

U.S. Department of
Homeland Security

United States
Coast Guard



U.S. COAST GUARD EMERGENCY MANAGEMENT MANUAL

VOLUME IV: INCIDENT MANAGEMENT AND CRISIS RESPONSE



COMDTINST M3010.24A

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Subj: EMERGENCY MANAGEMENT MANUAL, VOLUME IV: 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), 2017
 (d) National Response Framework (NRF), 2016
 (e) The National Preparedness Goal, Second Edition, 2015
 (f) National Oil and Hazardous Substances Pollution Contingency Plan (NCP), 40 C.F.R. §300
 (g) U.S. Coast Guard Emergency Management Manual, Volume I: Emergency Management Planning Policy, COMDTINST M3010.11 (series)
 (h) Coast Guard Incident Management Handbook (IMH), COMDTPUB P3120.17 (series)
 (i) Spill of National Significance (SONS) Response Management, COMDTINST 16465.6 (series)
 (j) Deputy Commandant for Mission Support (DCMS), Contingency Support Plan, 9930-17
 (k) Reserve Policy Manual, COMDTINST M1001.28 (series)
 (l) Incident Management and Crisis Response, COMDTPUB 3-28
 (m) External Affairs Manual, COMDTINST M5700.13 (series)
 (n) Obtaining Personnel Resources to Meet Surge Requirements, COMDTINST 5400.1 (series)
 (o) National Response Team Joint Information Center (JIC) Model
 (p) Critical Incident Communications, COMDTINST 3100.8 (series) (FOUO)
 (q) CBP/USCG Joint Protocols for the Expedient Recovery of Trade

DISTRIBUTION – SDL No.170

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NON-STANDARD DISTRIBUTION: DHS, NOC, DOD NMCC

- (r) Doctrine for the U. S. Coast Guard, CG PUB 1
 - (s) Joint Publication 3-28 Defense Support of Civil Authorities, 29 Oct 2018
 - (t) Adaptive Planning and Execution (APEX) Planning Formats and Guidance, CJCSM 3130.03 (series)
 - (u) Joint Publication 5-0: Joint Operational Planning, 16 Jun 2016
 - (v) Coast Guard Quarantinable Communicable Disease and Pandemic Policy, COMDTINST M3121.2 (series) (FOUO)
 - (w) Financial Resource Management Manual (FRMM), COMDTINST M7100.3 (series)
 - (x) Coast Guard Reimbursable Agreement Procedural Handbook (series)
 - (y) Disaster Related Pollution Response Activities Under the Federal Response Plan (FRP) and Cost Reimbursement from the Stafford Act, COMDTINST 16451.1 (series)
 - (z) Federal Continuity Directive-1 (FCD-1), October 2012
 - (aa) Coast Guard After Action Program, COMDTINST 3010.19 (series)
 - (bb) Coast Guard Force Deployment Planning and Execution (FDP&E) Policy Manual, COMDTINST M3122.1 (series)
 - (cc) U. S. Coast Guard All-Hazard National Incident Management System Incident Command System Performance Qualification Standard Guide – November 2014
 - (dd) 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)
 - (ee) Federal Emergency Management Agency (FEMA) Mission Assignment Guide
 - (ff) Federal Emergency Management Agency (FEMA) Public Assistance Program and Policy Guide (PAPPG)
 - (gg) U. S. Coast Guard Pre-Scripted Mission Assignment (PSMA) Catalog
 - (hh) ICS Coordinators Guide, June 2018
 - (ii) United States Coast Guard Western Hemisphere Strategy, September 2014
 - (jj) Marine Transportation System Recovery Planning and Operations, COMDTINST 16000.28 (series)
 - (kk) Common Assessment and Reporting Tool (CART) User Manual
1. PURPOSE. Section 753 of 6 U.S.C., Federal Preparedness, executed through the Presidential direction in References (a) and (b) requires all Federal Departments and agencies to comply with References (c) through (f) by being 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 (g) through (r). Additionally, References (s) through (ii) 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 and 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. Contingency Preparedness Planning Manual, Volume 4: Incident Management and Crisis Response, COMDTINST M3010.24
 - b. Coast Guard Incident Command System Implementation Plan, COMDTINST M3120.15 (series)
 - c. Incident Command System (ICS) Mandated Training Requirements, COMDTINST 3120.22 (series)
 - d. Coast Guard Connectivity to the National Response Framework, COMDTINST 16000.22 (series)
 - e. Federal Emergency Management Agency (FEMA) Mission Assignments: Operational Acceptance and Execution, COMDTINST 3006.1 (series)

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, Superstorm Sandy, the 2017 Atlantic Hurricane Season (Harvey, Irma, and Maria) and COVID-19, a separate guidance will be generated to address that response is in progress. The concept of preparedness has also broadened in scope through the establishment of Presidential Policy Directive-8 (PPD-8) and the five National Frameworks within the National Preparedness System. 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 (1) to define further 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. This Manual has been created to:
 - a. Replace and update the Contingency Preparedness Planning Manual Volume 4 as part of the new Emergency Management Manual series;
 - b. Realign USCG organizational constructs of Emergency and Incident Management;
 - c. Remove redundancies found in Ref. (cc);
 - d. Expand the role of the ICS Coordinator to cover all levels of Incident Management;
 - e. Lays the groundwork for the creation of the Response Training Officer position
 - f. Clarifies Incident Typing;
 - g. Modifies General Military Training ICS course requirements for CG Auxiliary;
 - h. Updates CG NSF/IMAT Incident Management (IMT) qualification requirements;
 - i. Notes ICS equivalencies from non-USCG sources and;
 - j. Temporary reduction of IMT fill requirements to 60% from 75% until 2025 to allow for the implementation and effect of ICS training content and delivery improvements.

7. IMPACT ASSESSMENT. The Director, Emergency Management, Commandant (CG-5RI), will develop USCG Emergency Management policies as it relates to domestic homeland security and emergency response, including foreign humanitarian aid support

as requested by United States Agency for International Development (USAID) and FEMA. To carry out this responsibility, Commandant (CG-5RI) will work closely with other Assistant Commandants, headquarters' program managers, Areas, and the Deputy Commandant for Mission Support (DCMS) to coordinate Incident Management efforts.

8. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS.

a. The development of this Manual and the general policies contained within it have been 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 exclusions (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 policy 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 environmental mandates.

9. 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://cgportal2.uscg.mil/library/directives/SitePages/Home.aspx>.

10. 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.

11. 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. U.S. Coast Guard Emergency Management Manual, Volume II: Personnel and Equipment Requirement, 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 3 - Exercises, 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 CGPortal <https://cgportal2.uscg.mil/library/forms/SitePages/Home.aspx> and Internet at <https://dcms.uscg.afpims.mil/Our-Organization/Assistant-Commandant-for-C4IT-CG-6/The-Office-of-Information-Management-CG-61/Forms-Management/CG-Forms/>
13. REQUESTS FOR CHANGES. Send changes/recommendations to: HQS-DG-1st-CG-CPE-Policy@uscg.mil.

/S. A. BUSCHMAN/

Vice Admiral, U. S. Coast Guard

Deputy Commandant for Operations

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TABLE OF CONTENTS

CHAPTER 1. INTRODUCTION..... 1-1

- A. Purpose..... 1-1
- B. Emergency and Incident Management Policies..... 1-2
- C. National Incident Management System (NIMS) 1-6
- D. National Response Framework (NRF)..... 1-8

CHAPTER 2. COAST GUARD EMERGENCY MANAGEMENT 2-1

- A. Introduction..... 2-1
- B. Preparedness Cycle..... 2-1
- C. Incident Management and Crisis Response 2-2

CHAPTER 3. COAST GUARD INCIDENT MANAGEMENT 3-1

- A. Introduction..... 3-1
- B. Incident Typing..... 3-1
- C. Determination of Incident/Event Complexity..... 3-2
- D. Incident/Event Typing Request Process. 3-4
- E. NIMS Incident Command/Unified Command..... 3-5
- F. Incident Management Team (IMT)/Area Command (AC)..... 3-6
- G. ICS Coordinator 3-6
- H. Sectors..... 3-7
- I. Districts..... 3-8
- J. Coast Guard Areas 3-10
- K. Commandant Office of Emergency Management and Disaster Response (CG-OEM). 3-12
- L. Commandant (CG-5RI) Responsibilities..... 3-13
- M. Deputy Commandant for Operations (CG-DCO)..... 3-14
- N. Deputy Commandant for Mission Support (DCMS)..... 3-14

CHAPTER 4. UNIT PREPAREDNESS AND READINESS REQUIREMENTS..... 4-1

- A. Overview..... 4-1
- B. Readiness Requirements 4-1
- C. Incident Management Team and Area Command Qualifications..... 4-1
- D. Sector, Base and MSU Responsibilities 4-1
- E. District Responsibilities 4-4

- G. Training and Qualification 4-8
- H. Qualification Requirements 4-9
- CHAPTER 5. USING THE INCIDENT COMMAND SYSTEM 5-1**
 - A. Introduction..... 5-1
 - B. Organizational Elements of the ICS 5-1
 - C. ICS Tools 5-3
 - D. Incident Management Considerations..... 5-5
- CHAPTER 6. MULTIAGENCY COORDINATION AND INCIDENT SUPPORT 6-1**
 - A. Overview..... 6-1
 - B. Multiagency Coordination System (MACS) 6-1
 - C. NIMS Organization Structures 6-2
 - D. National Response Framework (NRF)..... 6-4
 - E. Emergency Support Functions..... 6-5
 - F. Domestic Resiliency Group (DRG)..... 6-8
 - G. NRF Coordination Structures 6-9
 - H. Coast Guard Connectivity..... 6-14
 - I. Stafford Act Response. 6-15
 - J. Non-Stafford Act Response. 6-19
 - K. Resource Requests and Mission Assignments..... 6-21
 - L. Unit Preparedness and Responsibilities 6-23
- CHAPTER 7. SURGE FORCES FOR INCIDENT MANAGEMENT 7-1**
 - A. Overview..... 7-1
 - B. Concept of Employment 7-1
 - C. RFF Process 7-1
 - D. Requesting Surge Forces..... 7-1
 - E. Personnel Surge Forces..... 7-9
- CHAPTER 8. INCIDENT INFORMATION COORDINATION..... 8-1**
 - A. Overview and Purpose of Incident Information Sharing 8-1
 - B. Responsibilities for Information Sharing..... 8-1
 - C. Incident Information Stakeholders..... 8-1
 - D. Types of Incident Information Reporting 8-2
 - E. Mechanisms for Incident Information Sharing..... 8-4

- F. Processes for Incident Information Management. 8-7
- G. Responsibilities for Incident Information Sharing..... 8-8
- H. Partnerships for Incident Information Sharing 8-8
- I. Systems for Incident Information Sharing..... 8-11

APPENDIX A. MISSION ASSIGNMENT PROCESS, FORMS, AND MESSAGES A-1

APPENDIX B. EMERGENCY PREPAREDNESS LIASION OFFICER PROGRAM..... B-1

APPENDIX C. MEMORANDUMS OF UNDERSTANDING AND MEMORANDUMS OF AGREEMENT (MOU AND MOA)..... C-1

APPENDIX D. KEY DEFINITIONS..... D-1

APPENDIX E. ACRONYMS AND ABBREVIATIONS E-1

LIST OF TABLES

Table 1-1: PPD-8 Mission Areas and National Planning Frameworks 1-6

Table 1-2: NIMS Guiding Principles 1-7

Table 3-1: Coast Guard Incident Typing Characteristics 3-3

Table 4-1: Sector Type 3 Incident Management Team Positions 4-3

Table 4-2: Sector Type 3 Incident Management Team Positions for Reserve Augmentation 4-4

Table 4-3: Type 3 Incident Management Team Positions for Sector Humboldt Bay, MSUs with
Captain of the Port Authority, and Base Kodiak 4-4

Table 4-4: NIMS Area Command Staffing by District 4-5

Table 4-5: Regional Response Coordination Center (RRCC) Staffing by District 4-5

Table 4-6: NIMS Area Command Staffing by CG Area 4-6

Table 4-7: CG Area Collateral Duty Incident Management Assist Team 4-6

Table 4-8: Incident Management Deployable Specialized Forces 4-7

Table 4-9: Military Mandated Training Requirements 4-8

Table 4-10: Civilian Personnel Mandated Training Requirements 4-8

Table 4-11: Auxiliary Personnel Mandated Training Requirements 4-9

Table 6-1: Differences between a MAC Group and Area Command 6-4

Table 6-2: Emergency Support Functions 6-8

Table 6-3: Coast Guard Position in the NRCC 6-10

Table 6-4: NRCC/RRCC Activation Levels 6-12

Table 6-5: Stafford Act Declarations 6-18

Table 7-1: Area Surge Resources 7-2

Table 7-2: District Surge Resources 7-4

Table 7-3: DCMS Surge Resources - Deployable Support Elements (DSEs) 7-7

Table 7-4: DCMS Surge Resources - Emergency Response Teams (ERTs) 7-8

Table 7-5: Other Surge Resources 7-9

Table 7-6: Title 10 Recall Summary 7-10

Table 7-7: Title 14 Recall Summary 7-11

Table 7-8: Auxiliary Resources 7-12

Table 8-1: JIC Organizational Options 8-7

LIST OF FIGURES

FIGURE 1-1: POLICY ENVIRONMENT OF THE COAST GUARD’S
PREPAREDNESS STRATEGY 1-2

FIGURE 1-2: ALIGNMENT OF PLANNING EFFORTS WITH PPD-8 1-4

FIGURE 2-1: COAST GUARD PREPAREDNESS CYCLE 2-1

FIGURE 3-1: INCIDENT COMMAND RESPONSE ORGANIZATION CHART 3-5

FIGURE 3-2: AREA COMMAND ORGANIZATION 3-6

FIGURE 5-1: TYPICAL UNIFIED AREA COMMAND ORGANIZATIONAL
STRUCTURE 5-2

FIGURE 6-1: MACS UNDER NIMS 6-2

FIGURE 6-2: NRCC/RRCC ORGANIZATION STRUCTURE 6-11

FIGURE 6-5: JFO ORGANIZATION 6-13

FIGURE 6-4: LAYDOWN OF COAST GUARD LIAISONS UNDER NRF 6-14

FIGURE 6-5: ACTION PRE- AND POST-DECLARATION ACTIONS 6-17

FIGURE 6-6: NON-STAFFORD ACT INCIDENT RESPONSE PROCESS FLOW 6-20

FIGURE 6-7: MISSION ASSIGNMENT PROCESS FOR COAST GUARD 6-22

FIGURE A-1: FLOW CHART OF MISSION ASSIGNMENT (MA) PROCESS A-9

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CHAPTER 1. INTRODUCTION

- A. Purpose. Emergency Management is the function that helps communities reduce vulnerability to hazards, respond to, and recover from incidents when they occur. The Coast Guard is the Nation's leader for Emergency Management in the maritime environment. Leveraging its robust authorities and capabilities, the Coast Guard has shown exceptional proficiency in managing incidents and crises, whether as a lead federal agency or in a supporting role.

The Coast Guard Emergency Management community consists of highly skilled professionals in implementing a unified and coordinated framework that strengthens partnerships with interagency partners at the federal, state, and local levels of government and organizations in the private and non-governmental sectors. Implementation of Coast Guard Emergency Management programs helps reduce the potentially devastating impacts of hazards emanating from any source, whether natural or man-made within the maritime community as well as the service's own assets and infrastructure. These programs do not exist solely in a post-incident response; they are active long before an incident occurs and continue after response ends in a continuous cycle of improvement. The Coast Guard's success during incidents and crisis is a direct result of emergency management functions that include training, credentialing, exercises, planning and policymaking, and ensuring continuity of operations. The strength of the Coast Guard's preparedness program has a direct correlation to the agency's performance during real world contingency operations.

As outlined in Reference (1), incident management and crisis response are critical functions of Emergency Management that span all Coast Guard 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 requiring 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 standardization. The Coast Guard is proficient at responding to incidents focused within specific response missions, such as search and rescue or environmental response. Developing and maintaining 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 strongly align 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 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 Guard personnel must continue to learn, train, and develop expertise in response operations, interagency coordination, communications, and crisis leadership skills, which speaks to the proficiency of craft mentioned in Reference (1).

This policy provides direction to Area, District and Sector Commanders, the Deputy Commandant for Operations (CG-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. Emergency and Incident Management Policies. The Coast Guard is guided by international agreements, federal statutes and regulations, Presidential Directives, and Department of Homeland Security (DHS) and Commandant Policy. Figure 1-1 illustrates some of the specific national-level policies and international law that shape the way in which the Coast Guard conducts emergency and incident management activities.

The Coast Guard’s strong presence in local maritime communities plays a significant role in the Nation’s whole of community approach to preparedness and response; authorities delegated to Coast Guard operational commanders comprise much of that contribution. Appendix B of Reference (1) provides a listing of selected legal authorities for the Coast Guard to conduct emergency and incident management activities.

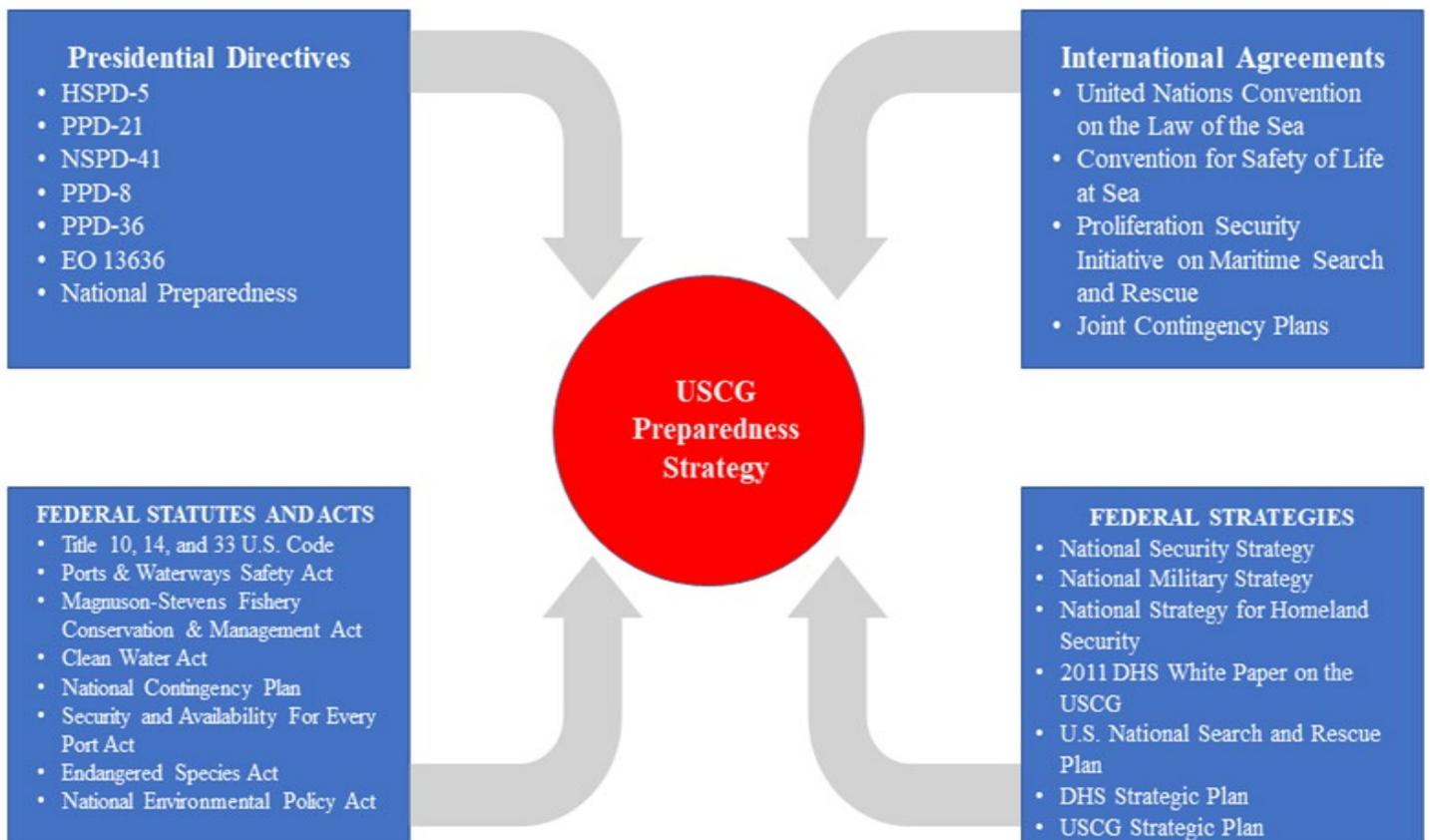


Figure 1-1: Policy Environment of the Coast Guard’s Preparedness Strategy

As the Emergency Management community in the United States has matured, numerous national-level policies and doctrine have been developed to address evolving threats and improve operational success based on lessons learned from major responses, such as the terrorist attacks on September 11, 2001 and Hurricane Katrina. The Coast Guard's Emergency Management program derives its mandates primarily from two Presidential Directives: *Management of Domestic Incidents*, Homeland Security Presidential Directive 5 (HSPD-5); and *National Preparedness*, Presidential Policy Directive 8 (PPD-8). These documents mandate specific preparedness measures be undertaken by federal departments and agencies to ensure the Nation is prepared for all-hazard response. In addition to these executive mandates, the Coast Guard executes its missions in accordance with the National Incident Management System (NIMS) and the National Response Framework (NRF), two fundamental documents that form the basis of a comprehensive, integrated approach to domestic emergency and incident management. The use of NIMS and the 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.

