unresolved
- c. Areas shall notify Commandant (CG-OEM-1) of significant updates/changes when they occur, but no later than the first quarter of the new fiscal year.

4. Commandant.
 - a. Commandant (CG-OEM-1) will maintain a copy of the Area CRRL, and any other USCG CRRL received from USCG wide units for awareness and resource planning.
 - b. Unite Type Code (UTC) / FE Maintenance. Program managers are responsible for the review and update of their respective FEs. Updates/changes/deletions, etc. must be forwarded to Commandant (CG-OEM-1) and Director of Operational Logistics (DOL)-45. Commandant (CG-OEM-1) shall notify via electronic submission, appropriate program managers requesting an annual review of their respective FEs that are listed on the Commandant (CG-OEM-1) portal page. The portal page is <https://cg.portal.uscg.mil/units/cgcpe/SitePages/Home.aspx>.
5. Supporting Commands. U.S. Coast Guard Emergency Management Manual, Volume I: Emergency Management Planning Policy, COMDTINST M3010.11 (series) does not require supporting commands, such as TRACEN Yorktown, Marine Safety Center, Operations Systems Center (OSC) Martinsburg, etc. to maintain a CRRL. These units do support operational units, and provide manning support for the CRRL(s) (which belong to port-level commands). Many billets from Supporting Commands will fill the requirements on an acquiring unit's CRRL

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CHAPTER 2. RESOURCE REQUIREMENTS

A. Emergency Management Resource Principles.

1. Identifying Required Resources. If the resources required to execute an operational plan are not available organically, the operational commander should engage their chain of command to identify resources to fill those gaps, or submit a RFF using the DAMOB process. This becomes more important when placing new mission workload requirements (preplanned or emergency operations) upon the unit. It is the prerogative of unit leadership to establish priorities, eliminate unnecessary tasks or procedures, actively seek to reduce mission requirements, and identify areas of decreasing workload from which to transfer personnel to satisfy changing requirements. Reference (c) provides further information detailing USCG Manpower Requirements.
2. Requirements-based Planning Assumptions.
 - a. When pre-planning any surge response, requirements-based planning requires planners to consider resource requirements in an unconstrained environment where there are no limits on resources or the planner to perform their duties.
 - b. There will be a requirement to maintain the units' steady-state missions, before, during, and after the response; therefore, unit operations may continue at the same level prior to the incident.
 - c. Higher authority may adjust mission performance levels during some contingencies, e.g. Ports, Waterways, and Coastal Security (PWCS) Anti-Terrorism (AT) contingency's Commandant approved Critical Mission Performance Minimums. (See Enclosure (1) to Appendix D of the Maritime Security and Response Operations (MSRO) Manual, COMDTINST M16600.6 (series).

B. CRRL.

1. Creating a CRRL. A CRRL is an indirect product of the planning process discussed in Reference (a). Once a COA has been decided upon for response operations to a planned or unplanned event, the question of resources arises. Create a CRRL(s) for any emergency, regardless of the operation (e.g. Military Outload (MOL), AMSP, ACP, MTSRU, etc.)
 - a. The CRRL is a list of the required resources to execute one of many envisioned COAs within any unplanned or preplanned event (e.g. a NSSE).
 - b. Figure 2-1 illustrates the basic steps in the development of a CRRL.
 - c. Compile the CRRL required to execute the COA, as the final part of the development of the COA, using resources found within this Manual. Planners may also choose to develop custom resource groupings to execute the tasks included in the COA.
 - d. COAs are refined during several steps of the planning process prior to presentation to the operational commander for approval. The required resources

list developed for that COA, once approved, becomes the CRRL for that emergency response.

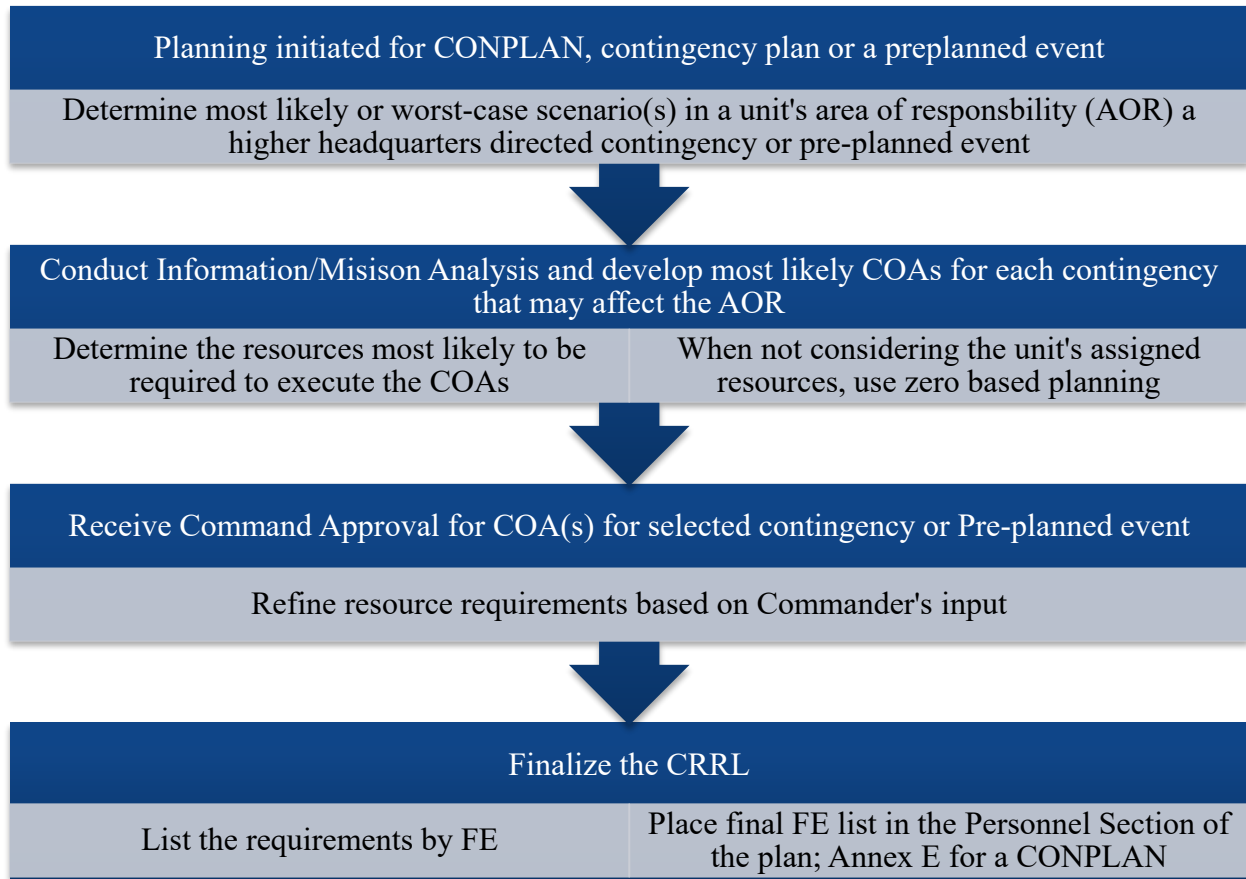


Figure 2-1: CRRL DEVELOPMENT PROCESS

C. Force Elements (FE).

1. Terminology.

- a. FEs represent the resources used to carry out tasks or missions included in a COA. FEs may be individuals, operators/crews, units, or assets that provide a capability required to accomplish a particular task.
- b. The DOD term UTC is a five-character alphanumeric code identifying a resource. UTC and FE codes are occasionally used interchangeably. DCMS (DOL-4) maintains UTC's.
- c. Direct Access (DA) is the Coast Guard's authoritative Human Resources Management System. DA force element codes are unique codes within the System that identify personnel force elements. Planners and operational commanders in during an emergency response use these codes to request additional response resources. DA force element codes represent a standard name and definition and in most cases, the required rank/rate, experience, and required competencies.

