

U.S. Department of  
Homeland Security

United States  
Coast Guard



---

# External Affairs Manual



COMDTINST M5700.13A

May 2021





COMDTINST M5700.13A  
12 MAY 2021

COMMANDANT INSTRUCTION M5700.13A

Subj: COAST GUARD EXTERNAL AFFAIRS MANUAL

- Ref:
- (a) External Affairs Tactics, Techniques, and Procedures, CGTTP 1.04.1 (series)
  - (b) Information and Life Cycle Management Manual, COMDTINST M5212.12 (series)
  - (c) The Coast Guard Freedom of Information and Privacy Acts Manual, COMDTINST M5260.3 (series)
  - (d) Gift Acceptance by Bands, Honor Guard and Drill Teams, COMDTINST 4001.1 (series)
  - (e) U. S. Coast Guard Personal Property Management Manual, COMDTINST M4500.5 (series)
  - (f) Limited Personal Use of Government Office Equipment and Services, COMDTINST 5375.1 (series)
  - (g) Standards of Ethical Conduct, COMDTINST M5370.8 (series)
  - (h) United States Coast Guard Regulations 1992, COMDTINST M5000.3 (series)
  - (i) Office of the Attorney General Memorandum, The Freedom of Information Act (FOIA), March 19, 2009
  - (j) Assistant Attorney General for Administration, U.S. Department of Justice Memorandum, Ensuring Compliance with Freedom of Information Act and Open Government Directive Requirements in Employee Performance Appraisal Records and Work Plans, October 2, 2015
  - (k) U.S. Coast Guard Foreign Affairs Policy Manual, COMDTINST M5710.5 (series)
  - (l) U.S. Department of State Memorandum, Issuance of Official Passports for U.S. Coast Guard Atlantic and Pacific Area (LANTAREA/PACAREA) Crisis Communications Teams Without Listing a Destination or Departure Date, February 7, 2020

1. PURPOSE. This Manual establishes policies and standards for the administration of the Coast Guard External Affairs Program for both Coast Guard Headquarters and the field.

DISTRIBUTION – SDL No. 170

	a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	q	r	s	t	u	v	w	x	y	z
A	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X		X		X	X				
B	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X					
C	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	
D	X	X	X	X	X			X	X		X		X	X					X	X	X	X	X	X	X	X
E	X	X			X	X		X	X	X	X	X		X		X	X	X	X	X	X		X	X		
F																	X	X	X							
G			X	X	X																					
H	X	X		X	X	X	X	X																		

NON-STANDARD DISTRIBUTION:

2. ACTION. All Coast Guard commanders, commanding officers, officers-in-charge, deputy/assistant commandants, and chiefs of headquarters staff elements must comply with the provisions of this Manual. Internet release is authorized.
3. DIRECTIVES AFFECTED. The Coast Guard External Affairs Manual, COMDTINST M5700.13 is hereby cancelled.
4. 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.
5. MAJOR CHANGES. Major changes include the renaming of the Community Relations to External Outreach and Heritage, as well as the renaming of the Internal Information Program to the Organizational Communication Program. Public affairs responsibility for units has been updated to provide clarity in instances when level of support was not clearly defined. Social media and public web guidance was updated to align with recent policy updates, including discussion of accountability as well as official, unofficial and personal use. Personal activities were updated. Public affairs officers' workforce management was updated to remove the PAOFF competency and replace it with the SEI-13 process for managing subspecialties. Major extractions include:
  - a. Chapter 9, subchapter K. External Affairs Standardization Team (EAST) has been removed.
  - b. Chapter 10, Public Service Awards, has been reassigned to the Recognition Programs Manual, COMDTINST M1650.26 (series).
  - c. Major additions include:
    - (1) Chapter 3, subchapter A. added verbiage to clarify PA support to units.
    - (2) Chapter 3, subchapter C. added verbiage to define 24-hour media relations response with public affairs office staffing.
    - (3) Chapter 3, subchapter G. was updated to reflect current social media environment.
    - (4) Chapter 3, subchapter H. is a new chapter outlining Coast Guard public websites.
    - (5) Chapter 3, subchapter I. has been renamed from "Internal Information Program" to "Organizational Communications Program." It updates policy and guidance regarding Organizational Communications, clarifies roles and responsibilities of Commandant (CG-0922), and establishes MyCG as a primary means for organizational communications throughout the Coast Guard.
    - (6) Chapter 6, subchapters B., C., D., and E. were updated to reflect new policies regarding personal activities in relation to publishing, social media, online engagement and personal monetization.