1. Management of Domestic Incidents, Homeland Security Presidential Directive 5 (HSPD-5).

This Directive enhances the ability of the United States to manage domestic incidents by establishing a single, comprehensive *national incident management system*. HSPD-5 tasks the heads of all federal departments and agencies to provide their full and prompt cooperation, resources, and support, as appropriate and consistent with their own responsibilities for protecting our national security.

2. National Preparedness, Presidential Policy Directive 8 (PPD-8).

This Directive strengthens the security and resilience of the United States through systematic preparation for the threats posing the greatest risk to the security of the nation, including acts of terrorism, cyber-attacks, pandemics, and catastrophic man-made and natural disasters. 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. Additionally, the National Preparedness System included the development of national planning frameworks to align with the five mission areas of *prevention, protection, mitigation, response, and recovery*. Figure 1-2 illustrates the relationship of PPD-8 national planning efforts described in this Chapter.

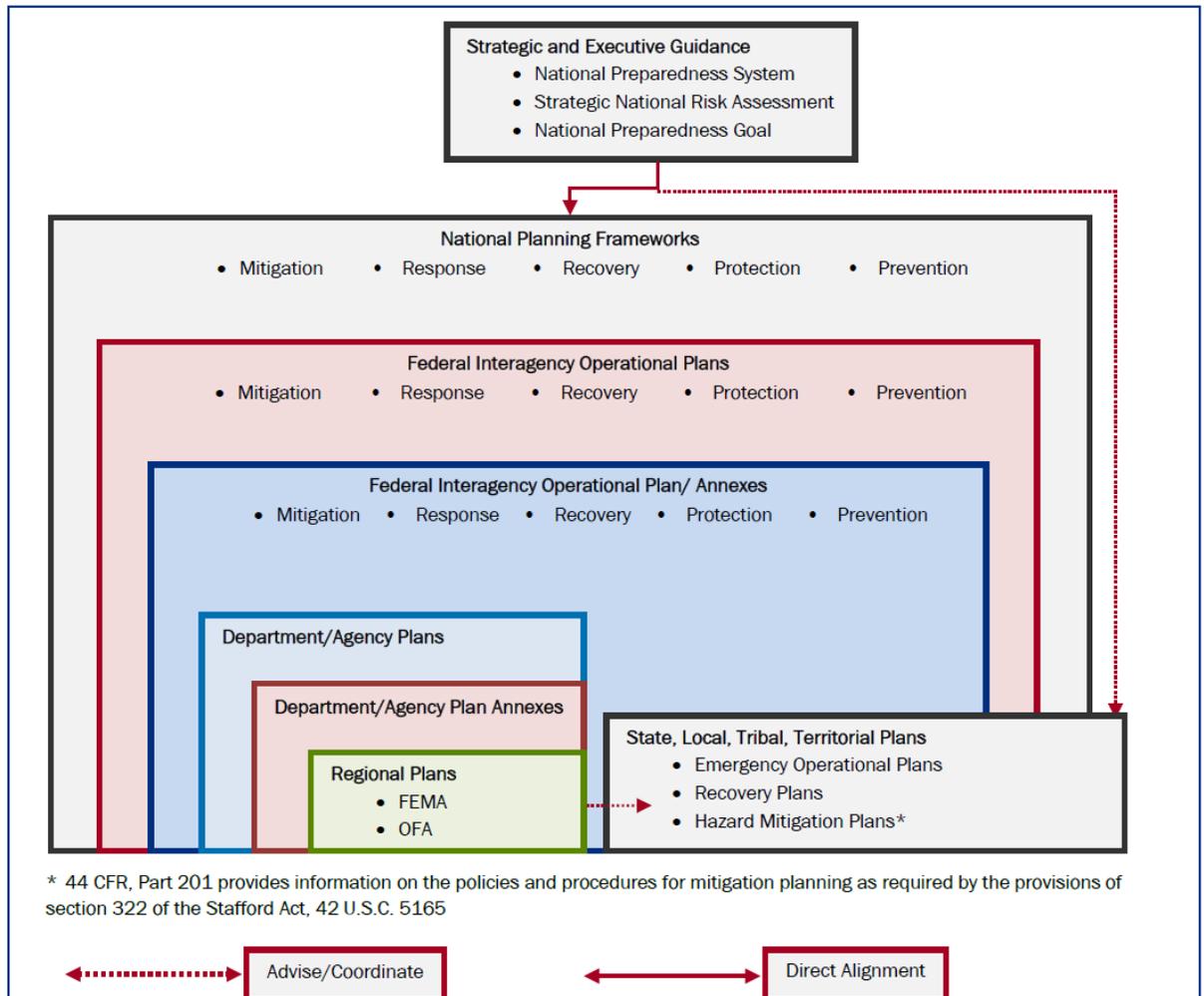


Figure 1-2: Alignment of Planning Efforts with PPD-8

- a. National Preparedness Goal (NPG). PPD-8 directed the development of a national preparedness goal that identifies the core capabilities necessary to achieve national preparedness. The NPG, as articulated in Reference (e), is:

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.

Reference (e) also identifies a series of national core capabilities required to achieve the NPG and are organized across the five mission areas. 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.

- b. National Preparedness System (NPS). Achieving the NPG is accomplished through the NPS, which supports the integration of guidance, programs, and policies that build a collaborative, whole community approach to national preparedness. The National Planning Frameworks describe the strategies and doctrine under the NPS for coordinating the whole community approach for delivering the core capabilities presented in the NPG. The NPG 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 (that is, 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. Use the risk assessment 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.
- c. Mission Areas. Building upon the NPG, the NPS is organized around five mission areas. These missions may occur before, during, and after an incident and are therefore organized into areas instead of a continuum. Additionally, multiple mission areas may be executed concurrently. Core capabilities are delivered across these mission areas. Table 1-1 provides definitions of each mission area and its corresponding national planning framework.

Table 1-1: PPD-8 Mission Areas and National Planning Frameworks

<u>MISSION AREA</u>	<u>DEFINITION</u>	<u>NATIONAL PLANNING FRAMEWORK</u>
<i>Prevention</i>	The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism (Refers to preventing imminent threats).	National Prevention Framework
<i>Protection</i>	The capabilities necessary to secure the homeland against act of terrorism and manmade or natural disasters.	National Protection Framework
<i>Mitigation</i>	The capabilities necessary to reduce loss of life and property by lessening the impact of disasters.	National Mitigation Framework
<i>Response</i>	The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.	National Response Framework
<i>Recovery</i>	The capabilities necessary to assist communities affected by an incident to recover effectively.	National Disaster Recovery Framework

*source Reference (e), the National Preparedness Goal, Second Edition, 2015

C. National Incident Management System (NIMS). NIMS is a comprehensive, national, systematic, standardized approach to emergency and incident management that guides departments and agencies at all levels of government, NGO, and the private sector. NIMS guides the whole community’s approach to resource management, command and coordination, and information management. It provides a shared vocabulary and process to enable the delivery of core capabilities.

1. NIMS Guiding Principles. The three guiding principles of NIMS 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 Flexibility, Standardization, and Unity of Effort. Table 1-2 provides an overview of each principle.

Table 1-2: NIMS Guiding Principles

NIMS Principle	Description
Flexibility	NIMS components are adaptable to any situation, from planned special events to routine local incidents to incidents involving interstate mutual aid or Federal assistance. Some incidents need multiagency, multijurisdictional, and/or multidisciplinary coordination. Flexibility allows NIMS to be scalable and, therefore, applicable for incidents that vary widely in terms of hazard, geography, demographics, climate, cultural, and organizational authorities.
Standardization	Standardization is essential to interoperability among multiple organizations in incident response. NIMS defines standard organizational structures that improve integration and connectivity among jurisdictions and organizations. NIMS defines standard practices that allow incident personnel to work together effectively and foster cohesion among the various organizations involved. NIMS also includes common terminology, which enables effective communication.
Unity of Effort	Unity of effort means coordinating activities among various organizations to achieve common objectives. Unity of effort enables organizations with specific jurisdictional responsibilities to support each other while maintaining their own authorities.

2. NIMS Functional Groups. A key function of NIMS is providing operational systems to a help manage and coordinate the response to complex incidents across multiple agencies and jurisdictions. Reference (c) helps us to understand that regardless of the size, complexity, or scope of the incident, effective command and coordination—using flexible and standard processes and systems—helps save lives and stabilize the situation. Incident command and coordination consist of four areas of responsibility:
- a. Tactical activities to apply resources on scene;
 - b. Incident support, typically conducted at EOCs, through operational and strategic coordination, resource acquisition and information gathering, analysis, and sharing;
 - c. Policy guidance and senior-level decision making; and
 - d. Outreach and communication with the media and public to keep them informed about the incident.

These four areas are coordinated through corresponding functional groups of NIMS:

- a. Incident Command System (ICS). A standardized approach to the command, control, and coordination of on-scene incident management, providing a common hierarchy within which personnel from multiple organizations can be effective. ICS is the combination of procedures, personnel, facilities, equipment, and communications operating within a common organizational structure, designed to aid in the management of on-scene resources during incidents. It is applicable for all kinds of incidents from small to large and complex, including planned events.

Historical instructions and Presidential Directives mandated the use of ICS for all Coast Guard hazardous material and oil spill response actions and encouraged its use

for other contingencies. 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 ICS across all missions and Coast Guard operations, the use of ICS is now mandated for all Type 3 and above response and preparedness activities.

- b. Emergency Operations Centers (EOCs). The physical location where the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.
 - c. Multiagency Coordination (MAC) Groups. A group, typically consisting of agency administrators or executives from organizations, or their designees, that provides policy guidance to incident personnel, supports resource prioritization and allocation, and enables decision making among elected and appointed officials and senior executives in other organizations, as well as those directly responsible for incident management.
 - d. Joint Information System (JIS). A structure that integrates overarching incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.
- D. 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 HSPD-5, the newly established 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. The NRF superseded the NRP in 2008, incorporating lessons learned after Hurricane Katrina.

The NRF, Third Edition, June 2016 describes the whole community organization and resources for major incidents. Use the NRF for all domestic incidents as the fundamental, all-threats, all-hazards response framework. 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.

The Coast Guard may engage in any of the five emergency management mission areas. Due to the nature of its statutory mission set, the majority of the agency's operational activities fall under *response*. Therefore, the national planning framework most applicable to Coast Guard operations is the NRF. Reference (1) speaks to the Coast Guard's responsibilities as the Nation's maritime first responder and the need for Coast Guard Incident Commanders (IC) to be recognized experts and leaders in incident management and crisis response.

The NRF is organized into three parts: the base document, Emergency Support Function (ESF) Annexes, and Support Annexes. The NRF organizes resources and capabilities into 14 ESFs. Additional information on ESFs and the Coast Guard's roles and responsibilities with regard to them is located in Chapter 6. The Support Annexes include supporting processes and considerations for incident response.

1. Response - Federal Interagency Operational Plan (FIOP). The NRF features 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 mission areas outlined in the NPG and built upon NIMS concepts and principles reflecting the whole community concept.

The Response FIOP includes Incident-Specific Annexes. These annexes expand the concepts within the Response FIOP to 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 such as chemical and oil response.

2. Stafford Act versus Non-Stafford Act and PPD-44. The NRF addresses all domestic response incidents in an all-hazards approach. Various federal departments and agencies hold statutory authority and jurisdiction to lead government response activities for specific incidents. For example, the Robert T. Stafford Disaster and Emergency Relief Act (Stafford Act) with FEMA acting as the lead federal agency guides natural disasters. Likewise, the Coast Guard and Environmental Protection Agency (EPA) hold similar authorities to respond to environmental contamination, with the USCG as the lead for coastal response and the EPA as the lead for inland response, under the National Oil and Hazardous Substances Pollution Contingency Plan (National Contingency Plan, NCP). Recent incidents, to include the Flint Michigan water crisis and the Southern Border response, illustrated the need for more robust planning and coordination across the federal government for those incidents that do not fall under the purview of the Stafford Act. As a result, the release of *Domestic Incident Response*, Presidential Policy Directive 44 (PPD-44) builds upon the guidance for Non-Stafford Act response outlined in the NRF and recognize the Lead Federal Agency (LFA) for given incident types. The timely identification of a LFA enhances the government's ability to form effective coordinating structures to manage a response and delineate lead roles.

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CHAPTER 2. COAST GUARD EMERGENCY MANAGEMENT

- A. Introduction. Coast Guard Emergency Management is the coordination and integration of all activities necessary to build, sustain, and improve the capability to prevent, protect, mitigate, respond, and recover from actual or potential emergencies and disasters resulting from all types of threats and hazards, ranging from accidents and natural disasters to cyber intrusion and terrorist attacks.
- B. Preparedness Cycle. The Coast Guard Preparedness Cycle, illustrated in Figure 2-1, represents the complete process for achieving and improving mission readiness. All of these activities together encompass the Coast Guard's Emergency Management Program.



Figure 2-1: Coast Guard Preparedness Cycle

All preparedness activities, regardless of complexity, will fit into one of the following five stages:

1. Phase 1 - Plan. Planning makes it possible for a unit command to manage the entire life cycle of a potential crisis. During the planning process, the Operational Commander accounts for overarching strategy, planning guidance and Directives; analyzes the operational environment to define problems, determine objectives, and establish command direction and critical information requirements. It develops a chronology and probable courses of action (COA); anticipates possible hindrances, needed resources and capability requirements; and envisions, socializes and communicates desired outcomes and expected levels of performance with Coast Guard units and personnel, partner organizations, and stakeholders while coordinating their activities. Reference (g) outlines policy and processes for Coast Guard Phase 1 activities.
2. Phase 2 – Organize and Equip. Organizing includes identifying the competencies personnel should have, and developing appropriate operational and emergency management structures. Equipping entails deciding on the procedures for acquiring standard and surge gear, machinery, tools, and other

equipment the unit needs to deliver a specific capability. Several chapters of this Manual set the foundational policy for phase 2 processes in the preparedness cycle.

3. Phase 3 - Train. Personnel gain skills and proficiency needed to perform key tasks through instruction and practice. Training is an ongoing mission along with real-world response activities. Reference (cc), Reference (hh) and Chapter 4 of this manual outline training requirements in support of phase 3.
 4. Phase 4 – Exercise and Execute. Phase 4 is the foundation of crisis response. Incident management and incident support tools to execute plans and respond to no-notice and planned events occur during this phase. An exercise is an activity that allows an organization and stakeholders to test and validate plans, perform the organization's core capabilities, demonstrate proficiency and competency in conducting critical tasks, and identify areas for improvement and corrective actions in a low-risk environment. Exercises bring together and strengthen the whole community in its efforts to prevent, protect against, mitigate effects of, respond to, and recover from all-hazards. Exercises achieve the same benefits with execution of the plan during responses to real-world events. The Emergency Management Manual, Volume 3, Reference (g), Reference (h), Reference (aa), and Chapter 6 of this manual, along with Coast Guard Statutory Authority outline policy and guidance on phase 4 efforts.
 5. Phase 5 – Evaluate and Improve. Evaluating exercises and responses to real-world events involves recognizing strengths as well as weaknesses, which are documented as lessons learned in an after action report (AAR). Enter remedial action issues (RAIs), lessons learned that identify improvement opportunities, into the Remedial Action Management Program (RAMP) module of the CPS and use it to track corrective actions. The analysis produced during the evaluation process is critical for a unit command's decision-making process when referencing plans, enhancing training, determining equipment needs, and employing technology. Reference (aa) provides information on policy for Coast Guard phase 5 activities and processes.
- C. Incident Management and Crisis Response. This Manual contains information on phases 2-4 of the preparedness cycle, which encompass the main components of Coast Guard incident management and crisis response.

CHAPTER 3. COAST GUARD INCIDENT MANAGEMENT

- A. Introduction. The Coast Guard will prepare to address future risks by ensuring the capability and capacity to respond simultaneously to (a) one nationally significant Type 1 response operation, (b) one regional Type 2 surge operation in a District, and (c) Type 3 responses in each Sector's area of responsibility (AOR) in accordance with Reference (ii). 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.
- B. Incident Typing. The concept of incident typing allows ICs and others to understand the characteristics of an incident and plan for potential resource needs based on the type of incident. The incident type corresponds to both the number of resources required and the anticipated incident duration. Incident types move from Type 5 being the least complex to Type 1 being the most complex. The complexity increases as the number of resources required gets larger and the duration of the incident gets longer. The vast majority of incidents are in the Type 3-5 range. Many factors determine incident complexity including: size, location, threat to life, property and the environment, maritime commerce, transportation infrastructure threats, political sensitivity, organizational complexity, jurisdictional boundaries, topography, agency policy or plans, etc. Presidential/DHS National Special Security Events (NSSEs), presidentially declared emergencies, and presidentially declared major disasters are ICS Type 1, and are automatically considered as such by the Coast Guard.
1. NSSEs are events of national or international significance deemed by DHS to be a potential target for terrorism or other criminal activity. NSSE's are coordinated by the U.S. Secret Service at the direction of the President. Events typically recognized as NSSEs include presidential inaugurations, presidential nominating conventions, major sporting events, and major international meetings held in the U.S. No authoritative, comprehensive list exists of designated NSSEs. NSSEs are best determined via announcements by the DHS Secretary and identification in the annual U.S. Secret Service budget summaries. The U.S. Coast Guard Office of Emergency Management & Disaster Response (CG-OEM) retains a list of known NSSEs on the ICS Coordinator Portal Page.
 2. Presidential Major Disaster Declarations. Major disaster declarations are made solely at the discretion of the President of the United States. These declarations are authorized by the Robert T. Stafford Disaster Relief and Emergency Assistance Act. These declarations authorize the President to provide supplemental federal disaster assistance. The President can declare a major disaster for any natural event, including, but not limited to, any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, or, regardless of cause, fire, flood, or explosion. The President determines if the severity of the damage is beyond the combined capabilities of state and local governments to respond. A major disaster declaration provides a wide range of federal assistance programs for individuals and public infrastructure, including funds for both emergency and permanent work. FEMA evaluates requests for major disasters and makes recommendations to the President. A comprehensive list of presidentially declared major disasters are retained in the FEMA database located at <https://www.fema.gov/disasters>.