2. Force Element Descriptions. FEs are the basic building blocks used to compile the total resource requirements to support a selected COA. Each FE description will contain all of the following information or as much as is applicable to the respective FE. Examples of force elements, with both UTC and Direct Access Codes, are located in the Aviation, Afloat, Emergency Management (EM), DCMS and DSF Appendices to this Manual.
 - a. Title. Each FE will have an official long title (31 characters desired, 55 maximum).
 - b. FE Code. The FE code (except for DSF) will be the direct access code. When placed in the DAMOB system, this code will automatically respond with the specific force element, and accompanying requested information, including the force element, its purpose, and other relevant information, such as the required security clearance. The code for DSF, Afloat and Aviation Forces will be a UTC vice a Direct Access Code.
 - c. General Information. A basic description of the FE, its capabilities, and typical missions.
 - d. Force Element Composition.
 - (1) Functional Capabilities. A list or brief summary.
 - (2) FE characteristics.
 - (3) Personnel assigned, including rank, rate, and special qualifications.
 - (4) Skills. Special qualifications and required and optional competencies.
 - (5) Experience. Types of experience required.
 - (6) Equipment requirements.
 - e. DA force element codes.
 - f. Planning Factors. (See paragraph E.1)
 - i. Mobility and Deployment Planning Data includes a basic description of the data and Type Unit Characteristics (TUCHA) Data Element Descriptions where appropriate. USCG Headquarters Program Manager. Program managers are responsible for providing detailed descriptions of force elements for which they have responsibility.
3. New Force Elements. To create a new force element, provide the same information found in existing force element descriptions to the appropriate program manager (found at the end of force element descriptions), Commandant (CG-OEM-1), and DCMS (DOL-4). Commandant (CG-OEM-1) will coordinate with both DCMS (DOL-4) and the program manager in order to maintain the currency of this Manual.

D. Force List Development.

1. Force Allocation. Commandant assigns forces to Area Commanders. Area Commanders assign and allocate forces to the District Commanders for mission execution. District Commanders further allocate and assign forces to Sectors for mission execution.

2. Assigned and Allocated Forces. Area, District, and subordinate commanders execute their missions and tasks using assigned and allocated forces. Apply the force elements in this Manual to the required missions and tasks to refine force requirements during contingent operations.
 3. Resource Requirements. Planned operations, logistics and administrative support envisioned in an Emergency Plan are based on carefully defined requirements. Clearly identify requirements not supported by the current capabilities within completed plans as shortfalls.
 4. Deployable Forces. Cutters and DSFs, such as Port Security Units (PSUs), may be required to travel on strategic lift. It is essential that strategic lift information be accurate, and up-to-date regarding their equipment transportation requirements. This information is included in the planning factors section of any force element that may deploy.
- E. Planning Factors, Multipliers, and Availability Factors.
1. Planning Factors. Asset Planning factors provide information that includes a brief description about the FE's Required Operational Capability (ROC) and Projected Operational Environment (POE), personnel, equipment, and sustainability. All planning factors and subsequent algorithms in this Manual attempt to provide a basis for determining force requirements when no other factors or algorithms exist. Departures from the planning factors contained in this Manual are expected, and acceptable. Document deviations from established planning factors with justification to the appropriate program manager, with a copy to Commandant (CG-OEM-1).
 2. Multipliers. A multiplier is a numeric tool, when paired with an Availability Factor and a FE, provides the planner a quantifiable means for requesting resources. The multiplier may be used for extended operations and provide a raw number from which the operational commander may choose to increase or decrease. Short-term incidents may not require additional forces beyond basic Sector capabilities where existing personnel is sufficient to accomplish the mission. Long-term incidents, which require multiple watch sections or extraneous resources, will likely require additional forces. A RFF will be required to obtain those resources (see Enclosure (1) for use of the DAMOB Tool). The length of the incident is normally at the discretion of the Operational Commander, except where it resides with higher authority (e.g. elevated Maritime Security (MARSEC) Levels 2 and 3 under the Ports, Waterways and Coastal Security (PWCS) Anti-terrorism (AT), or Deepwater Horizon type contingencies).
 - a. There are two sets of recommended multipliers. The first for non-boat crew force elements, the second for boat crews:
 - b. Non-boat crew force elements:
 - (1) Use this multiplier for all the non-boat crew personnel resources, (e.g. one Incident Commander (IC), one (1) Planning Section Chief and one (1) Liaison officer).
 - (2) One recommended multiplier is 1.4.

(a) The 1.4 is derived from the total number of personnel required to fill an 8-hr work shift for a 7-day week using a 40-hr workweek:

(b) Calculation of 1.4:

$$8 \frac{\text{hours}}{\text{day}} \times 7 \frac{\text{days}}{\text{week}} = 56 \frac{\text{hours}}{\text{week}}$$

$$56 \frac{\text{hours}}{\text{week}} \div 40 \frac{\text{hours}}{\text{workweek}} = 1.4$$

(3) Multiply the particular FE by 1.4 and 1.05 (Availability Factor, see paragraph 3). For example, when three Documentation Unit Staff members are required the calculation would look like, $1.4 \times 1.05 \times 3 = 4.4$, round up to 5. Rounding up allows for mitigation of fatigue, illness, mandatory administrative functions, and flexibility of watch schedules.

c. Handle boat crew multipliers differently. The multiplier is built into the calculation for each boat mission or activity to allow for the variability in workweek length, relief requirements, and daily underway hour limits for the patrol or activity type.

3. Availability Factors. These factors evolved from longstanding Coast Guard Manpower requirements last published in Reference (d). Utilizing the Mobilization Phase 1 Productive Time per workweek, Availability Factors were calculated for both non-boat crew and boat crew FEs. These factors are; 1.05 for non-boat crews FEs, and 1.01 for boat crews.

4. Electronic and Manual Calculations Using Multipliers and Availability Factors.

a. The electronic calculator will automatically provide the planner with the optimal number of required resources. This number derives from input provided, by the planner, and on the unit's plans and anticipated course(s) of action. (See Enclosure 2).

b. Using the "Manual Calculations for Requesting Resources Instructions and Worksheets" section of this Manual will provide a better understanding of how the electronic calculator works.

5. Changes to Planning Factors and Multipliers. Submit recommended planning factors changes to the appropriate Coast Guard Headquarters (CGHQ) program manager, with a copy to Commandant (CG-OEM-1).

F. CRRL Lists/Requirements.

1. Resource Analysis. Conduct an analysis of available resources so they match with the CRRL, but not until total resource requirements have been determined.

a. CRRL personnel requirements may be filled by active duty, reservists, civilians, auxiliary, other government agencies, Non-Governmental Organizations (NGOs) and in some cases, contractors; providing those individuals have and maintain the competencies needed to fill the requirements.

b. Operational commanders can redirect assigned personnel resources from lower priority missions to support the emergency response, thereby helping to determine the options available to staff the CRRL.

2. Requirements Shortfall. The difference between the CRRL FE requirements and the assigned resources identified to fill CRRL requirements is the requirements shortfall.
3. Use of Assigned Resources. An operational commander may or may not have every resource required to execute their emergency response plans, however, they should make every effort to maximize the use of all available resources to mitigate the situation.
 - a. Identify and document resource shortfalls.
 - b. Personnel resource shortfalls must be included in the Personnel section of the plan; Annex E for a CONPLAN or applicable Contingency Plan.

G. Resource Shortfall Resolution.

1. Resolving Shortfalls. There are multiple options available to operational commanders to resolve resource shortfalls. These can include revisiting the COA(s) selected, reevaluating the resource requirements, reevaluating competencies and capabilities of assigned resources, requesting waiver, exception, or deviation of mission policy and/or activity standards from appropriate higher authority.
2. Documenting Resource Shortfalls. Operational commanders must attempt to resolve any shortfalls by using partner agencies (both NGO and government), response partners, Coast Guard Auxiliary (Auxiliarists may be used in certain circumstances where involuntary mobilization is not required), or civilian employees. Should the steps not resolve the shortfall issue, the commander should ensure to communicate the information to their respective chain of command as shown in Table 2-1.