(7) Chapter 8, subchapter D. added verbiage to define Volunteer Public Affairs Specialists and their responsibilities as non-rated members assigned to public affairs offices while awaiting PA "A" school orders.

6. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS.

- a. Commandant Office of Environmental Management, Commandant (CG-47) reviewed the development of this Manual, and the general policies contained within it, and determined that this policy falls under the Department of Homeland Security (DHS) categorical exclusion A3. No further environmental analysis is necessary in accordance with the U.S. Coast Guard Environmental Planning Policy, COMDTINST 5090.1 (series).
- b. This Manual will not result in any substantial change to existing environmental conditions or violation of any applicable federal, state, or local laws relating to the protection of the environment. It is the responsibility of the action proponent to evaluate all future specific actions resulting from this policy for compliance with the National Environmental Policy Act (NEPA), other applicable environmental mandates, and the U.S. Coast Guard Environmental Planning Policy, COMDTINST 5090.1 (series).

7. 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: <https://www.dcms.uscg.mil/directives/>, and CGPortal: <https://cgportal2.uscg.mil/library/directives/SitePages/Home.aspx>.

8. RECORDS MANAGEMENT CONSIDERATIONS. Records created as a result of this Manual, regardless of format or media, must be managed in accordance with the records retention schedules located on the Records Resource Center CGPortal site: <https://cg.portal.uscg.mil/units/cg61/CG611/SitePages/Home.aspx>.

9. FORMS/REPORTS. None

10. REQUEST FOR CHANGES. Units and individuals may recommend changes via the chain of command to Commandant (CG-0922).

/J. P. HICKEY/  
Rear Admiral, U.S. Coast Guard  
Director, Governmental and Public Affairs



TABLE OF CONTENTS

CHAPTER 1 DOCTRINE

A. External Affairs Doctrine	1-1
B. Concept of External Affairs Operations	1-1
C. Operations and External Affairs	1-3
D. Communication Planning Principles	1-4
E. External Engagement Process	1-5
F. Levels of Engagement	1-5
G. Principles of Engagement	1-6

CHAPTER 2 POLICY

A. Authority	2-1
B. Components	2-1
C. External Affairs Coordination (Battle Rhythm)	2-3
D. Release of Information	2-3
E. Mission-Specific Guidance for the Release of Information	2-5
F. Communication Plans	2-13

CHAPTER 3 PUBLIC AFFAIRS

A. Responsibility	3-1
B. Public Affairs Guidance	3-3
C. Media Relations	3-3
D. Entertainment Media Relations	3-9
E. Authors	3-13
F. Imagery	3-15
G. Social Media	3-21
H. Public Web	3-30
I. Organizational Communications Program	3-32

CHAPTER 4 GOVERNMENTAL AFFAIRS

A. Responsibilities	4-1
B. Coordination and Awareness	4-3
C. Elected Official Access to Operations	4-4
D. Focused Engagements	4-4
E. Overarching Governmental Affairs Policy	4-6
F. Congressional Engagements	4-7
G. Intergovernmental Engagements	4-11
H. Tribal Engagements	4-11
I. Non-Governmental Organization Engagements	4-12
J. White House, Congressional, and DHS Fellows Program	4-13

## CHAPTER 5 OUTREACH AND HERITAGE

A. Overview	5-1
B. Coast Guard History (CG-09231)	5-1
C. Community Relations (CG-09232)	5-8
D. National Coast Guard Museum (CG-09234)	5-23
E. Coast Guard Ceremonial Honor Guard (CG-09235)	5-25

## CHAPTER 6 PERSONAL ACTIVITIES

A. General	6-1
B. Types of Personal, External Communication	6-1
C. Publishing	6-1
D. Social Media	6-3
E. Online Engagement	6-4
F. Off-Duty, Personnel Participation in Entertainment Programs	6-6
G. Communication with Elected Officials	6-7
H. Political Activities and Military Members	6-7
I. Prohibited Political Activities and Military Members	6-7
J. Campaign Activities for Civilian Employees	6-9
K. Prohibited Political Activities of Federal Civilian Employees	6-10
L. Hatch Act	6-10