Presidential Emergency Declarations. Similar to Presidential Major Disaster Declarations, Emergency Declarations are solely at the discretion of the President and authorize federal disaster assistance. Emergency declarations supplement state and local or Indian tribal government efforts in providing emergency services, or to mitigate or prevent the threat of a catastrophe in the United States. A comprehensive list of presidentially declared emergencies are retained in the FEMA database located at <https://www.fema.gov/disasters>.

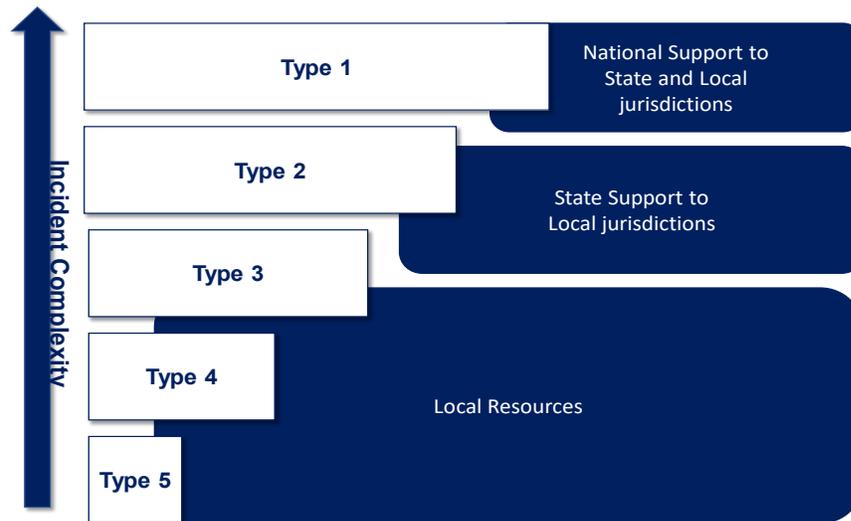


Figure 3-1: Incident Typing

- C. Determination of Incident/Event Complexity. The USCG IC, 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. Table 3-1 lists the characteristics to consider when determining the type of incident, whether the incident or event is planned or unplanned.

Table 3-1: Coast Guard Incident Typing Characteristics

Catastrophic Incident. A catastrophic incident is 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, per Reference (h). • 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. • A Contingency Plan is used (that is, Area Contingency Plan, Heavy Weather Plan, etc.)
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. • 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. • The unit's organic resources are exhausted within 48-72 hours • A Contingency Plan is used (that is, Area Contingency Plan, Heavy Weather Plan, etc.)
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. • The unit's organic resources are exhausted within 48-72 hours • A Contingency Plan is used (that is, Area Contingency Plan, Heavy Weather Plan, etc.)

Incident Type	Characteristics
Type 4	<ul style="list-style-type: none"> • Command staff and general staff functions activate 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.

D. Incident/Event Typing Request Process. To ensure a consistent process for determining and documenting incident types, the Coast Guard may type incidents. Incidents consistent with Types 3, 4 and 5 are unit level responses, however, the size of an incident often changes during its life cycle and is important to consider when documenting the incident. For example, an incident may start as a Type 3 and then progress to a Type 1 or 2. The Coast Guard will use the criteria in Table 3-1 in determining Type 1 and Type 2 incidents. Samples and memo requirements outlined below are included on the [ICS Coordinator Portal Page](#).

1. The Sector Commander may make a recommendation for determination of a Type 1 or Type 2 incident. They shall submit their request memo to Commandant (CG-5RI) for approval thru the District and Area Commanders and Commandant (CG-OEM) for endorsement.
2. District and Area Commanders may submit a recommendation for determination of a Type 1 or Type 2 incident on behalf of Sectors. Districts shall submit their request memo to Commandant (CG-5RI) for approval thru the Area Commanders and Commandant (CG-OEM). Area Commanders shall submit their request memo to Commandant (CG-5RI) for approval thru Commandant (CG-OEM) for approval.
3. All request memos will include the following information:
 - a. Number of resources and personnel.
 - b. Scope of operations, including incident complexity, and impact on the local jurisdictions involved.
 - c. List the agencies and organizations involved in the response.
 - d. Media and political interest in the response.
 - e. Period as a Type 1 or Type 2, if known.
 - f. Contingency plan(s) utilized.

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



Figure 3-2: Incident Command Response Organization Chart

- F. Incident Management Team (IMT)/Area Command (AC). The IMT/AC for each unit should indicate how key positions are staffed during the first 48–72 hours of a response. Figure 3-3 illustrates the typical Area Command organization chart. In addition to those assets listed in the IMT/AC, units will likely need to reach out to surge forces to provide additional manpower or expertise to mitigate the incident. Chapter 7 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 IMT/AC is in Chapter 4 of this Manual.

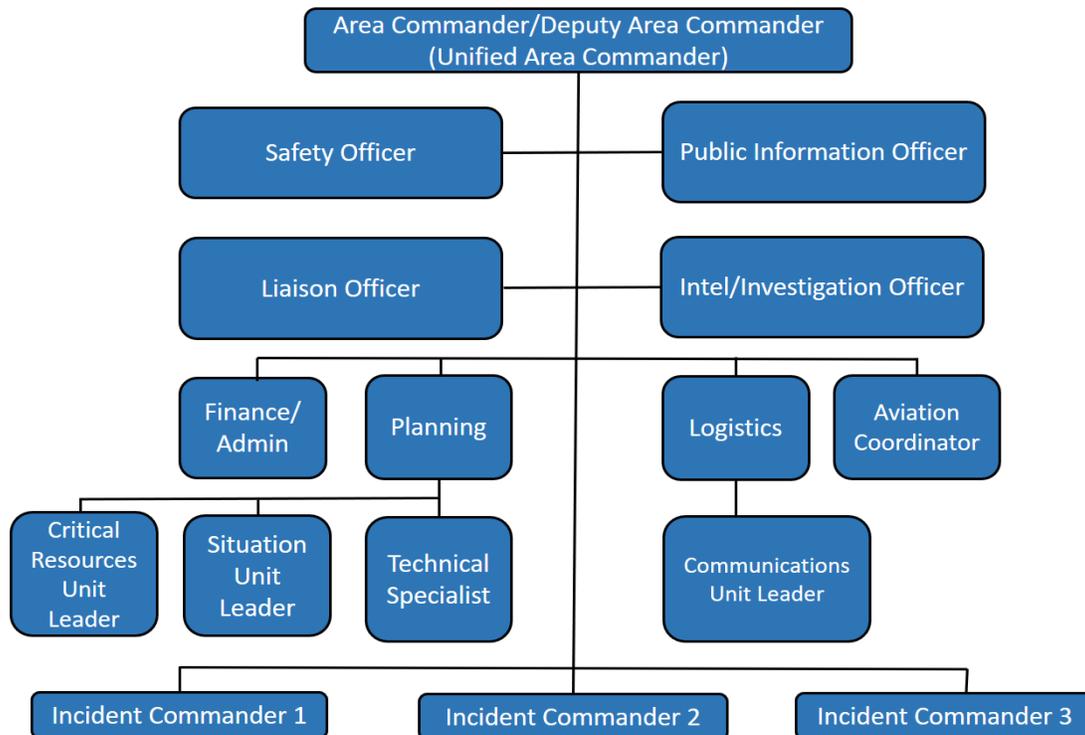


Figure 3-3: Area Command Organization

- G. ICS Coordinator. ICS Coordinators serve as a collaborative network across the entire Coast Guard organization to ensure unit IMT/AC requirements are met, thus enabling unit readiness during initial incident responses. Every unit commander responsible for overseeing an IMT/AC at their unit shall designate an ICS Coordinator to facilitate and manage the unit's ICS training and qualification program. These units include DCMS, Department of Operations Logistics (DOL), Areas, National Strike Force, Districts, Sectors, Bases, and MSUs with Captain of the Port Authority. Exempt units may opt to designate a unit ICS Coordinator at their discretion. Individual ICS Coordinator responsibilities are outlined in the ICS Coordinator Guide made available on the ICS Coordinator Portal Page: <https://cg.portal.uscg.mil/units/cgcpce/SitePages/ICS%20Coordinators.aspx>

Some responsibilities include:

1. Assist the command in the development and maintenance of the unit IMT/AC.
2. Brief personnel assigned to an IMT/AC position on their training requirements and responsibilities for that position.

3. Determine ICS course prioritization and coordinate with the unit-training officer to submit electronic training request (ETR) entries into Direct Access (DA) for unit personnel.
4. Serve as primary point of contact and organizer for exportable ICS courses and workshops hosted at the unit.
5. Review IMT/AC readiness requirements and check-in with members to ensure qualification accountability.
6. Facilitate applications to the annual U.S. Coast Guard ICS Certification Board.

***In the future, these ICS Coordinator duties may be assumed by the yet-to-be created Response Training Officer (RTO) positions. The RTO is envisioned to be a permanent civilian position that will be responsible for guiding members down the path to Response and incident management qualifications at the Sector level.**

H. Sectors. Sectors maintain command and control of Coast Guard tactical level operations leveraging relationships with local response partners, and authorities inherent to the Sector Commander: 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). Sectors also provide a focal point for Coast Guard coordination, outreach, and integration with local and state governments.

1. Sector Roles. Sector Commanders shall maintain an IMT to address incidents up to a Type 3 response within the sector AOR for a minimum of 48-72 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 IMT 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 IMT and the formation of a Unified Command. The follow-on surge of resources described within the IMT shall also be addressed, including consideration of personnel relief, leave, and temporary duty (TDY) requirements. Specific Sector readiness requirements are in Chapter 4 of this Manual.
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 (g), 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. 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.
 - c. 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). Emergency Management Chiefs and their staffs maintain the majority of the interagency connections for their Sectors. They will normally spearhead Sector outreach and coordination activities.
 - d. Training and Qualification. Upon assuming command, all Sector Commanders and commanding officers designated as Captain of the Port are granted an interim Type 3 Incident Commander qualification unless eligible for higher qualification per the All-Hazard National Incident Management System Incident Command System Performance Qualification Standard Guide. Respective District Commanders are guided by Reference (cc) for qualification of Sector Commanders. Members seeking ICS qualification should consult with the unit ICS Coordinator and review Reference (cc).
- I. 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 led by a district Incident Management and Preparedness Advisor (IMPA), acting as the RRT Co-chair with the 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 (UAC), which is established when incidents under an Area command are 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 in Chapter 4 of this Manual.
- c. Liaison Activities. Districts provide the initial coordination with FEMA or the LFA, Regional Response Coordination Center (RRCC), and Joint Field Office (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 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] 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;
 - (6) Accountable for timely submission of lessons learned for AARs, and for RAI tracking.
- d. Training and Qualification. Respective District Commanders are guided by Reference (cc) for qualification of Area Commanders. Districts shall review AC

readiness requirements for the Districts but also IMT readiness requirements at the Sectors by ensuring qualification accountability with the Sector ICS Coordinators.

- e. Members seeking ICS qualification should consult with the unit ICS Coordinator and review Reference (cc).
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 exceeding or threatening 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-hazards, 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-OEM). Further information on EPLO roles and responsibilities is in Chapter 6 of this Manual.
 - c. 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-hazards 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.
 - d. 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). These teams integrate into the District IMT under the Area Commander, Planning. These teams are not normally augmented by other agency or industry personnel.
- J. 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 request for forces (RFF) to activate Area assets and JFO Support Teams. Within the Coast Guard preparedness and response management system and with support from DCMS and CG-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 an incident, the Area Commander provides strategic direction to the affected District(s) and Sector(s).
 - a. Collaboration Efforts. Areas plan, coordinate, and control all operations in any Performance Plan and Budget, the Coast Guard Strategic Plan, and Commandant's Direction. When multiple District forces are engaged, the Area Commander may direct the establishment of a NIMS-ICS Area Command function 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 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) and one volunteer collateral duty IMAT per Area. Chapter 4 of this Manual addresses specific Area readiness requirements.
 - c. National Level Coordination Activities. Coast Guard Area Command Centers and the National Command Center (NCC) work through Commandant CG-5R to the National Operations Center (NOC) and the National Response Coordination Center (NRCC) for national level coordination. Area Commanders assist Districts and CGHQ with the resourcing requirements and RFF to activate JFO Support Teams. Within the Coast Guard preparedness and response management system, Areas, with support from FORCECOM, DCMS and CG-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 Commandant CG-5R. All District relations associated with military commands at the unified or specific command level should be coordinated through the Area.
 - e. Training and Qualification. Reference (cc) guides respective Area Commanders for qualification of Area Commanders. Areas shall review AC readiness requirements

for Areas but also AC readiness requirements at the Districts by checking in with District ICS Coordinators to ensure qualification accountability.

- f. Members seeking ICS qualification should consult with the unit ICS Coordinator and review Reference (cc).
 - g. Sourcing. Areas direct the reassignment of resources to meet temporary, specific surge operational situations from 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 staffing and training of JFO Support Teams, and equipping 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 conducts after-action reviews and lessons-learned sessions with IMAT members to improve how IMATs support the operational field commanders.
- K. Commandant Office of Emergency Management and Disaster Response (CG-OEM). CG-OEM, in coordination with DCMS and the Areas, ensures implementation of the principles of the NRF and NIMS ICS throughout the Coast Guard and appropriately incorporates into Coast Guard policy, doctrine, tactics techniques and procedures (TTP), and contingency preparedness planning guidance. CG-OEM also:
1. Serves as the Program Manager for the Coast Guard ICS program.
 2. Serves as the Program Manager for the Emergency Management Post Graduate School Program.
 3. Provides a NIMS ICS Training Coordinator who will coordinate headquarters units' requests for advanced ICS training quotas.
 4. Maintains policy and capability requirements for all-hazard emergency management teams.
 5. Has the authority to (1) temporarily waive course requirements due to limited course availability and (2) authorize local commands to give interim qualifications to their personnel until they are able to complete the appropriate courses.
 6. Coordinates NIMS ICS policy and doctrine alignment with other agencies:

7. In coordination with FORCECOM, provides Coast Guard representation on the National Wildfire Coordinating Group (NWCG) Incident Operations Standards Working Team (IOSWT).
 8. Serves as the Coast Guard point of contact between the Department of Interior Emergency Management Office and the United States Forest Service; and
 9. Provides the Coast Guard Director of Emergency Management representation on other national NIMS ICS working groups.
 10. Serves as the Program Manager for Emergency Management Academies attendance.
 11. Serves as the Program Manager for the Coast Guard After Action Program and Remedial Action Management Program.
 12. Provides NRCC coordination with real world events as a conduit between field and NSC/Commandant.
- L. 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 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 the 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 including ESF-1 (Transportation). 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-1 due to the Coast Guard's significant role in the recovery of the MTS and (3) an ESF #10 watchstander. The Service Liaison oversees the Coast Guard's interest in all ESFs. The Coast Guard ESF-10 watchstander collaborates 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 and provide updates to the NCC.
 3. Provide Coast Guard situational information and data input to the FEMA National SITREP and the FEMA WebEOC® SITREP. Take special care to ensure the 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 (i).
- M. Deputy Commandant for Operations (CG-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 (CG-DCO) Role. The CG-DCO shall serve as the coordination point between the Areas and the Department of Homeland Security's NOC using the Coast Guard National Command Center. CG-DCO shall provide oversight for maintaining a Headquarters Contingency Staffing Plan.
 2. CG-DCO Responsibilities during a Spill of National Significance (SONS) Event. 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 all levels of government and responsible party (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 resulting from a catastrophic spill or release. This additional support consists of the designation of a National Incident Commander (NIC). In the event a SONS declaration is made by the Commandant, CG-DCO has specific responsibilities in both the preparedness and incident phases outlined in Reference (i).
- N. 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 (v). 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 (v).
 - (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. DOL, Commandant (CG-9), and Bases, shall provide logistical, FCP&E, financial, and administrative support to the field units as outlined in Reference (n) and (bb).
 - (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 (i) for the pre-incident, incident, and post incident phases of a SONS event. In addition, DCMS maintains a Contingency Support Plan, Reference (j) 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 - Report

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CHAPTER 4. 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, qualification, and readiness requirements enables the Coast Guard to determine where gaps are within the organization and to be able to target and close those gaps as resources permit.
- B. Readiness Requirements. Areas, Districts, and Sectors each have specific readiness requirements to support incident management activities. Complying with unit-specific position qualification requirements may be challenging. This Manual provides unit commands with tools to address this challenge. In addition to the aforementioned tools, commands may place unit personnel in more than one position on the unit IMT. 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.
- C. Incident Management Team and Area Command Qualifications. Commanding officer (O-4 and above), or the first O-6 in the chain of command, or Commandant (CG-OEM) are authorized to certify individuals at the Type 3 level to build IMT/AC competencies. The employment of this qualification 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. Qualifications are issued using the standards contained in Reference (cc).
- D. Sector, Base and MSU Responsibilities. Sectors are required to maintain an IMT that is directly engaged with an incident or event. Districts and Areas shall maintain and staff a NIMS Area Command to manage multiple incidents occurring within their AOR or an IMT as applicable when managing an incident or event.
1. Readiness Requirements. Units shall develop IMTs for incidents they may respond to using ICS positions. Example IMTs are available on the CG Preparedness Community of CGPortal, <http://cglink.uscg.mil/14c7d08c>.
 2. ICS Position-Specific Qualification Requirements. Units shall comply with the ICS position-specific qualification requirements outlined in the matrices to follow. These requirements are **minimum** standards the unit commander may choose to exceed, given risk-based decision-making criteria unique to that unit.
 3. Establishment of Specific ICS Positions. The establishment of specific ICS positions by unit and team type enables field and support units to 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.
 4. Permanent Change of Station (PCS) Rotation Impacts. Address the qualified training plan via the annual command concerns process with Officer Personnel Management Division, Officer Assignments Branch (OPM-2). Commands should be aware of personnel rotations and plan accordingly to ensure there are adequate qualified and trained personnel following PCS rotations.

5. Sector and Base Responsibilities. Sector commanding officers shall maintain an IMT to address a response to a threat of any size within the Sector AOR for a minimum of 48-72 hours without additional support. Sectors shall maintain the ability to respond to Type 3 and smaller incidents utilizing capabilities within the Sector's AOR. Base commanding officers shall provide support positions as listed in Table 4-1. Sector and Base commanding officers retain the responsibility to ensure the most appropriate Sector and MSU personnel are assigned to various IMT positions. Sectors who have MSU's in their AOR shall incorporate MSU personnel into their Sector IMT if the MSU does not have Captain of the Port Authority.
- a. 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 IMT shall also be addressed, including consideration of personnel relief, leave, and TDY requirements.
 - b. Sector and Base IMTs, 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 staff the positions listed in Table 4-1. Sector Humboldt Bay, Base Kodiak, and MSU's with Captain of the Port Authority shall staff positions listed in Table 4-3. Active Duty and Civilian personnel may be used to meet these requirements. Sectors may use MSU personnel to meet Table 4-1 staffing requirements if that MSU does not have Captain of the Port Authority. Reservists assigned to sectors and bases shall not be used to meet primary IMT recall requirements. Reservists shall be assigned to the Reserve IMT for Sectors and Bases to augment response to incidents or events as outlined in Table 4-2 and will be subject to recall based on cognizant reserve recall authority as determined for the incident (for example, Title 10/14, ADOS).
 - c. Sectors with less than 10 reserve personnel available to augment a Type 3 IMT are not required to meet the IMT augmentation requirements as listed in table 4-2. However, obtaining ICS qualifications are still highly recommended.
 - d. **Sector and Base commanders shall ensure personnel are trained and qualified to fulfill greater than or equal to 60% of the qualifications necessary to respond to Type 3 incidents while CG-OEM works to increase training opportunities. The IMT/AC readiness standard will increase to 75% in 2025.**
 - e. Air Station commanding officers shall ensure a minimum of one trained and one qualified Air Operations Branch Director to support a Sector's IMT as outlined in Table 4-1.
 - f. Sector and Base commanders shall coordinate with the CG-IMAT to schedule the IMT Workshop. The intent of the IMT Workshop is to prepare IMT members for local response operations, drills and exercises. Participation in the IMT Workshop shall be on a biannual basis.