Resolution	Action to be taken
“Up the Chain”	<ul style="list-style-type: none"> • CRRL forwarded to next level up chain of command via electronic submission. • Senior operational commanders attempt to resolve resource shortfalls and mismatches • Request waiver, exception or deviation of mission policy and/or activity standards from appropriate higher authority
Partially Resolved Shortfalls	<ul style="list-style-type: none"> • Operational Commander must reassess the operational risk and document partially resolved shortfalls in the contingency plan • Remaining shortfalls that are unresolved are also documented in the contingency plan
Unresolved Shortfalls	<ul style="list-style-type: none"> • Should be raised to the appropriate CGHQ Program Manager via Commandant (CG-OEM-1) • CRRL shortfalls must be addressed in Annex E (Personnel) of command’s CONPLAN • Accept a level of risk the response may fail or take longer than estimated

Table 2-1: RESOURCE SHORTFALL RESOLUTION

H. Building Reserve Requirements.

1. An integral part of the USCG’s force multiplier lies in its use of continually trained reserve personnel. This force of almost 7,000 selected reserve (SELRES) personnel maintain qualifications and competencies within skill sets that are used, updated, and tested monthly during inactive duty training (IDT) drills; and 2 weeks annual training.
2. SELRES personnel are capable of responding to incidents anywhere within CONUS and both Alaska and Hawaii (OCONUS).
3. Figure 2-2 illustrates the process for building the USCG’s SELRES cadre of personnel. Note: this is a bottom up process, starting with the Sector, based on local plans.

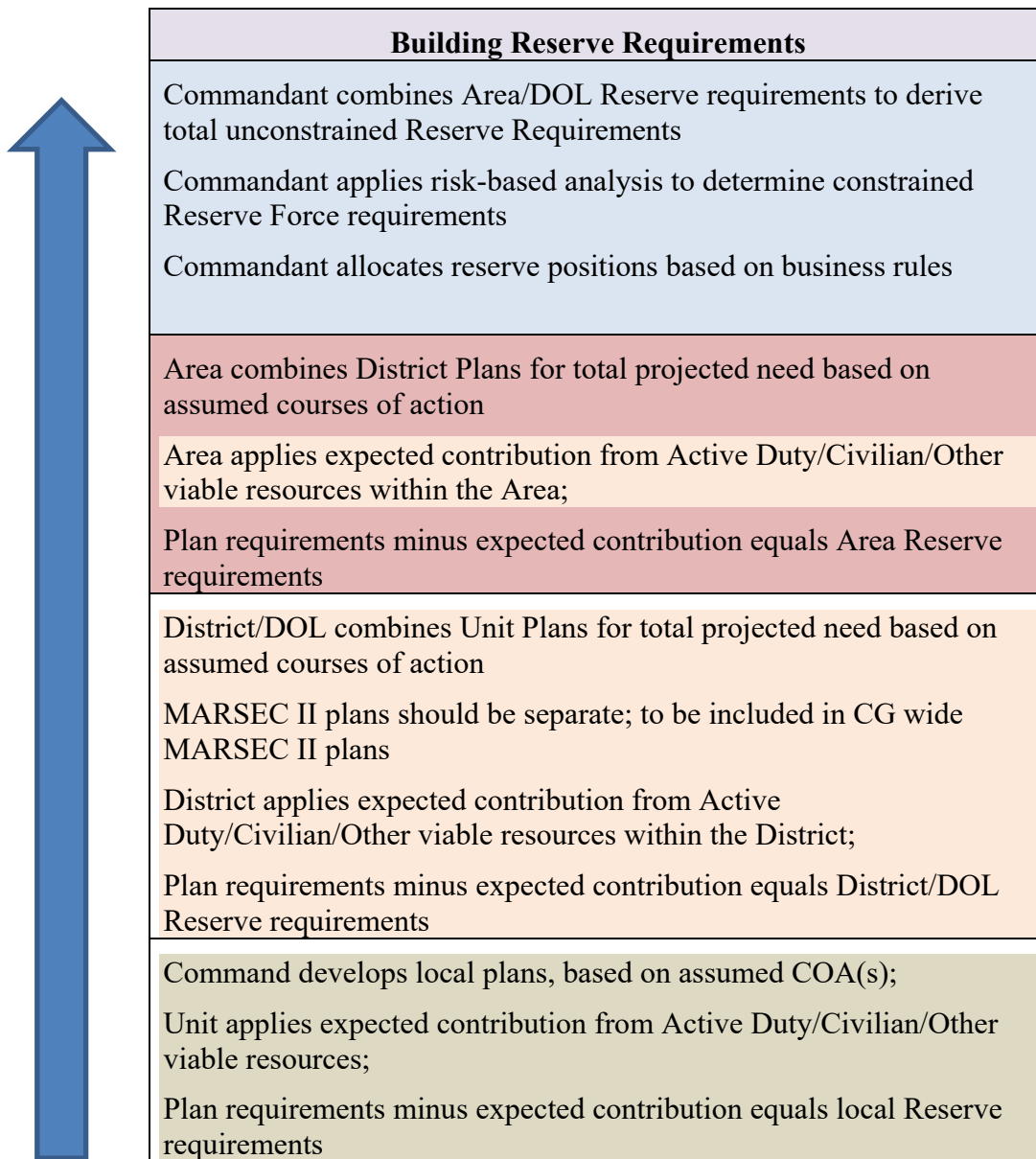


Figure 2-2: BUILDING RESERVE REQUIREMENTS

4. This objective and verifiable number represents what Commandant reports to the Department of Homeland Security (DHS) and Congress as the total Reserve Requirements for both steady state and emergency operations.
5. Using the procedures found in this Manual, and the guidance outlined above, units are able to determine their reserve requirements for emergency response operations. This helps to determine the USCG's total contingency response requirements, when combined with other emergency response operations factors. For example, once all Sectors, Districts, and Areas, as well as other outlier units determine their requirements, this number provides senior USCG leadership with an objective number of personnel required to meet several national emergencies.
6. The list of Reserve Requirements should be part of the Units CRRL, per Paragraph H above.

I. The Completed CRRL.

1. CRRL Location. The CRRL becomes part of Annex E (Personnel) to the Unit's Emergency Response Plan once completed. The Electronic Calculator, as well as the Manual Calculations for Requesting Resources Instructions and Worksheets Section of this Manual, provides guidance calculate/summarize estimated resources required for a contingency response. Retain manual worksheet for CRRL documentation.
2. Validation of CRRLs. Validate CRRLs as a standard element in the exercise of contingency plans. There is no need to report minor changes up the chain of command, unless the changes would substantially affect the number of resources required for contingency response or affect a major preplanned event, such as a NSSE.
3. CRRL Review. Review the CRRL on the same schedule as the plan it was developed to support. Note and report any changes.

CHAPTER 3. RESOURCES / FORCE ELEMENTS

A. Aviation.

1. General.

- a. This Section contains descriptions of aviation operational and support Force Elements developed by Commandant, Office of Aviation Forces (CG-711). These Force Elements contain planning factors used during contingency operations. Each operational commander developing a plan needs to be familiar with the References listed within this Chapter. The planning factors contained in this Chapter are general guidance, and may not always apply to the particular mission, the deployment site, or the Air Station providing resources.
- b. Aircraft FE fact-sheets describe aircraft deployments, associated flight and maintenance personnel and support equipment. When developing Aviation Units or Aviation Detachments (AVDETs), FEs should be located near logistics, messing, berthing, administrative, security and flight services.
- c. Deployment to non-secure locations will likely require additional measures (e.g., for protecting classified material carried aboard USCG aircraft), which may increase mission personnel and physical security requirements.
- d. Planning factors by supply category/sub-category are developed and documented within the FE fact-sheets for sustainment and support for each type of aircraft when deployed away from its parent Air Station. The Commandant, Office of Aeronautical Engineering (CG-41) should develop additional requirements as needed.
- e. USCG Aviation is an operations and logistics component used to support USCG mission programs using all multi-mission air assets. Aircraft capabilities are primarily in Search and Rescue (SAR), National Defense, Enforcement of Laws and Treaties (ELT), Marine Environmental Protection (MEP), Military Readiness and other missions requiring operational response. Various USCG aircraft perform a logistical role, providing a variety of choices to tailor aviation support efficiently for different requirements, including cargo and personnel transportation. USCG aviation is highly flexible and employed to respond to emergent situations. Assets, temporarily distributed across the country provide a “surge” capability, or to respond to special missions.