## CHAPTER 7 MAJOR CONTINGENCIES

A. Major Contingencies	7-1
B. Concept of Operations	7-1
C. Surge Support	7-1
D. National Level Incidents	7-1
E. Response and Investigation	7-2
F. Responsibility	7-2
G. Area Crisis Communication Teams (CCT)	7-3
H. CCT Role and Objectives	7-4
I. Public Information Assist Team (PIAT)	7-6

## CHAPTER 8 WORKFORCE MANAGEMENT AND CAREER DEVELOPMENT

A. External Affairs Officer Workforce Management	8-1
B. Public Affairs Officers (SEI-13)	8-2
C. Public Information (INF) Chief Warrant Officers	8-3
D. Enlisted Workforce Management	8-3
E. Civilian Workforce Management	8-6
F. Reserve Workforce Management	8-6

CHAPTER 9 STANDARDIZATION

A. Functional Statement	9-1
B. Responsibilities	9-1
C. Staffing	9-1
D. Area External Affairs Offices	9-1
E. District External Affairs Offices	9-1
F. Public Affairs Detachments (PADET)	9-2
G. Unit Collateral Duty External Affairs Officers	9-2
H. Training	9-2
I. Equipment	9-2
J. Tactics, Techniques, and Procedures (TTP)	9-3

## CHAPTER 1. DOCTRINE

- A. External Affairs Doctrine. 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, congressional affairs, tribal affairs, and external outreach and heritage. It also includes the coordination of operations and outreach activities.
- B. Concept of External Affairs Operations. The external affairs mission is to plan, coordinate, and implement communication strategies designed to build understanding, credibility, trust, and mutually beneficial relationships with the publics who the Coast Guard serves. External affairs uses a rigorous, sophisticated approach to planning and implementing communication strategies that is comprehensive, integrated, and synchronized with our plans, policies, programs, and operations.
  1. Transparency. Inherent in the First Amendment to the Constitution under Freedom of Speech and Freedom of the Press, the American people have an expectation of transparency and a right-to-know from their government (the right to petition the government for a redress of grievances). To meet this obligation, 14 U.S.C. § 504(a)(6) specifically empowers the Commandant to, “collect, publish, and distribute information concerning Coast Guard operations.” As servants of this public trust, the Coast Guard has an obligation and responsibility to objectively inform the citizenry it serves about Coast Guard activities. The need for transparency is the foundation of “maximum disclosure, minimum delay.”
  2. Element of Operations. External affairs is an element of operations that is fundamental to mission success. External affairs is the unique capability that enables effective communication and engagements with key publics, which in turn contributes to achievement of operational objectives. The Coast Guard External Affairs Manual, its references, and the concepts contained herein mandate internal and external engagement as an integral component of mission planning and execution. External affairs cannot be an afterthought. Operational planning should incorporate integrated communication planning at the earliest stages. Doing so provides the best opportunity to ensure:
    - a. The right communication goals and objectives are established;
    - b. The right audiences are identified;
    - c. The right messages are developed;
    - d. The right communication tools are used at the right time.
  3. Levels of Responsibility. External affairs is an organizational, command, and individual responsibility. Keeping lines of communication open between the Coast Guard and its stakeholder groups is a basic function of management and leadership. Commanding officers should develop, implement, and use an external affairs program

that promotes public understanding of the Coast Guard, keeps the public informed of Coast Guard activities, and keeps Coast Guard personnel informed and knowledgeable of service plans, policies, and actions. External Affairs advances the goals and missions of the Coast Guard by leading, directing, and coordinating communication that expands awareness of the service's unique and enduring value to the nation. External affairs inspires support for the Coast Guard by fully informing the public and elected officials of the accomplishments, capabilities, and requirements of Coast Guard personnel, and by building trusted relationships within the Department of Homeland Security, and with external groups, constituencies, and Congress. The American public is entitled to credible, authentic, and knowledgeable spokespersons, which are often the people executing the mission. Therefore, external affairs is every Coast Guard member's (military, civilian, and auxiliary) responsibility. The Coast Guard authorizes and encourages its members to publicly communicate, under command guidance, non-restricted aspects of their areas of responsibility.