Table 4-1: Sector Type 3 Incident Management Team Positions

Position Title (Type 3 minimum)	Minimum Required Type 3 - 24hr Op Period	Provided By
Incident Commander	2	Sector
Public Information Officer	2	Sector
Liaison Officer	2	Sector
Safety Officer	2	Sector
Operations Section Chief	2	Sector
Division/Group Supervisor	4	Sector
Planning Section Chief	2	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	Sector or AirSta
Logistics Section Chief	2	Sector or Base
Communications Unit Leader	2	Sector or Base
Supply Unit Leader	2	Sector or Base
Facilities Unit Leader	2	Sector or Base
Medical Unit Leader	1	Sector or Base
Finance/Admin Section Chief	1	Sector or Base
Cost/Time Unit Leader	1	Sector or Base
Procurement Unit Leader	2	Sector or Base
Total Support	39	

*Activation of the Intelligence and Investigator Chief positions are based on the type of incident and need and are at the Incident Commander's discretion.

Table 4-2: Sector Type 3 Incident Management Team Positions for Reserve Augmentation

Position Title (Type 3 minimum)	Minimum Required Type 3 - 24hr Op Period	Provided By
Incident Commander	1	Sector
Agency Representatives	2	Sector
Safety Officer	1	Sector
Operations Section Chief	1	Sector
Division/Group Supervisor	2	Sector
Planning Section Chief	1	Sector
Resources Unit Leader	2	Sector
Situation Unit Leader	2	Sector
Documentation Unit Leader	1	Sector
Demobilization Unit Leader	1	Sector
Logistics Section Chief	1	Sector or Base
Communications Unit Leader	1	Sector or Base
Supply Unit Leader	1	Sector or Base
Facilities Unit Leader	1	Sector or Base
Finance/Admin Section Chief	1	Sector or Base
Cost/Time Unit Leader	1	Sector or Base
Total Support	20	

Table 4-3: Type 3 Incident Management Team Positions for Sector Humboldt Bay, MSUs with Captain of the Port Authority, and Base Kodiak

Position Title (Type 3 minimum)	Minimum Required Type 3 - 24hr Op Period
Incident Commander	1
Operations Section Chief	1
Division/Group Supervisor	2
Planning Section Chief	1
Total Personnel	5

E. 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 and RRCC support personnel as specified in Table 4-4 and Table 4-5. District staffs are responsible to meet these requirements and can request CG-IMAT support to augment this capability.

1. NIMS Area Command Requirements. Establish a NIMS Area Command organization shall at the District level in response to an incident. When established, the Area Command shall follow requirements in Reference (h). At a minimum, an Area Command shall include the positions listed in Table 4-4. Optional Area Command positions include Intelligence Officer, Security Specialist, Aviation Coordinator, Legal Specialist, and Documentation Specialist. Activation of these positions are based on the type of incident and need and are at the Area Commander's discretion.

Table 4-4: 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
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
Area Commander Logistics	2	District/DOL/Base
Communications Unit Leader	2	District/DOL/Base
Facilities Unit Leader	2	District/DOL/Base
Area Commander Finance/Admin	2	District/DOL/Base
*Intel/Inv Section Chief	2	District
Total Required for Area Command	28	

Table 4-5: Regional Response Coordination Center (RRCC) Staffing by District

Position Title	RRCC - 24hr Op Period	Provided By
Emergency Preparedness Liaison Officer (EPLO)	2	District
Personnel trained in RRCC operations	2	District
Total Required for RRCC	4	

- a. **District Commanders shall ensure personnel are trained and qualified to fulfill greater than or equal to 60% of the qualifications necessary to stand up a NIMS Area Command while CG-OEM works to increase training opportunities. The IMT/AC readiness standard will increase to 75% in 2025.**
 - b. District Commanders shall maintain an Area Command roster designating appropriate NIMS Area Command positions.
- F. CG Area Responsibilities. Areas maintain situational awareness and provide resource coordination and prioritization to support Districts and field units. Additionally CG Areas may be required to stand up a NIMS Area Command structure and staff it to the standards listed in Table 4-6. CG Areas shall maintain the ability to provide incident response personnel to support field-level response operations, as indicated in Tables 4-7 and 4-8. Optional Area Command positions include Intelligence Officer, Security Specialist, Aviation Coordinator, Legal Specialist, and Documentation Specialist. Activation of these positions are based on the type of incident and need and are at the Area Commander's discretion. Areas should utilize the IMATs as applicable to augment this capability.

1. Area Preparedness Metrics.
 - a. **Area shall identify, train, certify, maintain, and ensure the readiness of personnel to fulfill greater than or equal to 60% of the certifications necessary to standup a NIMS Area Command and Collateral Duty IMAT support while CG-OEM works to increase training opportunities. The IMT/AC readiness standard will increase to 75% in 2025.**
 - b. The Coast Guard National Strike Force (NSF) provides additional incident management capabilities. Table 4-8 represents the position specific requirements.

Table 4-6: 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
Facilities Unit Leader	2	CG Area/DCMS/DOL
Assistant Area Commander Finance/Admin	2	CG Area/DCMS/DOL
*Intel/Inv Section Chief	2	CG Area
Total Required for Area Command	28	

Table 4-7: CG Area Collateral Duty Incident Management Assist Team

Position Title	Minimum Staffing Level to Support a Port and Starboard 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

Table 4-7: CG Area Collateral Duty Incident Management Assist Team

Position Title	Minimum Staffing Level to Support a Port and Starboard Team
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
Total Required	44

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

Table 4-8: Incident Management Deployable Specialized Forces

Position Title	Type 3	Type 2	Type 1
NSF			
Incident Commander	12	6	3
Safety Officer	13	4	3
Public Information Officer	5	4	3
Liaison Officer	4	2	2
Operation Section Chief	23	6	5
Planning Section Chief	16	6	5
Logistics Section Chief	7	3	3
Finance Section Chief	7	3	3
Situation Unit Leader	20	3	3
Resources Unit Leader	20	4	4
Supply Unit Leader	8	1	1
Time Unit Leader	3		
Cost Unit Leader	7		
Communications Unit Leader	5	1	1
Division/Group Supervisor	69		
Total Required	219	43	36

G. Training and Qualification

1. Overview. Establishing and maintaining effective incident management capabilities requires a properly trained, qualified, and certified workforce. FORCECOM shall ensure 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.
2. Mandated Training.
 - a. 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. Most courses are online and accessible by visiting E-Learning at <https://elearning.uscg.mil>.
 - b. Military mandated training requirements are in Table 4-9.

Table 4-9: Military Mandated Training Requirements

Position	Course
All Military (Active & Reserve).	IS-100, IS-700, and IS-800
All Military members who serve as a Communications Unit/Radio Watchstander.	IS-200
All E-4 and above at a Sector, MSU, MSD, Base, MSST, MSRT, TACLET, or National Strike Force.	IS-200
All E-4 and above at a Sector, MSU, MSD and Base who are assigned to an IMT position. NSF, District staff, Area staff, Command Center staff, or assigned as a CO/OinC or XO/XPO of any unit.	IS-200 and ICS-300

- c. Civilian personnel mandated training requirements are in Table 4-10.

Table 4-10: Civilian Personnel Mandated Training Requirements

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

- d. Auxiliary personnel mandated training requirements are in Table 4-11.

Table 4-11: Auxiliary Personnel Mandated Training Requirements

Position	Course
Auxiliary members as directed by CG-BSX or that accept USCG orders per 14 USC (3905 (a), (b), (c) and 3912).	IS-100 and IS-700
All CG Auxiliary members who work at a Sector, MSU, MSD, Base, MSST, MSRT, or National Strike Force.	IS-200
All Auxiliary members who actively support incident response by working in the Incident Command Post (ICP).	IS-200 and ICS-300

- e. Comparable NIMS Courses. **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.** In addition, active duty, civilian and auxiliary personnel may take comparable NIMS courses as long as it is local, at no cost to the unit and with supervisors' approval. Reservists shall work through their local command to identify funding options. All comparable NIMS-compliant courses are in Reference (cc).
- f. Completion of Training. IS-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. Complete IS-200 and ICS-300 training within the first year after attainment of rank or arrival to a billet that requires the training.

H. Qualification Requirements.

1. ICS Training Guide. Use the USCG *Incident Command System Training Guide* in conjunction with ICS position-specific Performance Qualification Standard (PQS) Workbooks for ICS position qualification. The ICS Training Guide discusses the ICS position competency system, course selection, approved course alternatives, ICS PQS Workbook utilization, Type 1 and 2 board certification process, interim qualifications, and related ICS training program topics.
2. Funding for ICS Training. Members selected to attend ICS 'C' school training will be issued orders by the Education and Training Quota Management Command (ETQC). Per Reference (w), ICS courses that are C school training (listed on ETQC's portal page) may not be charged to AFC-30 funds. Pay all Reserve training with AFC-90 funds. Direct all questions regarding scheduling and availability to your respective ICS Coordinator. The listing of current and planned ICS courses can be found at:
<https://cg.portal.uscg.mil/units/forcecom/ETQC/TrainingPage/SitePages/Home.aspx>
3. ICS Course Availability. Commandant (CG-OEM) has the authority to temporarily waive course requirements due to limited course availability.
4. Competency Management. Commandant (CG-OEM) is the Program Manager for all incident management competencies. Commandant (CG-OEM) shall manage the competencies and coordinate with Commandant (CG-1B1) for future changes.

5. Additional Training Opportunities. Additional training opportunities are available outside of the Coast Guard through a Memorandum of Agreement (MOA) with the U.S. Forest Service found in Appendix C, during incident deployments that occur annually in California because of wildfires. Members in training may deploy to a Type 1 or Type 2 California wildfire response and shadow positions within the ICP to better learn those jobs and perform those functions within the IMT. Commanding officers with members that would be good candidates for this training may place a request to Commandant (CG-OEM) through their District or Area ICS Coordinator as applicable.

CHAPTER 5. 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, roles, and responsibilities are described in further detail in References (a), (d), (h), (i), (l), and (o).
1. 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. Setting incident-specific objectives and managing incident-specific tactical operations and support remain the responsibility of the individual IC or UC.
 - a. While the AC is typically activated and managed at the Coast Guard District or Area level, Coast Guard Sector Commanders may employ the NIMS AC response system if multiple IC/UC are established within the Sector's AOR for a response.
 - b. When incidents are of different types and do not have similar resource demands, they are usually handled as separate incidents or are coordinated through an Emergency Operations Center (EOC). See page 6-3 for more information on EOCs.
 - c. 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.
 - d. 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:
 - (1) Sets overall incident-related priorities;
 - (2) Allocates critical resources according to the established priorities;

- (3) Identifies critical resource needs and reports them to the interagency coordination system (that is, USCG Command Centers, county and state EOCs, JFO);
- (4) Ensures that incidents are properly managed;
- (5) Ensures effective communications;
- (6) Ensures that incident management objectives are met and do not conflict with each other or with agency policies;
- (7) Ensures that short-term “emergency” recovery is coordinated to assist in the transition to full recovery operations; and
- (8) Provides for personnel accountability and a safe operating environment.
- (9) 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. Under some circumstances, based upon the size and scope of the event and the resources required, Agency Administrators or Executives may provide guidance and direction directly to the Incident Command/AC and also provide direction regarding resource allocation and coordination to their Department Operations Centers (DOCs), EOCs/Multiagency Coordination (MAC) Group.
- (10) Figure 5-1 illustrates the typical Unified AC Organizational Structure. For additional information and details on the operation and functions of NIMS AC see References (d) and (h).

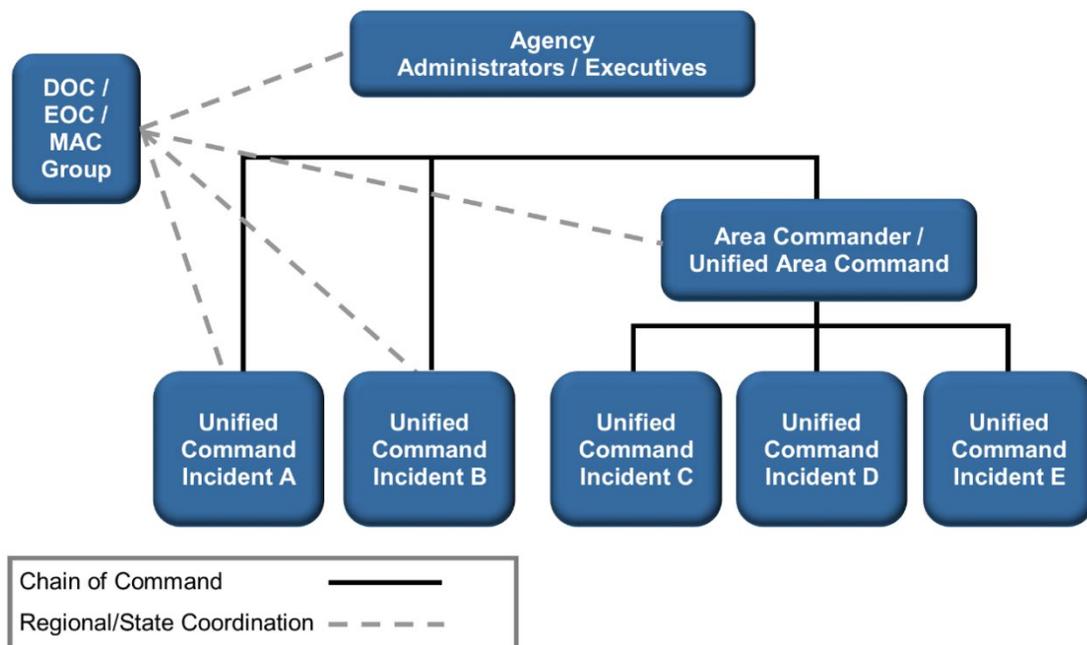


Figure 5-1: Typical Unified Area Command Organizational Structure

- e. 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.
- f. 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.
- g. 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 mobile Incident Management Handbook (IMH) and Homeport Portal at:
<https://homeport.uscg.mil/missions/incident-management-and-preparedness/incident-management/incident-management-ics/job-aids>.
- 2. Commandant (CG-OEM) 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 P3120.17(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. Incident Action Planning Process. The incident action planning process as detailed in Reference (c) and (h), 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" as found in Reference (h) 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 the Plan (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.

- c. 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/missions/incident-management-and-preparedness/incident-management/incident-management-ics/job-aids>.
- d. 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
- e. 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/missions/incident-management-and-preparedness/incident-management/incident-management-ics/forms>.
 - (1) 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 (that is, the responsible party (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-OEM and copy to the cognizant District Commander, within 72 hours of the incident beginning, for purposes of identifying IMSS shortfalls and developing strategies to enhance the effective use of IMSS.

3. 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 Areas (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 specific 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 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 (i) 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 and 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). It is the policy of the United States to maintain a comprehensive continuity capability to ensure the continuous performance of National Essential Functions under all conditions. Sustainment of these functions in an all-hazards environment requires federal organizations to identify Mission Essential Functions (MEFs) and Primary Mission Essential Functions, and establish programs to ensure the ability to continue or rapidly resume those functions following a disruption to normal operations. The Coast Guard recognizes the occurrence of an incident or event in a command's AOR may decrease the ability of that command to continue to conduct all Coast Guard MEFs at the pre-

incident level. The Coast Guard's continuity capability depends on the establishment of effective continuity leadership, training of continuity staff, identification of appropriate continuity facilities, and operational capability of communications and information systems. The Coast Guard implemented a COOP Program to establish plans, policies, and procedures to ensure a viable continuity capability for the performance of the Coast Guard's identified MEFs.

COOP planning is conducted at all levels of the Coast Guard organization. Specific COOP planning requirements for each organizational level are in Reference (g).

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 Division/Group 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 (dd) regardless of the scope of the SAR incident.

CHAPTER 6. MULTIAGENCY COORDINATION AND INCIDENT SUPPORT

- A. Overview. The National Incident Management System (NIMS) lays out doctrine for the whole of government response to incidents of various types and scale. In doing this, NIMS directs the use of the Incident Command System (ICS) for tactical, on-scene incident management. Likewise, it provides guidance on incident support functions and coordination required to support field-level responders from the local, state and territorial, and federal level. This multiagency coordination function is commonly referred to as incident support and outlines various multiagency coordination system (MACS) organizational structures that facilitate incident management and support from various levels. This Chapter addresses those functions of incident support that fall beyond the scope of ICS as addressed in previous Chapters of this manual and how the Coast Guard supports responses that under the purview of the Stafford Act.
- B. 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. It 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. MACS is another term for the Command and Coordination functional groups outlined in NIMS. These include ICS, Emergency Operations Centers (EOCs), Multiagency Coordination (MAC) Groups, and Joint Information Systems (JISs). Cooperating agencies use MACS to better define how they will work together and to work together more efficiently; however, multiagency coordination can take place without established protocols. MACS includes planning and coordinating resources and other support for planned, notice, or no-notice events. It defines business practices, standard operating procedures, processes, and protocols by which participating agencies will coordinate their interactions. 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.

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 6-1 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.

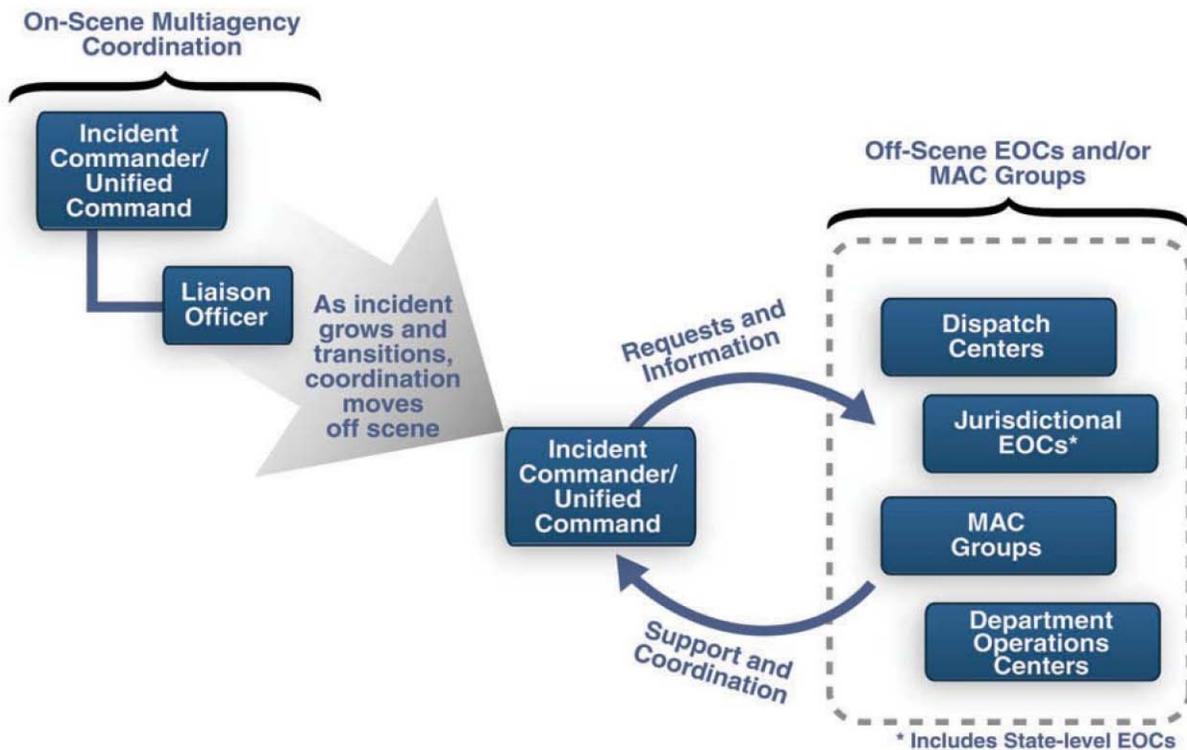


Figure 6-1: MACS Under NIMS

- C. NIMS Organization Structures. Organizational 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. These structures are not one-size-fits-all constructs and incorporate 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. Emergency Operations Center (EOC). An EOC is a pre-designated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency. EOCs are generally set up and run by State and local agencies. The primary functions of EOCs includes:
 - a. Collecting, analyzing, sharing and coordinating information;
 - b. Supporting resource needs and requests, including allocation and tracking;
 - c. Coordinating plans and determining current and future needs; and
 - d. Providing coordination and policy direction as needed.