Information regarding specific aircraft and their capabilities is located on the Commandant (CG-OEM-1) Volume II portal. The link is <https://cg.portal.uscg.mil/units/cgcpe/cppmv2/>.

- f. Per Reference (g), CWMD Manual, select CBRN qualified aircrew must be capable of inserting DSF Tactical Operators for an opposed boarding in a known or suspected contaminated environment. When the aircraft is deployed in a CBRN environment, it may not be available for continued operations based on pre-planning, the threat and actual contaminant.

- g. Per Reference (g) CWMD Manual, select CBRN qualified aircrew must be capable of conducting evacuations of individuals with potentially lethal and contagious infections using the Portable Isolation Unit (PIU). The PIU transport team consists of personnel directly involved in planning and executing a particular PIU mission. The operational part of the PIU transport team is the designated aircrew, and additional packaging and a decontamination (DECON) team from MSRT or NSF.

2. Deployment.

- a. Short-term Deployment – Up to seven (7) days.
 - (1) Two-(2) flight crew work shifts (approximately ten (10) hours each). When not conducting flight related duties, aviation personnel will be off in a crew rest status. Flight crews will not normally perform other duties when in a crew rest status.
 - (2) Aviation-enlisted personnel may be assigned interchangeably between flight crews and maintenance forces.
 - (3) The workday is ten (10) hours per day, for seven (7) days.
 - (4) Aircraft may be down up to eight (8) hours per day, therefore, anticipate maintenance being for up to eight (8) hours per day.
- b. Intermediate-term Deployment – Up to 60 days.
 - (1) The workday is ten (10) hours per day, six (6) days per week.
 - (2) Otherwise, same deployment factors as short-term deployment apply.
- c. Long-term Deployment.
 - (1) Three (3) flight crew work shifts.
 - (2) Same as short-term deployment, except workday is eight (8) hours per day, six (6) days per week.

3. References.

- a. Aircraft operations adhere to ROC and POE standards, per Coast Guard Required Operational Capabilities (ROC) and Projected Operational Environment (POE) Manual, COMDTINST M3501.26 (series).
- b. Policy for flight planning, crew utilization and maintenance management is contained in the Coast Guard Air Operations Manual, COMDTINST M3710.1 (series) and Aeronautical Engineering Maintenance Management Manual, COMDTINST M13020.1 (series). Qualifications for aviation personnel are contained in the Coast Guard Air Operations Manual, COMDTINST M3710.1 (series). Information provided herein is for general planning purposes and does not supersede these requirements.
- c. Policy for tactical crew guidelines, escort guidelines, and the minimum staffing and weaponry requirements is contained in the Maritime Security and Operations (MSRO) Manual, COMDTINST M16600.6 (series).

- d. Policy for select CBRN qualified aircrew is contained in USCG Countering Weapons of Mass Destruction Capabilities Manual (CWMD Manual), COMDTINST M3400.51 (series)

Further information regarding the USCG Aviation force elements is located on the Commandant (CG-OEM) page of the USCG Portal. The link is <https://cg.portal.uscg.mil/units/cgcpe/cppmv2/>.

B. Afloat (all USCG Vessels).

1. General.

- a. This section contains information regarding USCG afloat assets, descriptions of cutter augmentation teams and other related FEs developed by Commandants (CG-751 and CG-731). The Personnel Allowance List (PAL) contains specific, active duty, unit billet allowances, qualifications, and requirements. Each unit's ROC and POE statement drives development of minimum personnel needed to staff a cutter. Specific ROC and POEs are promulgated as ROC and POE Statements, USCG/Naval Warfare Mission Areas, and ROC and POE for each unit type. If there is a conflict between the USCG/Naval Warfare Mission Areas and ROC and POE Statements, the latter will take precedence. This Section identifies augmentation details for each class of cutter. Ship functional capabilities, billet levels, and guidance from appropriate reference documents determine qualifications described in the FE Fact sheets.
- b. Assign an augmentation detail if a cutter is committed to perform a special mission, where a major portion of the ship's crew will be standing watch for an extended period. For example., the bridge and Combat Information Center (CIC) watch-standers are in a port and starboard rotation, even though the engineers may be on a one (1) in three (3) watch schedule. For purposes of this Manual, this is Condition III "type" steaming because of its similarity, in practice, to being at General Quarters for combat in Condition III steaming. Specific criterion for augmentation is provided by cutter class in the respective FEs delineated in the U.S. Coast Guard Emergency Management Manual Volume II section of the Commandant (CG-OEM-1) portal page for FEs Afloat (see below for portal page link).
- c. Commissioned vessels 65 feet and greater in length are classified as "Cutters". The USCG cutter fleet contains numerous smaller vessels, and approximately three dozen large vessels including Icebreakers, High Endurance Cutters, Medium Endurance Cutters, and National Security Cutters.
- d. Cutter augmentation teams consist of trained people and does not include equipment. The receiving cutter must provide berthing space, emergency escape breathing devices, life raft assignments, immersion/survival suits, and Personal Protection Equipment (PPE) and personnel flotation devices to support the augmentation team.
- e. All "White Hull" cutters have counter-proliferation (Weapons of Mass Destruction (WMD) prevention) radiation detection capabilities. All boarding teams are equipped with pre-release radiation detection equipment as part of the

DHS Global Nuclear Detection Architecture (GNDA) efforts to prevent proliferation of WMD. Most major USCG cutters have countermeasure wash down systems (CMWD) and DECON stations. Select USCG cutters are equipped with CBRN masks, other PPE, and detection and identification equipment for CBRN response. WMSLs, WAGBs, Patrol Forces Southwest Asia (PATFORSWA) 110' WPBs, and 87' WPBs are equipped with CBRN masks and kits at all times. WMECs, WPCs, and domestic 110' WPBs are equipped with masks at all times and CBRN kits just in time (JIT); other cutters provide CBRN masks and kits JIT.

- f. The expectation is to defend itself and provide limited defense using onboard detection equipment and weapons systems for any escorted vessels against these threats.
 - g. Cutter logistics and sustainment data has been developed and includes requirements for ammunition, Petroleum, Oil and Lubricants (POL), provisions, spare parts and other classes of supply as appropriate. This data is included in the Logistics Factor File (LFF) of Joint Operational Planning and Execution (JOPES) software in the Global Command and Control System (GCCS).
 - h. Cutters and boats are assigned as follows:
 - (1) AREAS: All cutters greater than 210 feet in length, including 210-foot Medium Endurance Cutters (WMECs).
 - (2) DISTRICTS: 225-foot Sea Going Buoy Tender (WLB s), 175 foot Sea Going Buoy Tender (WLBs), 154-foot Sentinel Class (WPCs), 140-foot Icebreaking Tug/Bay Class (WTGBs) 110-foot Island Class (WPBs), and 87-foot Marine Protector Class WPBs.
 - (3) SECTORS: Generally, boats 64-foot in length and smaller.
2. References. The following References are applicable to most cutters:
- a. Coast Guard Required Operational Capabilities (ROC) and Projected Operational Environment (POE) Manual, COMDTINST M3501.26 (series)
 - b. Cutter Training and Qualification Manual, COMDTINST M3502.4 (series)
 - c. Deputy Commandant for Mission Support (DCMS) Contingency Support Plan 9930-17
 - d. U.S. Coast Guard Maritime Law Enforcement Manual (MLEM), COMDTINST M16247.1 (series)
 - e. Maritime Counterdrug and Alien Migrant Interdiction Operations, COMDTINST M16247.4 (series)
 - f. U.S. Coast Guard Law Enforcement Competency Qualification Manual (LEQM), COMDTINST M16247.3 (series)
 - g. U.S. Coast Guard Boat Operations and Training (BOAT) Manual, Volume I, COMDTINST M16114.32 (series)