EOCs may be organized by major discipline (for example, fire, law enforcement, or emergency medical services); by emergency support function (for example, transportation, communications, public works and engineering, or resource support); by jurisdiction (for example, 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.

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.

2. Multiagency Coordination (MAC) Group. Typically, Agency Administrators and Executives, or their designees, who are authorized to represent or commit agency resources and funds are brought together to form Multiagency Coordination (MAC) Groups. MAC Groups may also be known as policy groups, multiagency committees, or

emergency management committees. Personnel assigned to the EOC who meet the criteria for participation in a MAC Group may be asked to fulfill that role.

Unlike Incident/Unified Command, a MAC Group does not have any direct incident involvement and will often be located some distance from the incident site(s). Its primary function is to make cooperative multiagency decisions and resource prioritization and allocation. 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 (for example, federal, state, or local) or within any discipline (for example, emergency management, public health, critical infrastructure, or private sector).

MAC Groups are often confused with Area Command. Table 6-1 below illustrates the key differences between a MAC Group and an Area Command.

Table 6-1: 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 a UAC..
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 and Area Command general staff.
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.	The command assigns and reassigns critical resources allocated to it by MACS or the normal communications/dispatch system organization.

D. National Response Framework (NRF). Each of the National Frameworks builds upon NIMS, providing national-level policy for federal resources in support of State, Local, Tribal, and Territorial (SLTT) governments for each of the emergency management mission areas. The NRF guides the whole of community’s response to incidents arising from a wide spectrum of hazards, whether a natural disaster or act of terrorism. While each incident begins and ends locally, numerous resources and capabilities from federal departments and agencies can be brought to assist local authorities. Taking an all-hazards approach, a response under the NRF may leverage authorities granted to a variety of departments or agencies. For example, a natural disaster response is guided by the authorities granted to FEMA under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), while pollution

response may be guided by the authorities granted to the Coast Guard and EPA under the Oil Pollution Act of 1990 (OPA 90), Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), etc. The specifics of each incident will dictate which authorities and agencies will drive the response. However, any response should adhere to the principles of the NRF and NIMS.

1. Federal Response Authorities. The NRF addresses federal support of SLTT authorities in response with an all-hazards approach. Although the NRF is typically used during natural disasters, the wide spectrum of possible incidents is not limited to natural hazards and may engage the statutory authorities of numerous departments and agencies. Because of this, there are several broad categories of federal support that may be employed under the NRF:
 - a. Federal Departments or Agencies Acting Under Their Own Authorities. The NRF does not negate or delay the response mandates granted to a department or agency. When an incident occurs that falls within its purview, the department or agency may act unilaterally to respond within its authority using funding sources previously established for these operations. For example, the Coast Guard responds to Search and Rescue cases under authorities provided in 14 U.S.C §§ 102, 521, and 701 using regular appropriations. Urban Search and Rescue is not necessarily covered, and could be funded by FEMA, this is incident specific.
 - b. Federal-to-Federal Support. Using the inherent authorities described above and in compliance with the Economy Act, any department or agency may request support from another federal department or agency in order to fulfill its mission. This support would typically be funded through an intra-agency reimbursable agreement. Examples of these include Military Interdepartmental Purchase Request (MIPR) and a FEMA Mission Assignment.

Emergency Support Functions. The NRF organizes the resources and capabilities of the federal government, as well as those of certain private sector entities and NGOs, into Emergency Support Functions (ESFs). ESFs are the mechanisms used to group resources and capabilities from various agencies and facilitate their coordinated activation and deployment. Each ESF has a designated Coordinator, Primary Agency(s), and Supporting Agencies, as applicable. ESFs may be selectively activated for both Stafford Act and Non-Stafford Act declarations where state, tribal, or territorial and insular area authorities request federal assistance. ESFs are typically relied upon by FEMA during a Stafford Act response to source the capabilities of partner agencies to SLTT governments requesting assistance. See Reference (d) for a complete listing of and description of the current ESF and Table 6-2 below.

1. Emergency Support Function Coordinator. 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. 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.

As outlined in Appendix A, and as formalized in the FEMA and USCG Memorandum of 22 February 2019 - Policy Guidance on ESF #10 Mission Assignments for the USCG,

FEMA has the ability and intent to directly assign the USCG for ESF #10 missions in the coastal zone. Further guidance and policy on ESF #10 can be found in the U.S. Coast Guard Marine Environmental Response and Preparedness Manual, COMDTINST M16000.14 (series).

2. Emergency Support Function Primary Agency. Summarized from the NRF, an ESF Primary Agency is a designated department, 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, 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.
 - g. The Coast Guard is the ESF Primary Agency during Stafford Act disasters for:
 - (1) ESF #9 Search and Rescue for activities within the coastal zone of the United States. ESF #9 has multiple Primary Agencies designated. The ESF Coordinator (FEMA) will make a determine which agency will serve as overall primary agency based on each incident. The Coast Guard typically serves as the overall primary agency for maritime, coastal, and waterborne search and rescue. This designation may shift to another agency as the operational requirements of the incident evolve. Regardless of which agency is serving as the overall primary agency, the Federal Search and Rescue Coordination Group (FSARCG) may be deployed, consisting of representatives of all Primary Agencies, in order to coordinate and synchronize federal resources.
 - (2) ESF #10 Oil and Hazardous Materials Response when spills or releases occur in the coastal zone of the United States. The EPA is the Primary Agency for incidents occurring in the inland zone. For incidents affecting both zones, the EPA will assume Primary Agency and the Coast Guard will serve as deputy.
3. Emergency Support Function Supporting Agency. 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.
- h. The Coast Guard is a Supporting Agency for:
 - (1) ESF #1, Transportation
 - (2) ESF #3, Public Works and Engineering
 - (3) ESF #4, Firefighting
 - (4) ESF #8, Public Health and Medical Services
 - (5) ESF #13, Public Safety and Security

Designation as a Supporting Agency to certain ESFs does not preclude the Coast Guard from supporting others as needed and requested. During previous responses, the Coast Guard has been requested to provide capabilities in support of ESF #7, and ESF #15 in addition to those listed above.

4. 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 chairs 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, corrective actions, and training. While the ESFLG is not an operational body, its membership typically consists of ESF Coordinators and Primary Agencies that would activate in response to an incident.

Table 6-2: Emergency Support Functions

ESF No.	Roles	Department/Agency
ESF 1 Transportation	Coordinator Primary Agency(s)	Department of Transportation Department of Transportation
ESF 2 Communications	Coordinator Primary Agency(s)	DHS/Cybersecurity and Communications DHS/Cybersecurity and Communications
ESF 3 Public Works and Engineering	Coordinator Primary Agency(s)	DOD/U.S. Army Corps of Engineers DOD/U.S. Army Corps of Engineers DHS/FEMA
ESF 4 Firefighting	Coordinator Primary Agency(s)	USDA/U.S. Forest Service DHS/FEMA/U.S. Fire Administration USDA/U.S. Forest Service DHS/FEMA/U.S. Fire Administration
ESF 5 Information and Planning	Coordinator Primary Agency(s)	DHS/FEMA DHS/FEMA
ESF 6 Mass Care, Emergency Assistance, Temporary Housing, and Human Services	Coordinator Primary Agency(s)	DHS/FEMA DHS/FEMA
ESF 7 Logistics	Coordinator Primary Agency(s)	General Services Administration DHS/FEMA General Services Administration DHS/FEMA
ESF 8 Public Health and Medical Services	Coordinator Primary Agency(s)	Department of Health and Human Services Department of Health and Human Services
ESF 9 Search and Rescue	Coordinator Primary Agency(s)	DHS/FEMA DHS/FEMA/Urban Search and Rescue DHS/U.S. Coast Guard Department of Defense Department of Interior
ESF 10 Oil and Hazardous Materials Response	Coordinator Primary Agency(s)	EPA EPA DHS/U.S. Coast Guard
ESF 11 Agriculture and Natural Resources	Coordinator Primary Agency(s)	USDA USDA
ESF 12 Energy	Coordinator Primary Agency(s)	Department of Energy Department of Energy
ESF 13 Public Safety and Security	Coordinator Primary Agency(s)	Department of Justice Department of Justice
ESF 14 Cross-Sector Business and Infrastructure	Coordinator Primary Agency(s)	DHS/CISA DHS/CISA
ESF 15 External Affairs	Coordinator Primary Agency(s)	DHS/FEMA DHS/FEMA

F. Domestic Resiliency 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.

- G. NRF Coordination Structures. Under NIMS and the NRF, incident response starts and ends locally. Local authorities may need to use the tiered response concept in order to request, employ, and coordinate resources from other levels of government or sectors. Additional organizational structures may be activated, allowing for greater coordination of resource acquisition and employment and maintaining optimal span of control. These structures are also designed to manage the increasing policy and information sharing demands. The following Section describes the various local, state, private sector, and federal coordinating structures.
1. Local Coordinating Structures. 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 (LEOPs) that drive the response to specific types of contingencies.
 2. State Coordinating Structures. 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 and 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 (for example, 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. When a Stafford Act is not

declared, the LFA will assume jurisdictional authority and may activate the coordinating structures appropriate in accordance with Presidential Policy Directive – 44 (PPD-44) and the NRF. 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. 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. The NRCC, located in FEMA headquarters, is the national response and recovery center that coordinates Federal support for incidents through the 15 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:

- Federal force provision;
- Resource coordination;
- Operational situational awareness and oversight;
- Operations planning support of Federal field operations; and
- 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.

(1) National Response Coordination Staff (NRCS). The team that supports NRCC operations is called the National Response Coordination Staff (NRCS). Consisting of FEMA and interagency partners, the NRCS staffs a Liaison, Planning Section, Resource Support Section, Situational Awareness Section, and Center and Staff Support Section positions. Figure 6-2 provides an organizational overview of the NRCS. The Coast Guard maintains several permanent positions in the NRCC, as seen in Table 6-3 which are activated based on the scale and type of response:

Table 6-3: Coast Guard Position in the NRCC

Position	NRCS Section	CG Coordinating Office
CG Liaison Officer (LNO)	NRCS Staff	COMDT (CG-OEM)
CG Technical Specialist	Resource Support	COMDT (CG-OEM)
ESF 1 – Transportation	Resource Support	COMDT (CG-FAC)
ESF 9 – Search and Rescue	Resource Support	COMDT (CG-SAR)
ESF 10 – Oil and Hazardous Materials Response Operations	Resource Support	COMDT (CG-MER)

Table 6-4: NRCC/RRCC Activation Levels

Activation Level	Conditions	Staffing Guidelines
Level 1	<ul style="list-style-type: none"> • Due to its severity, size, location, actual or potential impact on public health, welfare, and infrastructure, the incident requires an extreme amount of direct Federal assistance for response and recovery efforts for which the capabilities to support it do not exist. 	<ul style="list-style-type: none"> • Full staffing • All ESFs and interagency LNOs
Level 2	<ul style="list-style-type: none"> • A disaster, which, due to its severity, size, location, actual or potential impact on public health, welfare, and infrastructure requires a high amount of direct Federal assistance for response and recovery efforts. 	<ul style="list-style-type: none"> • Mid-level staffing • Selected ESFs and interagency LNOs
Level 3	<ul style="list-style-type: none"> • A disaster which, due to its severity, size, location, actual or potential impact on public health, welfare, and infrastructure requires a moderate amount of direct Federal assistance. 	<ul style="list-style-type: none"> • Moderate staff • Only select ESFs and interagency LNOs
Enhanced Watch	<ul style="list-style-type: none"> • FEMA National/Regional Watch Center and select members of the NRCC/RRCC Activation team maintain situational awareness. The NRCC/RRCC is not activated. 	<ul style="list-style-type: none"> • Anticipation of Federal Assistance and/or immediate response to disaster
Watch Steady State	<ul style="list-style-type: none"> • No event of incident anticipated • FEMA National/Regional Watch Center maintains situational awareness. 	<ul style="list-style-type: none"> • Normal office staff

- 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.

RRCC Staffing and Activation Levels typically follow the same as those of the NRCC as depicted in Figure 6-2 and Table 6-4. However, the Coast Guard does not have designated ESF representatives at the RRCCs. Instead, the Coast Guard supports the Regional Response Coordination Staff (RRCS) by deploying Liaison Officers as part of the Emergency Preparedness Liaison Officer (EPLO) program.

- c. Joint Field Offices (JFO). A JFO is the temporary Federal facility that provides a central location for incident management and 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. Figure 6-3 below provides an organizational overview of a JFO.

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. Initially, Coast Guard EPLOs may transition from RRCC support to the JFO. If support is requested by FEMA, Coast Guard JFO Support Team(s) can be mission assigned to augment and or sustain Coast Guard steady-state activity support capability during a catastrophic incident.

- (1) Unified Coordination Group (UCG). The UCG comprises senior leaders representing Federal (including Department of Defense interests), State, and, in certain circumstances, tribal governments; local jurisdictions; the private sector; and NGOs. The UCG leads FEMA incident management operations at the incident level.

The UCG typically consists of the FCO, State Coordinating Officer (SCO), Defense Coordinating Officer (DCO), tribal and territorial coordinating officers, and senior officials from other agencies or organizations with primary statutory or jurisdictional responsibility as well as significant operational responsibility for one or more functions of an incident response.

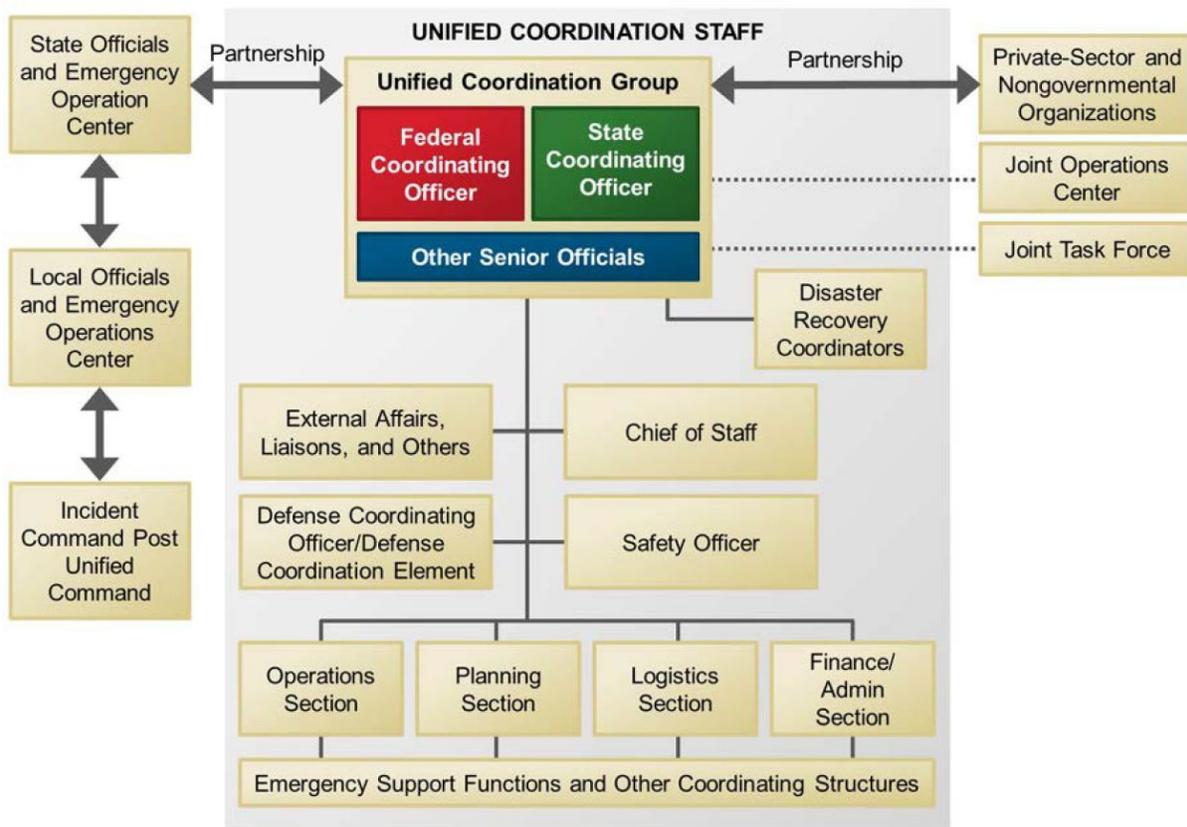


Figure 6-3: JFO Organization

H. Coast Guard Connectivity. The Coast Guard maintains close alignment with whole of community responses. This is often achieved by forming Unified Command for incident management activities at the field-level. In addition to that, Coast Guard liaisons are deployed and embedded in a variety of multiagency coordination centers at the local, state and territorial, regional, and national levels. The following provides a brief overview of the types of liaisons that may be employed; Figure 6-4 gives an example of the laydown of Coast Guard liaisons during an incident:

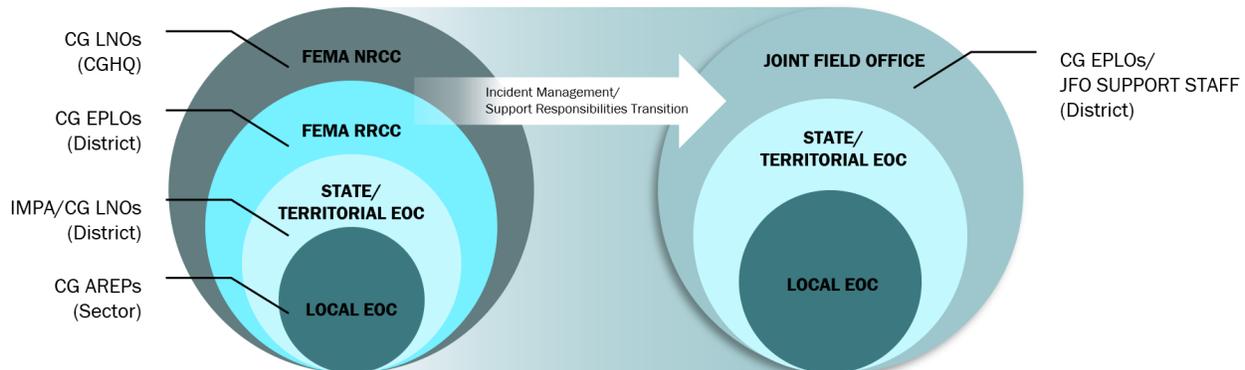


Figure 6-4: Laydown of Coast Guard Liaisons Under NRF

1. Agency Representative (AREP). 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 may not have delegated authority to make decisions on behalf of the Coast Guard for the level they represent (for example, Sector, District, or Area). AREPs may serve as a deployed element of the Liaison Staff of an IMT in ICS. Liaisons deployed in FEMA coordination centers and state and territorial EOCs may require additional training or experience in Stafford Act responses in order to adequately perform their duties. They should not be confused with ICS Liaison Officers or LOFRs, who are intended to be physically located with the IMT and directly support the IC/UC.
2. Emergency Preparedness Liaison Officer (EPLO). The CG 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 trained liaison officers from reserve component to support Coast Guard preparedness and response for all-hazard contingencies. EPLOs work closely with their respective District or Area Operational Commander. 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 the Coast Guard Operational Commander. These well-established relationships facilitate efficient Coast Guard deployment of resources 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 and integrate the JFO support team.

3. Incident Management and Preparedness Advisor (IMPA). The IMPA position has two principle responsibilities focused in marine environmental response and all-hazard preparedness. They serve as the Coast Guard's Regional Response Team (RRT) Co-Chairs and as the District's representative to its corresponding FEMA Regional Interagency Steering Committees (RISC). In these roles, the IMPA is the District's lead expert on Coast Guard operations and connectivity under the NCP and NRF. IMPAs provide a link between the District and the regional intergovernmental response community as deployable response resource coordinators and as technical advisors to the District Commanders. When not responding to an incident, the advisors oversee the integration of Coast Guard plans into and with regional intergovernmental operating plans in accordance with associated guidance.

During a NCP response, a FOSC may encounter many complex situations that require support from multiple agencies. District IMPAs are knowledgeable about ESFs and can provide the FOSC support in activating appropriate ESFs. FEMA participation is required when requesting activation of an ESF to support the FOSC. The District IMPA will act as the liaison between the FOSC and FEMA for ESF support.

During a Stafford Act response, IMPAs advise District Commanders on Coast Guard integration into the multiagency coordination centers established by FEMA and guide the Mission Assignment process. In many circumstances, IMPAs may have close interaction or be deployed to a state or territorial EOC. This close interaction allows them to advise local authorities with the development of requests for Coast Guard resources and capabilities. IMPAs also act as a key advisor to EPLOs deployed to RRCCs or JFOs.

4. JFO Support Team. JFO Support Teams serve as a Coast Guard District's representative at the FEMA JFO(s). Typically, these teams focus on providing Coast Guard ESF support to on-scene efforts, incident management, 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. 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.
 - I. Stafford Act Response. Following a request from a Governor or tribal Chief Executive, the President is authorized to issue a Major Disaster Declaration or Emergency Declaration to provide Federal aid to States and Tribes overwhelmed by catastrophes. FEMA funds assistance authorized by a declaration utilizing the Disaster Relief Fund (DRF), administered by FEMA. The Stafford Act authorizes temporary housing, grants for immediate needs of

families and individuals, repair of public infrastructure, emergency protective measures, hazard mitigation, and other assistance.

During disasters, the Coast Guard's statutory mandates do not change. However, the service must shift and prioritize resources to support affected Coast Guard Operational Commands and support the whole of government response. In doing so, the Coast Guard's missions during disaster response operations can be summarized as follows:

- Saving lives in distress and ensuring the safety and survivability of Coast Guard forces and assets;
- Security and reconstitution of ports, waterways, and critical maritime infrastructure;
- Environmental response operations; and
- Support to other agencies in a whole of government response effort.

Figure 6-5 illustrates the decision flow for Action Pre- and Post-Declaration Actions responses, as described in the following subparagraphs.

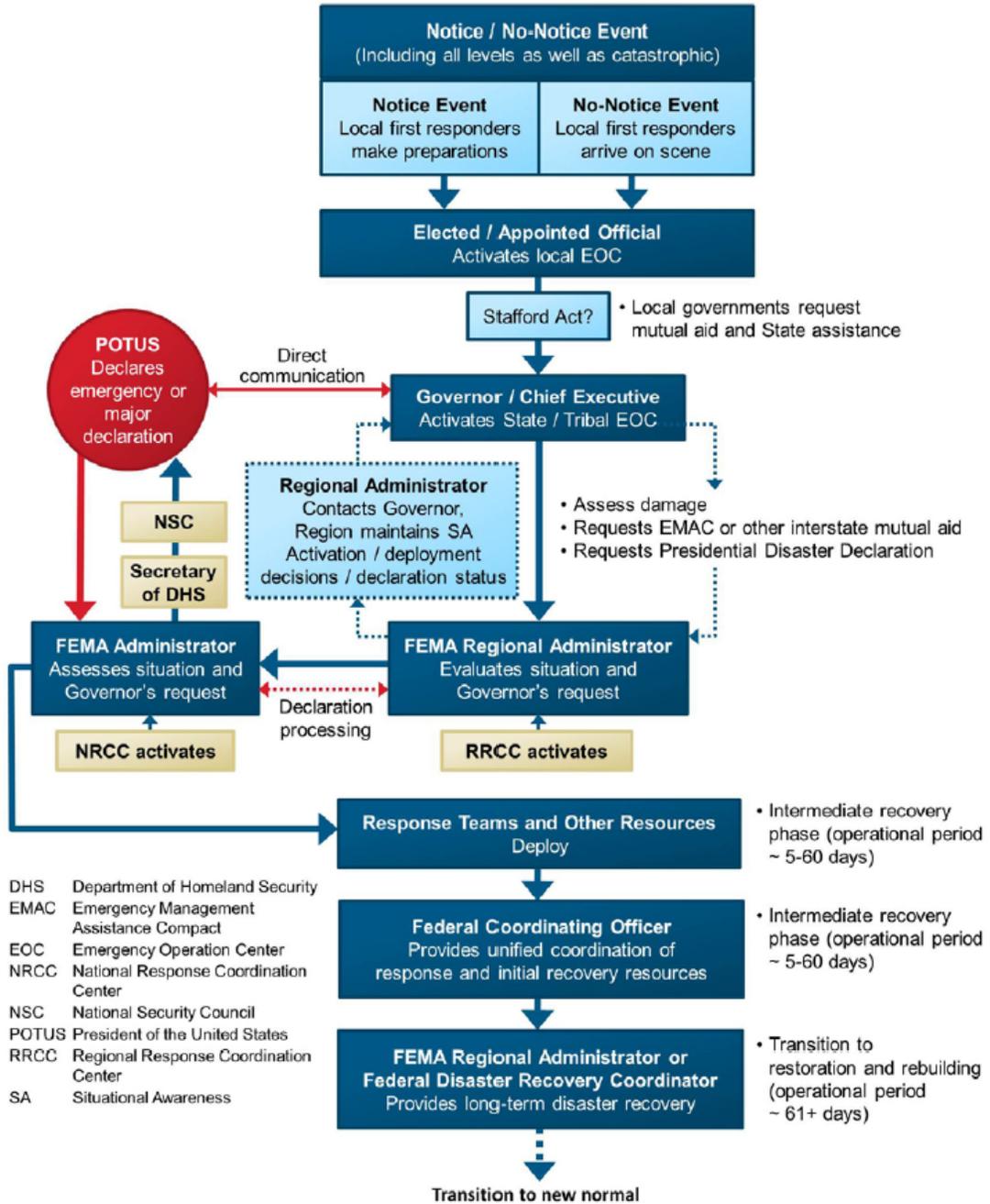


Figure 6-5: Action Pre- and Post-Declaration Actions

1. Declarations. In anticipation of or following a disaster, The Governor or Tribal Chief Executive submits a request to the FEMA Regional Office for an emergency or a major disaster declaration to the President through the appropriate FEMA Regional Office.

Based on the State and Tribe request, the President may issue an Emergency Declaration or Major Disaster Declaration, thus activating an array of Federal programs that can be used to assist with the response and recovery. The President may declare an Emergency or Major Disaster if: the event is beyond the combined response capabilities of the State (includes Washington D.C. and U.S. Territories) and/or Tribe (federally recognized) and affected local governments and if the findings of a joint Federal-State-Tribe Preliminary Damage Assessment (PDA) show the damage is of sufficient severity and magnitude to warrant assistance under the Stafford Act. In a particularly fast-moving or clearly devastating disaster, there may be an expedited declaration, and the PDA may be deferred until after the declaration is issued.

The two types of Declarations are summarized in Table 6-5.

Table 6-5: Stafford Act Declarations

Emergency Declaration	<p>Definition 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 (42 U.S.C. § 5122(1)).</p> <p>FEMA Assistance Assistance usually < \$5 million; limited to immediate and short-term assistance essential to save lives and protect public health, safety, and property.</p>
Major Disaster Declaration	<p>Definition Any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami earthquake, volcanic eruption landslide, mudslide snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby (42 U.S.C. § 5122(2)).</p> <p>FEMA Assistance Triggers involvement of some/all of FEMA’s disaster assistance and grant programs: Individual Assistance (IA), Public Assistance (PA), and Hazard Mitigation Assistance.</p>

2. Federal Assistance and Cost Share. FEMA provides disaster assistance through its assistance and grant programs. Emergency and Major Disaster Declarations specify the type of assistance authorized, which can include the following:
 - a. Individual Assistance - provided directly individuals and families who have sustained losses;
 - b. Public Assistance - used to fund repairs to repair, restore, reconstruct, or replace public facilities or infrastructure (the Coast Guard typically performs disaster relief activities funded by the Disaster Relief Fund under this program); and

- c. Hazard Mitigation - used to fund programs to strengthen the resiliency of communities from future disasters.

Certain programs are provided on a cost-share basis. The federal government typically handles 75% of the cost share. However, the scale and phase of the response, as well as other extenuating circumstances, may lead to the federal government assuming up to 100% cost share.

When the President approves the emergency or major disaster declaration, the FEMA Administrator appoints a Federal Coordinating Officer (FCO). The FCO acts as the lead federal official managing the delivery of federal resources to requesting states, territories, and tribes. No FEMA assistance may be authorized until the FEMA and State or FEMA and Tribal Agreement is signed (the FCO generally executes the agreement). The ONLY exception is when FEMA deems Federal assistance necessary for the provision of essential emergency services or housing.

- J. Non-Stafford Act Response. The NRF also provides guidance for incidents in which there is no Stafford Act declaration, see Figure 6-6 below. For example, in the spring of 2014, a surge of tens of thousands of Central American unaccompanied alien children sought to immigrate to the United States, overwhelming the U.S. Border Patrol and causing a humanitarian crisis requiring coordinated response of multiple Federal Government agencies. The President directed the Secretary of Homeland Security to establish a UCG to lead an integrated response among Department of Homeland Security (DHS), Department of Health and Human Services (HHS), General Services Administration, and the Departments of Defense, Justice, and State. FEMA was directed to lead the UCG's coordination efforts. The interagency engagement offered FEMA an opportunity to provide critical non-disaster assistance.

In those cases, the department or agency with primary legal authority or the presidentially designated lead Federal agency may activate the coordinating structures as they see fit. 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. 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.

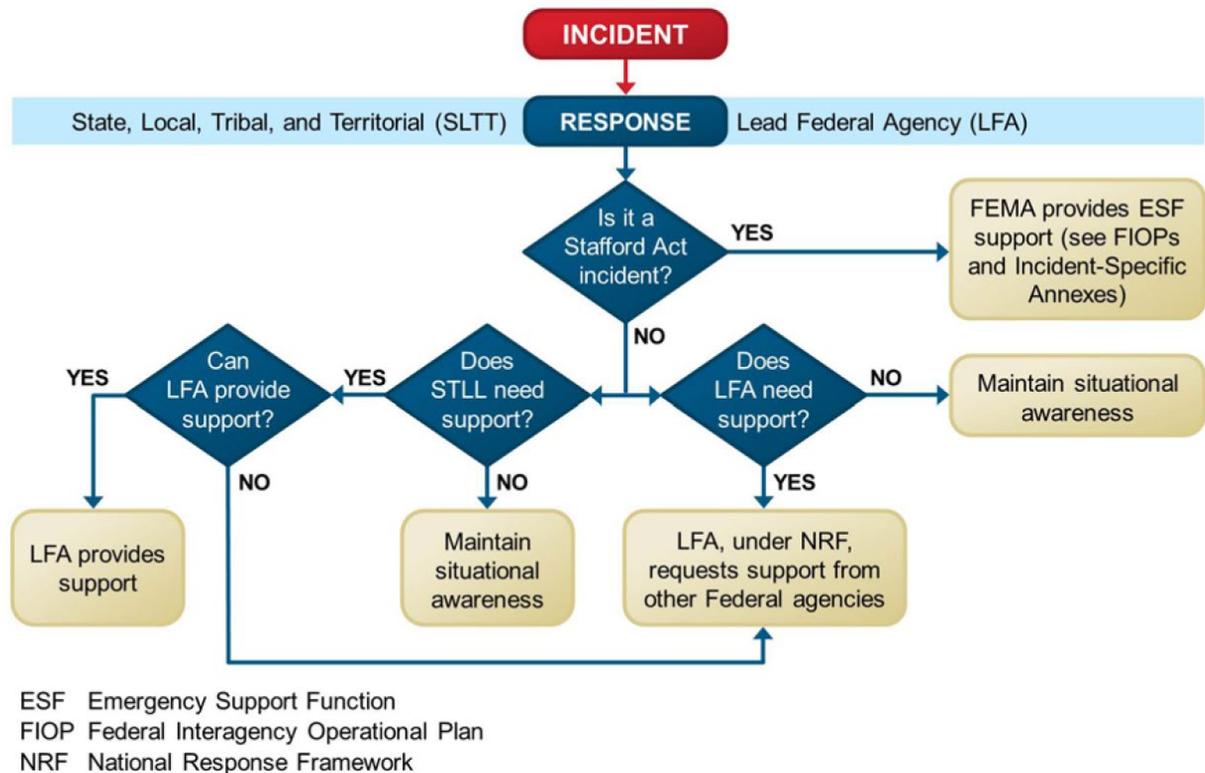


Figure 6-6: Non-Stafford Act Incident Response Process Flow

1. Presidential Policy Directive 44 (PPD-44). PPD-44: *Enhancing Domestic Incident Response*, directs the establishment of a lead federal agency (LFA) construct in support of non-Stafford incidents, to include the following core policy outcomes:
 - a. The President – or departments and agencies through the interagency policy process – may designate a lead Federal agency (LFA) in incidents where it will enhance the Federal response;
 - b. When an LFA is designated, the LFA appoints a Senior Response Official to carry out a set of responsibilities defined in the PPD, employing the National Response Framework (NRF) and National Incident Management System (NIMS); and
 - c. When directed by the President or requested by an agency head, FEMA’s incident management capabilities may be used, on a reimbursable basis under the Economy Act, to support an LFA in carrying out the aforementioned responsibilities. FEMA may adjust the scale of its support to ensure execution of its statutory responsibilities.

PPD-44 affirms the utility of NRF and NIMS principles and constructs in non-Stafford Act incidents and requires the employment of NRF and NIMS in incidents covered by the PPD. The PPD also affirms the importance of continuing to use existing, well-practiced mechanisms for incident management in Stafford Act events, and as such does not apply to operations under the Stafford Act or the National Contingency Plan.

- K. Resource Requests and Mission Assignments. Appendix A of this manual provides specific guidance on the Resource Request and Mission Assignment process followed during a Stafford Act response. The following subparagraphs provide a general overview of key elements of the process.

A Mission Assignment (MA) is a work order that FEMA issues to another federal agency directing the completion of a specific request for assistance. A MA includes funding, managerial controls, and guidance. FEMA issues MAs in anticipation of, or in response to, a Presidential declaration of an emergency or a major disaster. The *Robert T. Stafford Disaster Relief and Emergency Assistance Act* (Stafford Act) authorizes MAs.¹ Section 402 of the Stafford Act states that the President may “direct any federal agency, with or without reimbursement, to utilize its authorities and the resources granted to it under federal law” to support of state, local, territorial, and tribal governments respond and recover from disasters.

1. Criteria and Eligibility. MAs are issued in anticipation of or in response to a Presidential Emergency or Major Disaster Declaration. MAs are issued by FEMA when:
 - a. A SLTT government requests an eligible capability from a federal agency and FEMA is unable to fulfill it directly; or
 - b. FEMA requests federal-to-federal support to augment its own capabilities.

An agency will be reimbursed for eligible costs incurred under a MA as defined in 44 CFR § 206.8(c). An agency cannot be mission assigned for a capability for which it has statutory authority and receives appropriations. An example of this for the Coast Guard includes most maritime Search and Rescue capabilities and pre-existing pollution threats not directly caused by a disaster. FEMA’s *Public Assistance Program and Policy Guide* (FP 104-009-2), Reference (ff), contains specific guidance on eligibility requirements.

2. Mission Assignment Categories. All Mission Assignments fall into one of two categories of assistance. The category affects the cost share and when and how a MA may be executed. The MA categories are:
 - a. Federal Operations Support (FOS)
 - May be issued for federal to federal support;
 - Requested by the federal government;
 - 100% federally funded;
 - FEMA Surge or DRF funded; and
 - Eligible *before* or *after* declaration.
 - b. Direct Federal Assistance (DFA)
 - For goods and services beyond the state, territorial, or tribal (STT) government capability;
 - Must be requested and approved by the STT government;
 - Subject to STT cost share; and
 - Eligible *after* declaration.
3. Mission Assignment Process. A resource request via a FEMA *Resource Request Form (RRF)*, FEMA Form 010-0-7 must be submitted prior to a Mission Assignment being issued to an agency. A RRF is intended to define and coordinate the capability being

requested and contains similar information as a MA form. Because MAs cannot be edited after issuance, it is incumbent for the other federal agency (OFA) action officer (AO) to review and coordinate the information on the RRF. Coast Guard liaisons deployed to multiagency coordination centers – RRCCs, the NRCC, and state or territorial EOCs in particular – typically act as the OFA AO and must monitor for RRFs assigned to Coast Guard and coordinate the language on each with the cognizant Coast Guard Operational Commander.

Once a resource request has been processed, the Mission Assignment is issued to the sourcing federal agency. That agency must then either accept or decline the MA. The Coast Guard AO must coordinate acceptance or declination of the MA with the cognizant Operational Commander (for example District or Area). Once the MA is accepted, it may be executed per the specifics outlined in the statement of work, MA cost ceiling, and period of work. Changes, extensions, and ceiling increases can only be made via MA Amendments.

Figure 6-7 provides an overview of how the MA process may occur for the Coast Guard.



Figure 6-7: Mission Assignment Process for Coast Guard

4. Amendments. Mission Assignments may be amended due to change in the funding ceiling, the period of performance, or cost share. MA amendments are issued as a separate MA document with a sequential MA number. Amendments cannot be issued to change:
 - the category of assistance;
 - the statement of work;
 - the cost share when it is limited to a specific time period; or
 - the program code.

In these cases, a new MA must be approved and issued.

5. Mission Assignment Task Orders (MATOs). MATOs are optional documents that provide amplifying logistical or operational specifics to an existing Mission Assignment.

MATOs are intended to prevent the issuance of multiple MAs for similar work and cannot exceed the statement of work of the original MA.

Additional tasks assigned under MATOs may require an increase in funds or extension of Period of Performance; this should be accomplished through an amendment to the overall Mission Assignment

6. Pre-Scripted Mission Assignments. A Pre-Scripted Mission Assignment (PSMA) is not a Mission Assignment (MA). Rather PSMA's are designed to facilitate rapid response and standardize the MA process for work that can be anticipated by a federal agency in support of Stafford Act requirements. "Pre-scripted" statements of work and projected cost estimates are only guidelines (templates) that: (1) evaluate an agency's potential capabilities to assist in an actual event, and (2) draft appropriate language in a *Resource Request Form (RRF)*, FEMA Form 010-0-7. The PSMA is intended to avoid recreating common mission assignments for new events and encourages foresightedness. The existence of PSMA's does not constitute pre-approval, nor obligates the Coast Guard to perform any non-statutory mission.

PSMA's are intended to aid the FEMA Approving Official and the Coast Guard's representative, often termed Other Federal Agency (OFA) Action Officer (AO) (OFA-AO), at the National Response Coordination Center (NRCC), Regional Response Coordination Center (RRCC), Initial Operating Facility (IOF), Joint Field Office (JFO), or SLTT Emergency Operations Center (EOC) to quickly identify potential capabilities outside the normal Coast Guard mission set that may aid in addressing a particular need, and which may be undertaken with an expectation of reimbursement. PSMA's are not intended to be exhaustive; rather they represent the most commonly requested services. They allow primary and supporting ESF agencies to organize resources that will be deployed during incident response. If a unique Coast Guard capability or resource is not addressed in a PSMA, it may still be requested through the Mission Assignment process. The Coast Guard's PSMA Catalog is updated annually and maintained on CGPortal and uploaded to WebEOC, the FEMA application used to generate Resource Requests.