- h. U.S. Coast Guard Boat Operations and Training (BOAT) Manual, Volume II, COMDTINST M16114.33 (series)
- i. U.S. Coast Guard Boat Operations and Training (BOAT) Manual, Volume III, COMDTINST M16114.42 (series)
- j. Maritime Security and Response Operations (MSRO) Manual, COMDTINST M16600.6 (series)
- k. USCG Countering WMD Capabilities Manual (CWMD Manual), COMDTINST M3400.51 (series)

Find further information regarding the USCG afloat force elements on the Commandant (CG-OEM) page of the USCG Portal. The link is <https://cg.portal.uscg.mil/units/cgcpe/cppmv2/>.

C. DCMS.

1. General.

- a. The DCMS information outlined in this Chapter directly support the Atlantic Area Contingency Response Plan, OPLAN 9700 (series) and Pacific Area Contingency Response Plan, CONPLAN 9800 (series), and are applicable in domestic and foreign, civil and military contingencies.
- b. Further information regarding a detailed explanation of the DCMS concept of support is located in the Basic Plan of the DCMS Contingency Support Plan (SUPPLAN) 9930-17. Each Deployable Support Element (DSE) and Emergency Response Team (ERT) briefly described, include appropriate References to the SUPPLAN 9930-17 or other appropriate References.
- c. Activate the Deputy Commandant for Mission Support (DCMS) Contingency Support Plan 9930-17 in any emergency response structure, regardless of the response management structure in place. Activate the plan may also for pre-planned major events where required support exceeds a District's resources, such as NSSEs and large marine events.
- d. DCMS will support USCG contingency response operations through the processes defined in the Deputy Commandant for Mission Support (DCMS) Contingency Support Plan 9930-17 and per the concepts outlined in the DCMS Field Support Concept of Operations (CONOPS). Support is primarily provided through the lead Base for District-level responses, through DOL for Area-level responses (DOL-44 stockpiles CBRN response equipment in both east and west coast warehouses for emergency response operations), and through the deployment of DCMS DSEs to the operational commander.

2. References.

- a. Atlantic Area Contingency Response Plan, OPLAN 9700 (series)
- b. Pacific Area Contingency Response Plan, CONPLAN 9800 (series)
- c. Deputy Commandant for Mission Support (DCMS) Contingency Support Plan 9930-17

- d. Deputy Commandant for Mission Support Field Support Concept of Operations
- e. U. S. Coast Guard Incident Management Handbook, COMDTPUB P3120.17 (series)

Further information regarding the DCMS force elements is located on the Commandant (CG-OEM) page of the USCG Portal. The link is <https://cg.portal.uscg.mil/units/cgcpe/cppmv2/>.

D. Deployable Specialized Forces (DSF).

1. General.

- a. Regionalized DSFs ensure maritime mobility and security through the conduct of ambiguous or high threat security, enhanced law enforcement interdictions, counter-terrorism operations, and deployed maritime law enforcement. They safeguard the public, protect vessels, harbors, ports, facilities, and cargo from destruction, loss or injury, and respond to regional security incidents, assisting in the restoration of a safe and secure environment in designated ports and other locations as directed, in order to enhance the maritime security of the United States.
- b. DSFs are teams of readily available and globally deployable personnel and assets with specialized capabilities, organized into unit types by specialty functions and capabilities. DSF conduct operations across a broad range of USCG missions where their unique capabilities are required.
- c. DSFs engage in a broad range of activities that include the USCG's eleven statutorily mandated missions and key contingencies:
 - (1) Search and Rescue (SAR) – Commandants (CG-SAR) (CG-721)
 - (2) Marine Safety (MS) – Commandants (CG-INV), (CG-PSA), (CG-FAC), and (CG-CVC)
 - (3) PWCS – Commandants (CG-MSR), (CG-INV), (CG-PSA), (CG-FAC), (CG-CVC), (CG-721)
 - (4) Drug Interdiction (DI) – Commandant (CG-MLE)
 - (5) Migrant Interdiction (MI) – Commandant (CG-MLE)
 - (6) Defense Readiness (DR) – Commandants (CG-ODO), (CG-721)
 - (7) Military Outload (MOL) – Commandants (CG-MSR), (CG-ODO), (CG-FAC), (CG-CVC)
 - (8) CBRN response operations – Commandants (CG-ODO), (CG-721)
 - (9) Ice Operations (IO) – Commandant (CG-WWM)
 - (10) Aids to Navigation and Waterways Management (ATON) – Commandants (CG-NAV), (CG-WWM)
 - (11) Regional Dive Lockers – Commandant (CG-721)
 - (12) Maritime Environmental Protection (MEP) – Commandant (CG-MER)

(13) Living Marine Resources (LMR) – Commandant (CG-MLE)

(14) Other Law Enforcement (OLE) – Commandant (CG-MLE)

(15) Responsibilities under the National Response Framework (NRF)

Combine DSFs, which include some reserve units, with other forces, both within and outside of the USCG, to form integrated, multi-agency force packages.

2. Types of USCG DSFs. There are five USCG DSFs, each with its unique missions and team make-up.
 - a. Maritime Security Response Team (MSRT)
 - b. Maritime Safety and Security Team (MSST)
 - c. National Strike Force (NSF)
 - d. Port Security Unit (PSU)
 - e. Tactical Law Enforcement Team (TACLET)
3. DSF Program Manuals and ROC and POE:
 - a. Maritime Security Response Team (MSRT) Program Manual, COMDTINST M3510.9 (series)
 - b. Required Operational Capabilities (ROC) and Projected Operational Environment (POE) for a Coast Guard Maritime Security Response Team (MSRT), COMDTINST M3501.58 (series)
 - c. Maritime Safety and Security Teams (MSST) Program Manual, COMDTINST M3510.3 (series)
 - d. Required Operational Capabilities (ROC) and Projected Operational Environment (POE) for the Maritime Safety and Security Teams (MSST), COMDTINST M3501.39 (series)
 - e. Port Security Unit Program Manual, COMDTINST M5400.17 (series)
 - f. Required Operational Capabilities (ROC) and Projected Operational Environment (POE) for Coast Guard Port Security Units (PSU), COMDTINST M3501.49 (series)
 - g. Tactical Law Enforcement Team (TACLET) Program Manual, COMDTINST M3510.8 (series)
 - h. Required Operational Capabilities (ROC) and Projected Operational Environment (POE) for a Coast Guard Tactical Law Enforcement Team (TACLET), COMDTINST M3501.13 (series)
 - i. National Strike Force Standard Operating Procedures, NSFINST M16480.2 (series)
 - j. Required Operational Capabilities (ROC) and Projected Operational Environment (POE) for the National Strike Force, COMDTINST M3501.57 (series)
 - k. Deployable Specialized Forces Tactical Operations Manual, COMDTINST M16600.7 (series)

COMDTINST M3010.12D

- l. U. S. Coast Guard Boat Assault Force (BAF) Policy Instruction Manual, COMDTINST M16240.3 (series)
- m. USCG Countering WMD Capabilities Manual (CWMD Manual), COMDTINST M3400.51 (series)
- n. Precision Marksman Policy and Standards, COMDTINST M16601.18 (series)
- o. Canine Explosive Detection Team (CEDT) Program Manual, COMDTINST M16601.15 (series)
- p. U. S. Coast Guard Water Survival Training Program Manual, COMDTINST M16240.4 (series)

Further information regarding the USCG DSF force elements is located on the Commandant (CG-OEM) page of the USCG Portal. The link is <https://cg.portal.uscg.mil/units/cgcpe/cppmv2/>.