L. Unit Preparedness and Responsibilities.

1. 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.

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.

2. District Responsibilities. During steady-state operations, the IMPA represents the Coast Guard at the FEMA RRCC, state or territorial EOC, 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:

- a. 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.
 - b. 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.
 - c. Coordinate agency information sharing among the interagency and with other established JFOs, RRCCs, and the NRCC as appropriate.
 - d. Track and report relevant Resource Request Forms (RRFs) and MAs.
 - e. Determine whether the RRCC or JFO has greater needs for additional Coast Guard management support.
3. Area Responsibilities. Areas shall coordinate liaison activities 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.
4. Headquarters Responsibilities. COMDT (CG-OEM) shall coordinate multiagency coordination activities at the national and strategic level during steady state through active engagement with Coast Guard program offices and their interagency counterparts. COMDT (CG-OEM) maintains two active duty liaisons at FEMA Headquarters who ensure Coast Guard connectivity to the ESFLG and FEMA. In addition, COMDT (CG-OEM) coordinates staffing of the NRCC during activations. The National Command Center (NCC) maintains close contact with the Areas during an incident to facilitate information sharing and situational awareness with liaisons in the NRCC.

CHAPTER 7. SURGE FORCES FOR INCIDENT MANAGEMENT

- A. Overview. Commanding officers are responsible for conducting current operations while ensuring their unit's preparedness to respond to incidents and 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 (n) 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) NSF Resources. RFFs for NSF Resources shall be requested through NSFCC. NSFCC will build a CIC-like teleconference with all involved commands, for example, LANT/PACAREA, Strike Teams and IMAT.
 - (4) Other Agency Assets. Requests for Assistance (RFA) for other agency resource 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 7-1 below.

Table 7-1: Area Surge Resources

Area Response Resources	Description
National Strike Force (NSF) Coast Guard - Incident Management Assist Team (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.
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 to protect public health and the environment. NSF provides rapid response support in all passive (that is, not hostile) operational areas 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.
NSF Public Information Assist 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.
Collateral Duty Incident Management Assist Teams (IMAT)	<u>IMAT</u> . These teams represent incident management/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.

<p>Joint Field Office (JFO) Support Team</p>	<p><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.</p> <p>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.</p>
<p>Direct Access Mobilization Cell (DA MOB Cell)</p>	<p>The DA MOB Cell is responsible for inputting ICS-213RRs, a resource request message form, for personnel requests into DA MOB, sourcing members within the unit's operational control, tracking deployed members, and liaising with PSC-SSS on contingency personnel requirements.</p>
<p>Contingency Staffing Support Team (CSST)</p>	<p>During initial phases of a contingency response, PSC-Personnel Services Division-Surge Staffing Section (PSC-PSD-SSS) is available upon request to deploy and provide training to the IMT/District/Area staff via the Contingency Staffing Support Team. It is staffed by PSC-PSD-SSS.</p>
<p>Contingency Communications</p> <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 	<p>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.</p>
<p>Cutters, Aircraft</p>	<p>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.</p>

<p>Deployable Specialized Forces (DSF)</p> <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) 	<p><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).</p>
	<p><u>MSRTs</u> consist of advanced tactical teams with specialized capabilities for conducting law enforcement and counterterrorism operations through advanced interdiction, boarding, and enforcement activities.. Operating in passive and hostile operational areas, to include WMD and CBRNE environments, their primary focus is maritime counterterrorism (CT).</p>
	<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>
<p>Maritime Transportation System Recovery Support Team (MTSRST)</p>	<p><u>MTSRST</u> is composed of Coast Guard personnel at Areas that support the flow of information from the MTSRU to other elements of the Coast Guard, DHS, and maritime industry during response to and recovery from a disruption of the MTS. These cells are not normally augmented by other agency or industry personnel.</p>

- 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 IMPA. Districts shall maintain the surge resources listed in Table 7-2.

Table 7-2: District Surge Resources

District Surge Resources	Description
Incident Management and 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 commanders.
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 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.
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.
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.
Direct Access Mobilization Cell (DA MOB Cell)	The DA MOB Cell is responsible for inputting ICS-213RRs for personnel requests into DA MOB, sourcing members within the unit's operational control, tracking deployed members, and liaising with PSC-SSS on contingency personnel requirements.
Contingency Staffing Support Team (CSST)	During initial phases of a contingency response, PSC-Personnel Services Division-Surge Staffing Section (PSC-PSD-SSS) is available upon request to deploy and provide training to the IMT/District/Area staff via the Contingency Staffing Support Team. It is staffed by PSC-PSD-SSS.

- c. DCMS. DCMS supports Coast Guard contingency response operations through the processes defined in Reference (j) 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 7-3 and 7-4.

Table 7-3: 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 (that is, 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 7-4: 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.
Culinary Operations Support Team (COST)	Staffed through FORCECOM, COSTs advise and evaluate messing and dining operation for responders during contingencies. COST members will obtain the ICS Food Unit Leader (FUL) qualification.
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 used as part of a contingency response.
Contingency Staffing Support Team (CSST)	The CSST assists Incident Management Teams with the training and the contingency staffing process. The team is staffed by PSC SSS.
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. The team is staffed by the NSFCC, WOPL, NMC contractors and NSF COE.

- d. Other Specialized Surge Resources. In addition to those resources listed in Tables 7-1 through 7-4, 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 7-5 below shall ensure they are maintained.

Table 7-5: 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 IMT 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 (k). 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 7-6 below.

Table 7-6: 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	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. 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 Commander 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).
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 365 consecutive 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 7-7 below.

Table 7-7: Title 14 Recall Summary

Citation	Enabling Authority	In Response to:	Type & Limitations
14 U.S.C. § 3713	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 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 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. Coast Guard Auxiliary. Auxiliary members can provide incident management, logistic, and operational support during major incidents, natural disasters, or large-scale planned events. Auxiliary members can directly support Coast Guard response efforts or provide a backfill force to perform routine Coast Guard missions during the deployment of active duty or civilian personnel. Auxiliarists serve as a force multiplier by providing trained and qualified personnel. For incident management, Auxiliarists are trained in ICS to serve within a Sector IMT, as agency representatives or liaison officers at local emergency operations center, or provide logistic support for incident response operations. The Auxiliary also has members that can support GIS, check-in, or data entry within an ICP.

The Auxiliary has qualified aviators with properly equipped aviation resources for overflights, shoreline assessment of damage and storm impacts, and transportation of personnel or equipment which are a low-cost alternative to using USCG aviation resources. Some AUX AIR facilities are also equipped with high resolution cameras specific for post-storm damage assessment. Further, Auxiliary afloat platforms can conduct patrols, provide assistance with safety zones, assist with SAR, and perform post-storm ATON Verification. The Auxiliary also has communications trailers with qualified communications specialists to assist with providing radio coverage in disaster areas.

For operations ashore, Auxiliary members can assist with pollution investigations, or serve as Watchstanders, communications specialists, and Marine Transportation System Recovery Unit (MTSRU) specialists. For logistic and administrative support, the Auxiliary has members that are qualified public affairs and social media specialists, food service specialists, interpreters, Chaplains, as well as line handlers, gate monitors, and general admin assistance.

As volunteers, members of the CG Auxiliary are highly motivated to support CG operations. It is imperative to work with Auxiliary leadership to ensure that members are fully trained and qualified to fill the positions to which they are assigned. 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. Auxiliarists are not authorized to participate in direct law enforcement or military missions.

Requests for Auxiliary support beyond the local Auxiliary Flotilla or Division should be coordinated through the District Director of Auxiliary (DIRAUX). The DIRAUX will work with CG-BSX and the Auxiliary National Commodore to identify qualified Auxiliary members to assist with incident response operations. For further information regarding Auxiliary Incident Management capabilities, contact the District DIRAUX, Operational Training Officer, or the Auxiliary Sector Liaison Officer.

Table 7-8: Auxiliary Resources

Auxiliary Resource	Description
<p>Mobile Communications Trailers</p>	<p>The Auxiliary Telecommunications Contingency Operations Branch has the following deployable resources:</p> <ul style="list-style-type: none"> • Enhanced mobile Aux communications units with a minimum of two personnel and radios. • Deployable Auxiliary radio operators with a COML level of experience and ability.
<p>Auxiliary Aviation (AUXAIR)</p> <ul style="list-style-type: none"> • Multiple platforms for incident assessment and response • Aerial Photo platform • Aerial platform for communication • Logistics (parts and personnel) • Search capability for pollution/vessels and PIW 	<ul style="list-style-type: none"> • AUXAIR offers capability of initial assessment and near real time incident response updating via overflights and/or aerial photography of affected area. • AUXAIR also offers alternate or expanded area communications and logistics transport of critical personnel or parts. • AUXAIR range varies between 600 and 1000 nm.
<p>Auxiliary Surface Operations</p> <ul style="list-style-type: none"> • Multiple size/engine platforms for incident assessment and response to include PWCs and Paddlecraft. Examples of mission tasking include: <ul style="list-style-type: none"> ○ Safety and Security patrols ○ SAR missions ○ Pollution Response/Patrols ○ Platforms for Boarding ○ Parties/Inspections/Logistics missions ○ ATON missions 	<p>Auxiliary Surface Forces are a viable, trusted, security-vetted resource available to Coast Guard Operational Commander in executing most Coast Guard missions. When consistent with Coast Guard policy, Auxiliary resources shall always be considered as one element of first response. Auxiliary resources should be given priority for Coast Guard missions when active duty or reserve resources are not available.</p>

<p>Public Affairs – Photography</p>	<ul style="list-style-type: none"> • Public Affairs Specialists – A three tiered PQS cadre (PA-3 as the entry level and PA-1 senior) that is well versed in USCG PA processes and branding. • The Coast Guard Auxiliary Photo and Video Corps is a select group of professional or advanced-amateur photographers and videographers who take superior quality digital imagery for use within the USCG and CG Auxiliary. Auxiliary Photo/Video Corps members possess the equipment and documented skills to produce high-quality digital media.
<p>Interpreters</p>	<ul style="list-style-type: none"> • The Interpreter Corps has interpreters who speak and write in 56 languages. Interpreters are graded with numeric ratings of 2 (only speak) to 3-4-5 (speak and write). • Spanish has the largest number of Interpreters (156 Interpreters at the 3-4-5 level). • AUX Interpreters can be deployed to Stations, Cutters or in International geographical areas. Interpreters can also provide translation (oral or written) either from home or on site.
<p>Incident Management Auxiliary Coordinating Cell (IMACC)</p>	<p>A national team to augment the District Director of Auxiliary (DIRAUX) and provide assistance with Auxiliary accountability, resource tracking, identifying AUX members with desired skills or qualification, ordering equipment and personnel, as well as, preparing daily reports for the supported District. IMACC members are trained in ICS, have awareness of Auxiliary response capabilities, and can integrate into District-level Area Command or other incident management structure.</p>
<p>Auxiliary Food Service (AUXFS)</p>	<p>The AUXFS Team is available to supplement or entirely handle food service missions either on land or aboard cutters. An internal system is in place whereby available AUXFSs can be contacted in an emergency/urgent situation for assignments (either short or long term) with minimal lead time. The experience and capabilities of AUXFSs include serving large group meals under various working conditions.</p>

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CHAPTER 8. INCIDENT INFORMATION COORDINATION

- A. Overview and 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 (m), 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 (l) 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 or 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 and 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 and 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 (that is, 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 (p) and Section b below.
 - a. Standard or Routine. Incidents in this category can still be complex and require a significant level of effort to share information effectively. 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 (h) 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 (EEIs). EEIs are a subset of CIRs, which provide greater detail on the information needed to meet the CIR information needs. In some cases, EEIs were developed in anticipation of an incident. References (jj) and (kk) were established 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 (p). Examples include:

- (1) Terrorist attack or suspected terrorist attack;
 - (2) Attack on, or an apparently significant accident (for example, explosion, fire, etc.) involving, maritime critical infrastructure or key assets, key port complexes (for example, 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 and 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 (aa) 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 (aa) also establishes the requirement to utilize the Contingency Preparedness System (CPS) as the system of record for the CGAAP. The CGAAP is managed by CG-OEM. The CGAAP is intended to empower organizational learning, improve operations, and enhance contingency preparedness. It achieves these goals through the timely submission of AAR's 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 (aa).

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 (p). 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 (that is, 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 (that is, public, other agencies, internal agency users, etc.);
 - (2) Assignment of responsible entity to manage the COP;
 - (3) Access to post and 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 provides 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 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 (for example, 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 (for example, 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 8-1 on the next page.

Table 8-1: 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 that is described in detail in Chapter 12 of Reference (h). This process includes the following steps.
 - (1) Step 1 – Identify the task.
 - (2) Step 2 – Monitor and Gather.
 - (3) Step 3 - Verify.
 - (4) Step 4 – Synthesize and Analyze.
 - (5) Step 5 – Report and 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 and 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 Expedious Recovery of Trade Process. This process was developed to provide a forum for joint intergovernmental dialogues and joint government and 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 and stakeholder groups to ensure that resources are available in the appropriate locations to execute required mission and speed the recovery of the MTS. Reference (q) 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 (m). 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 (h).
- 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 (for example, customs on transboundary issues). Response specific national policy and 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 and drills, planning guidance, planning interoperability, and planning consistency issues. Preparedness specific national policy and 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 (FOSC) 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 and Consortiums. The various industries and 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 and 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 (that is, 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. Direct Access Mobility (DA Mob). DA Mob is a web-based, personnel resource tool used to find personnel with specific qualifications relevant to contingency deployment, and track mobilized and TDY personnel responding during surge operations. This tool enables the Coast Guard to track mobilized and temporary duty personnel responding to crises 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 and 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.
11. Risk-Based Maritime Security Operations (RBMSRO). RBMSRO is a Microsoft Access based system that assists Sector Enforcement Division with planning, executing, and analyzing Maritime Security and Response Operations (MSRO). RBMSRO focuses Sector efforts on achieving risk reduction through Sector MSRO activities. The program draws key risk information from MSRAM. RBMSRO is a tool that focuses on the COTP's ability to address risk.

Non-CG Enterprise Systems.

1. 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 Office of Response and Restoration Website.

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APPENDIX A. MISSION ASSIGNMENT PROCESS, FORMS, AND MESSAGES

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 (x) and (y) provide 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 Reference (y), 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 15 ESFs described in the National Response Framework (NRF). 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; for example, 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-OEM-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. MAs may require the use of MA Task Orders. A 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. Coast Guard units may be tasked under another agency's MA under some circumstances. For example, the EPA can accept a MA for hazmat response disaster wide and then generate a task order for the USCG to conduct a portion of the operation. Awareness of this task order will be communicated to the Operational Commander for that specific AOR 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, the 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 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 (x), 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 that 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 (y).
1. Coast Guard Headquarters, Commandant (CG-OEM).
 - a. Develop, promulgate, and implement Coast Guard policy for the operational acceptance of FEMA Mission Assignments pursuant to Reference (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 PSMAs 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 1, 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 and 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 AOR. 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.

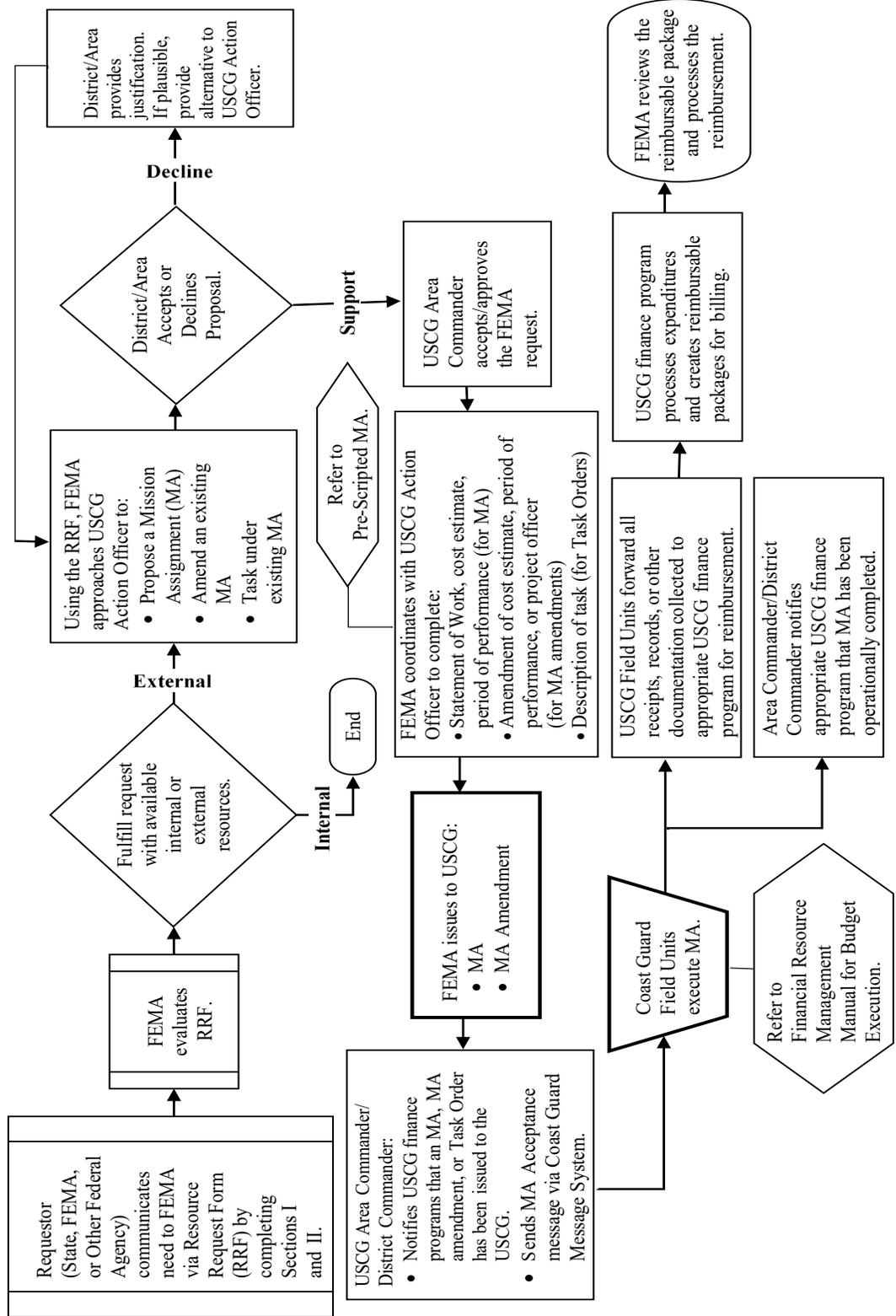
F. Procedures. FEMA starts the MA process with an RRF. FEMA will make a mission or resource need known to the potential provider's associated ESF agency for consideration. When Coast Guard capabilities are needed, the Coast Guard AOs must first ensure that the requested assistance is clearly articulated 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 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. Acceptance initiates all tracking, coordination, and notification processes.
 - 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 (that is, 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.
 - 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 (x) and (y).
 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: ATU Budget Officer at the District;

- a. Service and Logistics Center for MAs issued under ESFs (except ESF-10) that are accepted by the Area or District; and
 - b. NPFC for ESF-10 MAs accepted by either District or Area. See Reference (y).
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 (x) and (y). Without documentation, the Coast Guard cannot request reimbursement from FEMA. In that case, the units that incurred the costs will remain responsible for them.