E. Emergency Management / Ashore Units.

1. General.

- a. The National Preparedness System and the National Incident Management System (NIMS) establish a comprehensive approach to incident management. They instituted a national policy and procedure to provide a comprehensive approach to incident management.
- b. The NIMS ICS is a standardized all hazard-all risk approach to managing crisis response operations as well as non-crisis events with principles applicable to all types of incidents.
- c. The Federal government required all Federal departments, agencies, and DHS agencies, to fully adopt and implement pursuant to Homeland Security Presidential Directive (HSPD-5).

2. Emergency Response Operations and Use of ICS.

- a. Locate pertinent information for the use of ICS during emergency response operations in Reference (e).

Further information regarding ICS positions, and their activation process, can be activated using the DAMOB process. Each ICS position has one or more DA force element codes assigned that enables the planner (or requestor) to submit a RFF through the DAMOB process. The request is for filling the exact type of position. Locate further information in the Operational Force Elements Section of the Commandant (CG-OEM) Portal at <https://cg.portal.uscg.mil/units/cgcpe/cppmv2/>.

USE OF THE DIRECT ACCESS MOBILIZATION (DAMOB) SYSTEM

A. Populating a CRRL Using the Direct Access Mobilization (DAMOB) Tool.

1. DAMOB. DA is the USCG's Human Resources Information System of record for requesting, sourcing and tracking personnel in support of contingency and surge operations. Mobilization, in DA, is a web-based application that can be accessed anywhere an internet connection is available. Furthermore, the DAMOB function allows field users to create, source, and track short-term assignments independent of a centralized control node. It does not supplant existing human capital management systems, but helps commanders reallocate their work force when required.
2. CRRL(s) in DAMOB. Entering CRRL(s) into DAMOB is not required, however if done, it expedites a RFF. Pre-populating DAMOB with personnel requirements will enhance the execution of contingency plans requiring resources beyond those of the local unit. Reference (b) provides further details for obtaining the necessary permissions to access the DAMOB functionality, as well as the procedures for creating and processing any RFFs. (There are two ways to create a CRRL; as outlined below, and / or using the electronic calculator, fully described in Enclosure (2). Follow the procedures outlined below if placing the CRRL into the DAMOB system.)
3. DAMOB User Permissions. All units must identify users who require access based on PAL position or assignment and request the appropriate DA Mobilization permissions.
 - a. See ALCGPSC 5400 052/17 dated 25 April 2017 for procedures outlining personnel authorized to access DAMOB and at what level.
 - b. If filling a Sector planning billet, complete online form CG-7421B (08/2017) for DAMOB access. Select Requestor to gain access to the DAMOB functions necessary to create requests, and / or a CRRL.
4. DA Force Element Code List. The DA FE code list provides all Emergency Management/ICS (EM/ICS) positions in which USCG personnel may be involved in a surge response. The list provides the "Direct Access code" that must be included in the DAMOB request. Each EM/ICS position contains one or more DA force element codes, providing the unit the ability to be specific in its request for personnel resources. The DA force element codes need not be included with the unit's CRRL, unless the unit knows ahead of time that it will be requesting that particular resource. It is advisable to print an updated DA force element codes list as they periodically change. Instruction for obtaining this list can be found in section 5.2 (Force Elements) of Reference (b)
5. CRRL DAMOB Documentation, to perform the Naming and Data Entry Procedures. Section 6.2 of Reference (b) provides systematic instructions for the creation of, and entry of, a Mobilization Request into DAMOB. Use a Mobilization Request with a Request Type of Pre-Defined Requirements List to enter a CRRL. Below are considerations and additional guidelines to standardize the entry of CRRL(s) into DAMOB:
 - a. Standardized CRRL Naming (Request Title) Convention. All CRRL(s) must adhere to the following naming standards, regardless if in DAMOB, in a local database, or using the electronic calculator. This standardized naming

convention will allow for easy identification and quick searches of DAMOB CRRLs.

- (1) CRRL Titles for Contingencies must include the following information: Unit Short Title, Contingency, “CRRL”, and year created. A title may also include a COA Number or Name if there are multiple COAs included in a plan. Examples of Contingency CRRL titles:

LANTAREA SNMR CRRL 2018

D5 Natural Disaster – Hurricane CRRL 2018

SEC HR PWCS/AT CRRL 2019

SEC LMR Natural Disaster – Flooding CRRL 2020

SEC SF MOL COA#1 CRRL 2021

- (2) CRRL Titles for planned operations must include the following information: Unit Short Title, Planned Operation Name, “CRRL”, and year created. Examples of Planned Event CRRL titles:

SEC Buffalo Tall Ships Erie CRRL 2019

SEC HR Harborfest CRRL 2020

SEC MD-NCR SOUTA NSSE CRRL 2021

- (3) Due to DAMOB limitations, the CRRL Name (Request Title) is limited to 50 characters. Use abbreviations where possible.

- b. There are many mandatory fields in DAMOB to complete in order to save a Mobilization Request. Guidance on important mandatory and non-mandatory fields provided below.

- (1) Request Data Tab:

- (a) Grouping Category: Contingency CRRL(s) will be known as AC, Contingency Preparedness. For planned operation, CRRLs select the most appropriate category.
- (b) Operational Name: Contingency CRRL(s) will be known as NA. An Operational Name will need to be created by a DAMOB Administrator (or a Mobilization Administrator: Personnel at DOL, Area, Personnel Support Command [PSC], and / or District personnel that do surge staffing) for all Planned Operations.
- (c) Comments: Provide a brief description of the contingency or planned operation and notes on when the CRRL received its last review and update.

- (2) Manage Requirements Tab:

- (a) Operational Category: Contingency CRRL(s) will have Named Contingency and Planned Operations will have Planned Operations.

- (b) Title: If using a standard FE, select this field and it will auto populate. If not using an FE, enter a title that describes the requested resource.
- (c) Mission Classification: Select Critical if the requirement is internal to the unit. If the resource is a shortfall, then select Volunteer.
- (d) Team Title: If using a custom grouping of FEs to delineate a specific job or function in the CRRL, add a Team Title to identify the grouping.
- (e) Begin and End Dates

[1] For contingency CRRL(s), use the date of entry for the Begin date and the date of the next scheduled contingency plan review as the End Date.

[2] For Planned Operations, use the expected or actual Begin and End dates.

ICS Command: Select the ICS Command from the drop-down list. Request a DAMOB Administrator to establish a new ICS Command if there is no appropriate ICS Command listed.

- (3) The CRRL staffing estimates for the Command Staff and Planning, Logistics and Finance/Admin Sections may be the same for each contingency. It is possible to split the CRRL into multiple sections when entering into DAMOB. This allows for sections that do not change from contingency to contingency to have to be entered for each contingency. It is possible to create the Command Staff and Planning, Logistics and Finance/Admin Sections first and then Clone the Mobilization Request and change the Request Title before entering the Operations or Intelligence/Investigations Sections FEs. Select DAMOB codes based on needs described in the CRRL.
- (4) Using FEs in DAMOB:
 - (a) There are over 300 codes within DA, along with both long and short titles for each FE (DA codes apply primarily to ICS positions and their respective descriptions). These codes are included as part of the descriptions found in force element sections of this Manual (Afloat, Aviation, DSF, DCMS, and Emergency Management (ICS / Ashore). For example, a Facility Repair Team contains ten positions (carpenter, electrician, general, leader, mechanic, etc.) (DA codes 100 – 109). For a specific contingency response, if a welder and carpenter are not required. The Command would choose those DA codes that correspond to the remaining positions within that FE (DA codes, 101, 102, 103, 104, 106, 107, and 108).
 - (b) There is a search function for finding FEs in DAMOB. FEs are preloaded, request additional FEs per Appendix E of Reference (b) (DA and Contingency Staffing TTP).
 - (c) If using a custom grouping of FEs to delineate a specific job or function in the CRRL, add a Team Name to identify the grouping.