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

G. FEMA Forms. This Section provides the following Federal Emergency Management Agency (FEMA) forms and memorandum:

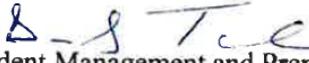
1. DHS FEMA Memo dtd 22 February 2019 –Policy Guidance on ESF #10 Mission Assignments for the USCG
2. FEMA FORM 010-0-8, Mission Assignment [also available as a separate file: FEMA MA Form.pdf] https://www.fema.gov/media-library-data/1400690407172-6fb5cb5640648e3f12b0ddf80ccd6302/FEMA_Form_010-0-8.pdf
3. FEMA FORM 010-0-7, Resource Request Form (RRF)[also available as a separate file: FEMA RRF.PDF] https://www.fema.gov/media-library-data/1400690491813-83a528412b0277a2f275dda9d775bf64/FEMA_Form_010-0-7.pdf
4. Mission Assignment Reimbursement Transmittal Form[also available as a separate file: Fillable Transmittal 11-21-12 (locked).xlsx] <https://www.fema.gov/media-library/assets/documents/114944>

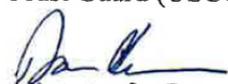


FEMA



12 February 2019

MEMORANDUM FOR: Dana S. Tulis 
Director, Incident Management and Preparedness Policy
United States Coast Guard (USCG)

FROM: Damon Penn 
Assistant Administrator for Response
Office of Response and Recovery
Federal Emergency Management Agency (FEMA)

SUBJECT: Policy Guidance on ESF #10 Mission Assignments for the USCG

The purpose of this memorandum is to provide clarifying policy guidance related to FEMA mission assignments to the U.S. Coast Guard for oil and hazardous materials response efforts in the U.S. coastal zone. This memorandum will clarify aspects of FEMA's Mission Assignment (MA) Policy, FP 104-010-2, issued November 6, 2015 and FEMA Memo of May 21, 2001 entitled Policy Guidance on ESF #10 Mission Assignments signed by Lacey E. Suiter, Executive Associate Director, FEMA Response and Recovery Directorate and Jim Makris, Director, Chemical Emergency Preparedness and Prevention Office, U.S. Environmental Protection Agency, (Suiter-Makris Memo). The guidance provided herein shall be applicable whenever ESF-10, Oil and Hazardous Materials Response, is activated under a Stafford Act Emergency or Major Disaster Declaration.

The Stafford Act at Section 402 (Major Disasters) and 502 (Emergencies) provides that FEMA may direct any Federal agency, with or without reimbursement, to utilize its authorities and the resources granted to it under Federal law, in support of State and local assistance response and recovery efforts. These authorities are executed through the issuance of mission assignments by FEMA to Federal Departments and Agencies.

While the National Response Framework (NRF) provides that the U.S. Environmental Protection Agency (EPA) is the Coordinator for ESF 10, FEMA reserves the right to issue mission assignments directly to other Federal Agencies, including the U.S. Coast Guard, for ESF 10 missions when FEMA deems it appropriate given the conditions and circumstances involving the task and the overall operating environment.

FEMA and USCG develop Pre-Scripted Mission Assignments (PSMAs) for capabilities that involve known or frequently used resources. The current PSMA library should be referenced for eligible ESF-10 activities that FEMA anticipates mission assigning the USCG. FEMA retains the right to issue an MA to USCG for activities not traditionally tasked to the USCG following close coordination among the Federal Coordinating Officer (FCO), ESF-10, and the affected State, Tribal, or Territorial government. Additional activities must be specifically listed in the MA scope of work.

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.		
<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.		
II. ASSISTANCE REQUESTED. Completed by requestor.		
<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.		
III. INITIAL FEDERAL COORDINATION. Completed by FEMA Personnel with Delegated Authority.		
<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. 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.		
IV. DESCRIPTION. Completed by assigned agency Action Officer.		
<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.		
V. COORDINATION. Completed by MAM, except for Project Manager and Comptroller signatures.		
<u>Type of MA:</u> 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.		
VI. APPROVAL. Completed by State Approving Official and Federal Approving Official.		
VII. OBLIGATION. Completed by Financial Specialist		
<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.		

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. <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: _____	2. Source: <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	3. Assigned to: 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.			

MISSION ASSIGNMENT REIMBURSEMENT REQUEST TRANSMITTAL FORM			
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:	<input type="checkbox"/> Partial Bill	<input type="checkbox"/> Resubmitted Bill	<input type="checkbox"/> 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. <i>(Include applicable signatures)</i>			
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			
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?		<input type="checkbox"/> YES <input type="checkbox"/> 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-
OEM/ 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-OEM/ 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
REFERENCE: MY 081300Z SEP 09

1. THE MA DESCRIBED IN REFERENCE 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

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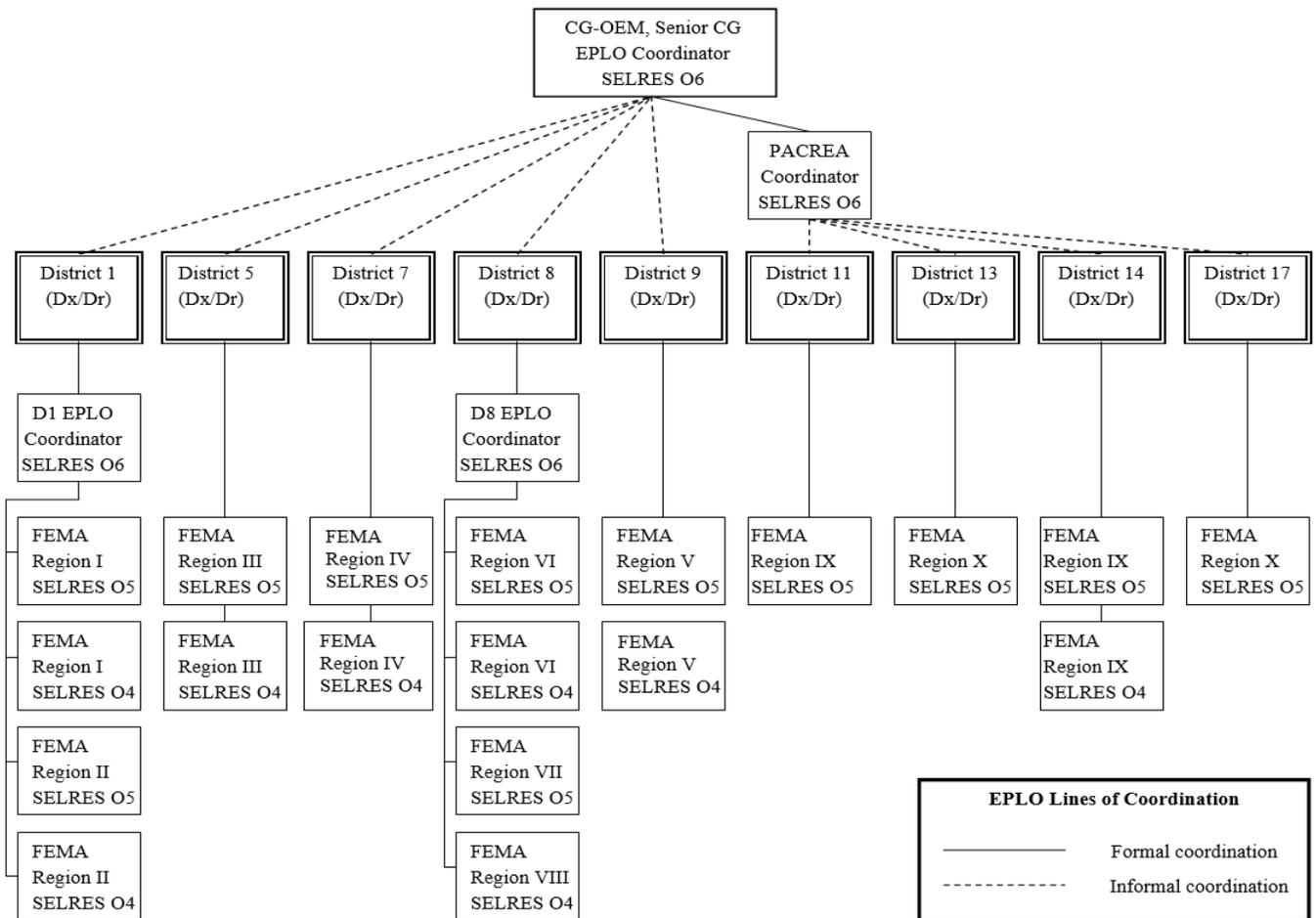
APPENDIX B. EMERGENCY PREPAREDNESS LIASION OFFICER PROGRAM

The CG EPLO program is purposely designed to utilize our experienced Reserve Officers in an inter-agency role, which includes the Department of Defense (DOD). DOD EPLOs work for the Defense Coordinating Element (DCE) to enable DSCA. CG EPLO's line of reporting is to the CG Operational Commander and not the DCO/DCE. 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 (1). 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, Territorial and Tribal authorities, and local emergency management organizations, that is, RRT, RISC, RRCC activities, response and preparedness training and exercises. EPLOs shall coordinate which meetings and activities to attend with their District EPLO Coordinator, using IDT to satisfy these requirements. EPLOs shall facilitate and build their response community network by understanding relevant emergency operation and response plans and organizations, and by collaborating with counterparts in FEMA Regions. 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.

- A. Organizational Structure. FEMA Regions and Coast Guard Districts do not coincide geographically. As such, CG EPLOs are assigned to each District, as shown in Table B-1.

Table B-1: EPLO Assignments



1. A senior level SELRES Captain (O-6) EPLO Program Coordinator will provide oversight of the EPLO program and report to CG-OEM.
2. PACAREA, Districts 1 and 8 will have a SELRES (O-6) assigned as EPLO Coordinators. A SELRES O-6 is required within districts with more than one FEMA Regional office.
3. A SELRES Commander (O-5) will be assigned as an EPLO for each FEMA Region.
4. The District EPLO Coordinator will be responsible for each of the Districts 5, 7, 9, 11, 13, 14, and 17. This position shall be assigned to an active duty or civilian member of the District Planning (Dx) or District Response (Dr) staff. This assignment is not intended to be a full-time equivalent (FTE) position.

B. Tasks and Responsibilities.

1. Commandant (CG-OEM).
 - a. Provide policy and program oversight. Assign and staff an EPLO Program Manager.
 - b. Annually fund EPLO program requirements for personnel, equipment, training, exercise participation, and response.

- c. 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.
 - d. Manage the Officer Evaluation Report (OER) rating chain for EPLOs.
 - e. In coordination with FORCECOM provide doctrine, Tactics, Techniques, and Procedures (TTP), and compliance requirements for the CG EPLO program.
 - f. Establish duty qualification, training, and exercise participation standards and requirements for all CG liaison roles, including CG EPLO, agency-assigned, District and Sector liaisons.
2. Force Readiness Command. Provide training and validate the readiness of the EPLO capability.
 3. Area.
 - a. Assign and staff an EPLO Coordinator.
 - b. Ensure satisfactory execution of duty qualification, training, and exercise participation requirements for the CG EPLO program service wide.
 - c. Manage all assigned EPLOs in the program across Districts for appropriate nationwide, CG-wide support to federal disaster and 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 FEMA region.
 - d. Provide annual budget estimate and expense report to Commandant (CG-OEM).
 4. District Commands.
 - a. 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.
 - b. Coordinate, manage, and act as approval authority for Inactive Duty for Training (IDT), Active Duty for Training (ADT), and reserve readiness for assigned EPLOs.
 - c. Ensure satisfactory execution of the CG-EPLO qualification, training, and exercise participation requirements for assigned EPLOs.
 - d. Contribute to the development of an EPLO Roles and Responsibilities as discussed in this policy.
 - e. Manage the OER rating chain for assigned FEMA Region EPLOs.
 - f. Provide annual budget estimate and expense report to the EPLO Supervisor.
 - g. Provide annual summary of EPLO actions, and exercise and response participation to the Commandant (CG-OEM) Coordinator.
 5. Senior CG EPLO Coordinator.
 - a. Ensure the Coast Guard EPLO program complies with national policies and guidance including References (f) and (g).

- b. Engage with interagency partners (DHS, FEMA, etc.) to coordinate utilization of CG EPLOs; leverage training opportunities and synchronize contingency preparedness guidance.
 - c. Provide Coast Guard policy advice to CG-OEM and other headquarters directorates, as applicable to the EPLO program.
 - d. Oversee distribution of annual EPLO program budget distribution.
 - e. Coordinate with the Headquarters EPLO program manager to develop and communicate CG EPLO doctrine, tactics, techniques, and procedures (TTP), as well as training and compliance requirements for the EPLO program.
 - f. Coordinate with the Headquarters EPLO program manager to ensure consistent, Coast Guard wide program execution. This coordination includes equipment, budget, training, and readiness requirements.
 - g. Advise District Commanders via headquarters EPLO program manager on effective tactical employment and utilization of assigned EPLOs for enhanced unity of effort with federal, state, and local partners in the AOR.
 - h. Provide leadership and guidance to EPLOs assigned to the program.
 - i. As the SME on EPLO matters, provide related briefings to Coast Guard flag officers and senior leaders as required.
 - j. Provide input on EPLO performance to supervisors and reporting officers.
6. CG EPLOs. Coast Guard EPLOs are assigned as Coast Guard Agency Representatives. The Coast Guard EPLO role is to maintain communication and coordination between elements of the Coast Guard and partner agencies to ensure operational transparency and unity of effort.
- a. Coast Guard EPLOs have regional responsibilities and regularly work with DHS, civil authorities, and partners.
 - b. Coast Guard EPLOs drill independently.
 - c. Coast Guard EPLOs work for the District Commander in close coordination with FEMA Regional personnel and CG operational commands and staffs.
 - d. Coast Guard EPLOs will:
 - (1) Anticipate response to large-scale events as outlined in Reference (b).
 - (2) 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.
 - (3) Ensure consistency of Coast Guard support and overall incident management effectiveness to the extent they serve as an advocate for:
 - (a) Coast Guard operational commanders in the region of response
 - (b) FEMA's Federal Coordinating Officers (FCO)
 - (c) DOD's Defense Coordinating Officers (DCO)

- (d) State Adjutant General (TAG)
- (e) State Homeland Security Advisor
- (f) State Coordinating Officer (SCO), Emergency Management Director, or agency representative

C. Administration, Communications, and Procedures.

1. EPLOs shall request and perform IDT and ADT as directed by the District EPLO Coordinator.
2. EPLOs shall complete the CG-EPLO PQS, and as required by Commandant CG-OEM and, or the program manager.
3. EPLOs shall perform other EPLO duties as may be assigned by the Operational Commander, EPLO Coordinator and, or District EPLO Coordinator when appropriate.
4. 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.
5. FEMA Region EPLOs will submit projected fiscal year ADT and IDT travel requirements to their District EPLO Coordinator/DXR.
6. 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 Coordinator should be afforded the opportunity to provide comments.

D. Mobilization.

1. CG EPLOs will be mobilized in accordance with current mobilization Directives and District procedures.
2. In the case of mobilization, EPLOs will be trained to perform activities for the CG Operational Commander during actual emergencies or disasters at JFOs, RRCCs, State Emergency Operations Centers (SEOCs), DOD Joint Task Forces, or local Emergency Operations Centers (EOCs) as required.
3. 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.
4. EPLOs should be prepared to mobilize and execute their duties within 24 hours' notice of activation under Title 10. EPLOs should be prepared to mobilize and execute their orders within 2 days of notice of activation under Title 14 for an undetermined period of time.
5. When operationally required to provide nationwide and, or Coast Guard-wide support for federal disaster and emergency response, CG EPLOs may be reassigned to another District or FEMA Region by the CG-PSC-SSS in coordination with the Senior EPLO Coordinator.

E. Qualifications and Training of EPLOs.

1. Officers considered for selection to the CG EPLO position should meet the following criteria:

Appendix B to COMDTINST M3010.24A

- a. CG Reserve officers assigned to CG EPLO billets are LCDR/CDR/CAPT ranks or can be an O3 selected for O4.
 - b. 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.
 - c. 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.
 - d. Ideally these individuals should reside within the state, District, and FEMA Region of the billet.
 - e. 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 and, or assignment dependent.
 - f. Have completed required training in 300 and 400.
 - g. Have experience using NIMS ICS during a multi-contingency, multi-agency response operation, exercise, or planned event.
2. Specific training requirements for EPLOs will be set by Commandant CG-OEM.
- a. In general, EPLOs will complete the CG-EPLO 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.
 - b. Participation in the Annual Joint DSCA Preparedness Workshop, the CG Liaison Workshop, and the All Contingency Preparedness Summit (ACPS) is encouraged.
 - c. Advanced training through FEMA, DSCA, and the Joint Forces Staff College (JFSC) are also encouraged.

APPENDIX C. MEMORANDUMS OF UNDERSTANDING AND MEMORANDUMS OF AGREEMENT (MOU AND MOA)

Listed below are the current MOU and MOAs between the USCG and other agencies that apply to Incident Management or Incident Response. The full documents are located on the Commandant (CG-OEM) portal page 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. The 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 and USCG will assign a minimum of four DHS/USCG personnel to staff two on-call Liaison Officers to DHS and 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 and USCG during domestic emergency management operations.
- D. FEMA/USCG Policy Guidance on ESF #10 Mission Assignments for the USCG signed 22 February 2019. The purpose of this memorandum is to provide clarifying policy guidance related to FEMA mission assignments to the U.S. Coast Guard for oil and hazardous materials response efforts in the U.S. coast zone. This memorandum clarified aspects of FEMA's Mission Assignment Policy, FP-104-010-2, issued November 6, 2015 and FEMA Memo of May 21, 2001 entitled Policy Guidance on ESF #10 Mission Assignments.

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APPENDIX D. KEY DEFINITIONS

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 Part 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 Part 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 AOR. 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, FOOSC, 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 E. ACRONYMS AND ABBREVIATIONS

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

Appendix E to COMDTINST M3010.24A

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
CG-DCO	Deputy Commandant for Operations
CGHQ	Coast Guard Headquarters
CGIC	Coast Guard Incident Commander
CG-IMAT	Coast Guard Incident Management Assist 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
CPS	Contingency Preparedness System
CRU	Critical Resources Unit
CSST	Contingency Staffing Support Team
CT	Counter-Terrorism

Appendix E to COMDTINST M3010.24A

DA	Direct Access
DA MOB Cell	Direct Access Mobilizationn Cell
DAT	Damage Assessment Team
DCE	Defense Coordinating Elements
DCMS	Deputy Commandant For Mission Support
DCO	Defense Coordinating Officer
DET	Detachment
DFA	Direct Federal Assistance
DHS	Department of Homeland Security
DOC	Department Operations Center
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
EEl	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
ETQC	Education and Training Quota Management Command
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
FSE	Full-Scale Exercise
FTL	Fire Team Leader

Appendix E to COMDTINST M3010.24A

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
IDT	Inactive Duty For Training
IGS	Intelligence Group Supervisor
IM	Incident Manager
IMAT	Incident Management Assist Team
IMPA	Incident Management and 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
LEOPs	Local Emergency Operations Plans
LEPC	Local Emergency Planning Committee
LFA	Lead Federal Agency
LNO	Liaison Officer
LOFR	Liaison Officer

Appendix E to COMDTINST M3010.24A

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
MSD	Marine Safety Detachment
MSM	Marine Safety Manual
MSRO	Maritime Security and Response Operations
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
MTRST	Maritime Transportation System Recovery Support Team
MTRU	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
NWCG	National Wildfire Coordinating Group

Appendix E to COMDTINST M3010.24A

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	Planning Section Chief
PSC	Personnel Service Center
PSC-PSD-SSS	PSC-Personnel Services Division-Surge Staffing Section
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
RBMSRO	Risk-Based Maritime Security Operations
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

Appendix E to COMDTINST M3010.24A

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
SLTT	State, Local, Tribal, and Territorial
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
SSBN	Strategic Submarine Ballistic Nuclear
SSC	Scientific Support Coordinator

SSI	Sensitive Security Information
SSS	Surge Staffing Section
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
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

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