6. Downloading and Printing a CRRL. Enter a CRRL into DAMOB. Once complete, export it to an Excel file, format it, print it, and include it in the contingency plan it supports.
 7. DAMOB CRRL Review and Maintenance. The CRRL(s) loaded into DAMOB (this also applies to CRRLs created using the electronic calculator) must be reviewed on the same schedule as the contingency plan it was developed to support (triennially, IAW Reference (a)) and the Begin and End Dates for the CRRL should be updated to reflect the review dates. Update the CRRL POC as unit CRRL POCs change.
 - a. CRRL Begin and End Date Changes after Review. Once the review is complete, the POCs and The Begin and End Dates should be adjusted with each plan review or revision using the Mass Update function
 - (1) Search for and open the CRRL.
 - (2) On the Manage Requirements tab, Select All and then Mass Update.
 - (3) On the Requirement Details tab, adjust the Begin and End Dates.
 - (a) The Begin Date should be the review/revision date for the plan the CRRL supports.
 - (b) The End Date should be the date of the next scheduled contingency plan review
 - (4) Select OK.
 - (5) Select Save once the screen returns to the Manage Requirements tab.
 - b. CRRL POC update. Update the POC as personnel responsible for the CRRL maintenance change.
 - (1) Search for and open the CRRL.
 - (2) On the Manage Requirements tab, Select All and then Mass Update.
 - (3) On the Receiving Dept. Info tab, adjust the POC information.
 - (4) Select OK.
 - (5) Select Save once the screen returns to the Manage Requirements tab.
- B. Activating a CRRL Using the DAMOB Functionality.
1. Support of operational commanders. For DA to provide accurate and timely information to support operational commanders, all personnel support requests must use DAMOB upon the start of a contingency.
 2. CRRL Conversion to Mobilization Request. If a CRRL has been loaded into DAMOB, the process for converting the DAMOB CRRL into a Mobilization request is straightforward.
 - a. Administrative Steps Prior to Conversion. When executing an existing CRRL, complete the following administrative steps to simplify the conversion of a CRRL into a true Mobilization Request.

- (1) The DAMOB Administrator will create an Operational Name for the contingency response.
 - (2) The CRRL Administrator will need to verify that an ICS Command for the contingency response exists or request the DAMOB Administrator create one.
 - (3) Using the electronic calculator to create a CRRL will require entering those force elements into the DAMOB system using the instructions in this Enclosure.
- b. Converting a CRRL to a Mobilization Request.
- (1) Search for and open the CRRL.
 - (2) From the Request Data tab:
 - (a) Select Clone
 - (b) Enter Data in the required fields.
 - [1] Request Title: Enter a new request title that clearly identifies the unit name and contingency response.
 - [2] Grouping Category: Select the most appropriate category
 - [3] Operational Name: Select the Operational Name created to support this contingency response.
 - (c) Select the CRRL Requirements (resources) that you will need to mobilize. Select All is an option.
 - (d) Select OK to save the Mobilization Request.
- c. Adding By Name Candidates.
- (1) From the Manage Requirements tab:
 - (a) Select the Requirements Number (NBR) for the position to add a By Name Candidate.
 - (b) Select the Candidates tab.
 - (c) Enter the candidates employee Identification number (EMPLID) or search for the candidate using the search function and add the candidate(s) by selecting Add to List.
 - (d) Enter all of the candidates and select Save.
- d. Follow the procedures in Reference (b) to complete the Mobilization Request.
3. No CRRL in DAMOB. If no DAMOB CRRL has been entered, the process is the same as creating a new Mobilization Request. If a CRRL has been created using the electronic calculator, most, if not all of the pertinent information required to enter the CRRL into DAMOB, including the DA force element codes is on the electronic CRRL.
 4. Selection of Qualified Personnel. DA force element codes, for mobilization, contain required competencies for their respective elements. When entering a particular DA

FE code, the competencies required to fulfill that position are displayed. Surge staffing personnel must ensure that personnel volunteering for a position are in possession of the skills required to perform that function.

5. Use of FEs and Planning Factors. Selecting suitable FEs and using the appropriate planning factors to determine the quantity of resources needed will ensure a supportable CRRL is developed. The exact FEs described in this Manual may not include a particular combination of capabilities or competencies specifically required to accomplish specific missions; therefore, the use of the DAMOB allows operational commanders the ability to develop quick and unique force packages to suit their needs, by allowing the ability to request the appropriate resources.

**INSTRUCTIONS FOR USING THE CONTINGENCY REQUIREMENTS
RESOURCE LIST (CRRL) CALCULATOR**

A. General.

1. The electronic calculator, found on the Commandant (CG-OEM) portal page, assists in determining the number of resources required for planned or unplanned events. It is an Excel Spreadsheet with multiple tabs and pages. The “tool” takes planner input, and based on various algorithms from the Incident Management Handbook (IMH), provides minimum numbers required for a surge response. The calculator is an unclassified response tool that used on any Personnel Computer or Laptop. The tool is component neutral, that is, it does not matter whether the requested resource is active duty, reserve, civilian, or auxiliary.
2. As a companion to the calculator, there is a Manual Calculations for Requesting Resources Instructions and Worksheets (MCRRI&W) section on the Commandant (CG-OEM) portal. The algorithms for the MCRRI&W are the same as the calculator. If you work out the resources numbers with the MCRRI&W, then use the calculator, the results should be within 1-3 of each other. It is highly recommended that planners use the MCRRI&W to acquaint themselves with the methodology of how the calculator works prior to using the calculator or when initially using the tool.

B. The CRRL Calculator Described.

1. The home page of the CRRL Calculator describes the office to whom is responsible for the tool and the Calculator Page Navigation. This information includes the following pages/tabs:
 - a. Unit Information. Use standard unit identification per Enclosure (1), as well as the operation name.
 - b. Area Command. This tab takes you to the Area Command section of the Calculator. If establishing an Area Command, in addition to an Incident Command, use this tab.
 - c. Incident Command. Use this tab if an Area Command and / or an Incident Command is to be established. As there is much more to an Incident Command, as opposed to an Area Command, this sheet will contain almost all of the pertinent Incident Command (ICS) positions available.
 - d. Afloat, Aviation, Deployable Specialized Forces (DSF) & Deputy Commandant for Mission Support (DCMS) Force Elements. Choose this tab, if you require those forces separately, or in addition to Emergency Management / ICS forces.
 - e. Additional Personnel Force Elements by Rank/Rate. If the planner requires special ranks/paygrades, etc., choose this tab, in addition to the Incident Command tab.
 - f. Sample FE Multiplier Calculator. As part of the calculation process, this tab helps the program to determine how many resources are required for a surge response. Apply the hours per day to be worked, number of days, and then the workweek. The sample multiplier appears at the bottom of the drop down menu.

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This number transfers over to the Incident Command Key Calculation Information section of the Incident Command page. Added to the work shifts per day, and the number of Divisions/Groups, the program uses this information to help determine total resources required.

- g. CRRL Report. Input all the information, once complete, the CRRL Report provides the planner with a complete CRRL. Prior to printing the CRRL, at this point, the planner is able to edit the listing by including security clearance requirements and / or comments in the appropriate columns.
- h. Instructions. This section provides the planner with complete instructions on how to use the Calculator.
- i. Save File and Save As File. These tabs are two separate save tabs. Save using the name of the current document or provide a new name.
- j. Reset Calculator. Allows you to reset the calculator back to all zeroes.

C. After the CRRL is Saved and Printed.

- 1. Save and/or print the CRRL to ensure it becomes part of Annex E (Personnel) of the unit's CONPLAN.
- 2. Upload the approved CRRL into the DAMOB system, IAW instructions in Enclosure (1).

ACRONYMS AND ABBREVIATIONS

AB-S	Aids to Navigation Boat – Small
AB-SKF	Aids to Navigation Boast - Skiff
ACP	Area Contingency Plan
ADMN	Administration Support Unit Leader
AMSP	Area Maritime Security Plan
ANB	Aids to Navigation Boat
AOR	Area of Responsibility
AREP	Agency Representative
AT	Anti-Terrorism
ATON	Aids to Navigation
AVDET	Aviation Squadrons or Detachments
BAF	Boat Assault Force
BOAT	Boat Operations and Training
BUSL	Stern-Loading Buoy Boat
CANUS	Canada/United States
CASH	Cashier team
CATEX	Categorical Exclusion
CB-L	Cutter Boat Large
CB-M	Cutter Boast Medium

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CB-OTH	Cutter Boat Over-the Horizon
CBRN	Chemical, Biological, Radiological and Nuclear
CDAT	C4IT Damage Assessment Team\
CGHQ	Coast Guard Headquarters
CGIS	Coast Guard Investigative Services
CIC	Combat Information Center
CISM	Critical Incident Stress Management Peer
CMWD	Countermeasure Wash Down
COA	Course(s) of Action
COMDT	Commandant
COMDTINST	Commandant Instruction
COMP	Compensation/Claims Unit Staff
CONOPS	Concept of Operations
CONPLAN	Concept of Operations Plan
CONUS	Continental United States
COOP	Continuity of Operations
COST	Cost Unit Leader
CPB	Coastal Patrol Boat
CPRL	Contingency Personnel Requirements List

CPS	Collective Protection System
CRRL	Contingency Resource Requirements List
DA	Direct Access
DAMOB	Direct Access Mobilization System
DAT	Damage Assessment Team
DCMS	Deputy Commandant for Mission Support
DCO	Deputy Commandant for Operations
DECON	Decontamination
DHS	Department of Homeland Security
DI	Drug Interdiction
DIVS	Division Group Supervisor
DOD	Department of Defense
DOI	Department of the Interior
DOL	Director of Operational Logistics
DPRO	Display Processor
DR	Defense Readiness
DSE	Deployable Support Element
DSF	Deployable Specialized Forces
ELT	Enforcement of Law and Treaties

Enclosure (3) to COMDTINST M3010.12D

EM	Emergency Management
EMPLID	Employee Identification
EPA	Environmental Protections Agency
ERT	Emergency Response Team
FDUL	Food Unit Leader
FE	Force Element(s)
FEMA	Federal Emergency Management Agency
FOBS	Field Observer
FSAT	Food Service Assistance and Training Team
FSC	Finance/Admin Section Chief
FORCECOM	Force Readiness Command
GCCS	Global Command and Control System
GNDA	Global Nuclear Detection Architecture
HSK	Helicopter Supply Kit
HSPD-5	Homeland Security Presidential Directive 5
IAW	In accordance with
IC	Incident Commander
ICS	Incident Command System
IDT	Inactive Duty Training

IMAT	Incident Management Assistance Team
IO	Ice Operations
ISC	Intelligence/Investigation Sections Chief
JIT	Just in Time
JITT	Just in Time Training
JOPEs	Joint Operation Planning and Execution System
LEDET	Law Enforcement Detachment
LEQM	Law Enforcement Competency Qualification
LFF	Logistics Factors File
LLCM	Lessons Learned Collection Manager
LMR	Living Marine Resources
LOFR	Liaison Officer
LSC	Logistics Section Chief
LSE	Logistics Support Element
LST	Legal Support Team
MALFO	Marine Environmental Response Asset Line Field Office
MARSEC	Maritime Security
MAT	Maintenance Augmentation Team
MCRRI&W	Manual Calculations for Requesting Resources Instructions and Worksheets

Enclosure (3) to COMDTINST M3010.12D

MEDL	Medical Unit Leader
MEDT	Medical Support Team
MEP	Maritime Environmental Protection
MER	Marine Environmental Response
MEXUS	Mexico/United States
MI	Migrant Interdiction
MLB	Motor Life Boat
MLEM	Maritime Law Enforcement
MOL	Military Outload
MS	Marine Safety
MSC	Marine Safety Center
MSRO	Maritime Security and Response Operations
MSRT	Marine Security Response Team
MSST	Marine Safety and Security Team(s)
MSTP	Maritime Security Transportation Plan
MSU	Mobile Support Unit
MTCC	Mobile Transportable Communication Center
MTS	Marine Transportation System
MTSL	Marine Transportation System Recovery Unit Leader

MTSRP	Marine Transportation System Recovery Plan
MTSRU	Marine Transportation System Recovery Unit
NBR	Requirements Number
NEPA	National Environmental Policy Act
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NRF	National Response Framework
NSF	National Strike Force
NSSE	National Special Security Event
OCONUS	Outside the Continental United States
OLE	Other Law Enforcement
OPBD	Operations Branch Director
OPLAN	Operations Plan
OPSAIL	Operations Sail
OSC	Operations Section Chief
OSC	Operations Systems Center Martinsburg
PAL	Personnel Allowance List
PATFORSWA	Patrol Force Southwest Asia
PIO	Public Information Officer

Enclosure (3) to COMDTINST M3010.12D

PIU	Portable Isolation Unit
POE	Projected Operational Environment
POL	Petroleum Oil Lubricants
PPE	Personal Protection Equipment
PRL	Personnel Requirements List
PSC	Planning Section Chief (ICS)
PSC	Personnel Support Command (DA surge staffing matters)
PST	Personnel Support Team
PSU	Port Security Unit
PWCS	Ports, Waterways, and Coastal Security
RB-M	Response Boat Medium
RB-S	Response Boat Small
RESL	Resource Unit Leader
RFF	Request(s) for Forces
ROC	Required Operational Capability
RT	Facility Repair team
SA/MDA	Situational Awareness/Maritime Domain Awareness
SAR	Search and Rescue
SELRES	Selected Reserve

SMART	Safety Mobile Assistance and Training Team
SOFR	Safety Officer
SOP	Standard Operating Procedure(s)
SPC-Air	Special Purpose Craft Rescue Air
SPC—HWX	Special Purpose Craft Heavy Weather
SPC-LE	Special Purpose Craft Law Enforcement
SPC-NLB	Special Purpose Craft Near Shore Life Boat
SPC-SV	Special Purpose Craft Screening Vessel
SPC-SW	Special Purpose Craft Shallow Water
SPC-TB	Special Purpose Craft Training Boat
SPUL	Supply Unit Leader
STAM	Staging Area Manager
STL/TFL	Strike Team Task Force Leader
SUBD	Support Unit Branch Director
SUPPLAN	Support Plan
SVBD	Service Branch Director
TACLET/LEDET	Tactical Law Enforcement Team/Detachment
TAN-B	Trailerable Aids to Navigation Boat
THIRA	Threat and Hazard Identification and Risk Assessment

Enclosure (3) to COMDTINST M3010.12D

TIME	Time Unit Leader
TPSB	Transportable Port Security Boat
TTP	Tactics, Techniques and Procedures
TUCHA	Type Unit Characteristic
USTRANSCOM	U. S. Transportation Command
UTC	Unit Type Code
VST	Vessel Support Team
VSUL	Vessel Support Unit Leader
WAGB/WLBB	Ice Breaker
WEPS	Weapons Supply Unit Leader
WHEC	High Endurance Cutter
WLB	Buoy Tender Seagoing
WLI	Inland Buoy Tender
WLIC	Inland Construction Tender
WLM	Coastal Buoy Tender
WMD	Weapons of Mass Destruction
WMEC	Medium Endurance Cutter
WMSL	Maritime Security Cutter Large
WPB	Patrol Boat

WPC	Patrol Craft
WTGB	Ice Breaking Tug
WYTL	Harbor Tug - Small

Enclosure (3) to COMDTINST M3010.12D

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