- a. External communication is engagement that builds awareness, understanding, credibility, trust, and mutually beneficial relationships with external publics on whom the command's success depends.
  - b. Organizational communication empowers Coast Guard personnel to act as credible spokespersons and increases internal understanding and service credibility on issues of external interest.
4. Releasing Information. The Coast Guard empowers its personnel to serve as spokespersons for the service.
- a. Personnel who are directly involved in an activity or are responsible for that activity, are encouraged to publicly discuss it, maintaining external affairs boundaries of security, accuracy, policy, and propriety. Those who are not directly involved in that activity should refrain from being perceived as an official Coast Guard spokesperson.
  - b. Accuracy is paramount in describing Coast Guard actions and practices, but must be balanced with timeliness of release. While the Coast Guard must tell its story accurately, it must also tell it first. A vacuum of information will be filled by a source, either credible or not. Balancing the completeness of information and its timeliness must be done with the objective of public understanding in mind. The Coast Guard should be guided by a bias for the release of information, even in the presence of incomplete information or uncertainty. Adverse information of public interest should not be withheld simply to avoid embarrassment. Additional reasons to withhold information may include security and personal privacy. These reasons must be applied judiciously in accordance with specific policy to ensure the protections required by law are met. However, they must not be over-applied and allowed

to stifle vital open discourse and understanding in the public's interest.

5. Standard of Ethics. Tell the truth. The Coast Guard expects every employee to act responsibly when releasing information and to protect information that is restricted from release. Intentionally withholding releasable information (after considering security, accuracy, policy and propriety) is unethical and erodes public trust in individual spokespersons and the Coast Guard as a whole. Every Coast Guard employee serves the public and should always treat members of the public, elected representatives, reporters, stakeholder groups, businesses, and organizations equitably and with respect. Coast Guard employees carry out their external communication duties in the public interest.
- C. Operations and External Affairs. This Manual provides guidance in preparing, planning, executing, and assessing Coast Guard engagements in the communication environment in support of service objectives.
1. Mission Success. Shared understanding is a strategic resource vital to Coast Guard success. Understanding the communication environment at all levels of command is a necessity for optimal mission results. Coast Guard operations depend on a shared understanding of the situation, capabilities, challenges, and mission objectives. Misunderstanding in any of these areas can create a gap between the Coast Guard and public expectations and demands.
  2. External Affairs Challenges. Challenges include the need to develop and maintain relationships necessary to obtain access, and therefore the opportunity to convey a message with credibility. Communication challenges during operations include the complexities of missions, difficulty in identifying and distributing high-quality information, and third parties that may be equally or more engaged with our stakeholders through the use of modern social media or other external engagement techniques. Technical challenges include establishing and maintaining connectivity in widely distributed locations where in-person engagement may be necessary. The technologies to interact in the global communication environment are potentially available to everyone, resulting in tremendous opportunities, and challenges, such as: limited available public and stakeholder time and attention.
  3. Commander's Intent. Coast Guard commanders visualize, plan, and direct operations, and external engagements are a part of those operations. The commander's intent in any operation should include clear external engagement objectives, so staff can develop appropriate tactics to execute a communication plan. The commander should visualize the desired end-state, to be achieved through external engagements, and operations, but understand effectiveness may be limited due to other entities own external affairs engagements. Communication goals support this end state, and can include increased awareness through trust, support, understanding, action, and advocacy.

D. Communication Planning Principles. The Coast Guard uses integrated communication planning to ensure coordinated and synchronized communication of the right message to the right audience at the right time to achieve operational or organizational communication goals or objectives.

1. Principles

- a. Shared Understanding. The desired end-state of external affairs engagements is to ultimately achieve and maintain a shared understanding, between the Coast Guard and its audiences, of the value the Service provides the nation.
- b. Communication Alignment. Communication alignment through coordination of messaging to stakeholder groups serves to minimize the distribution of mixed messages that can confuse the public or harm service credibility. If information coming from multiple Coast Guard sources is misaligned, public understanding could be lost.
- c. Communication Integration. This element of communication planning ensures the most appropriate mix of tactics are applied to a given challenge, thereby providing the best chance of achieving the desired end goal.
- d. Coordination Communication. External communication should occur at all levels of the Coast Guard. Communicators must continuously seek opportunities to link field and mission-level communication with broader organizational themes, priorities, and objectives to explain why Coast Guard activities are important to local communities and the nation. Coordinated communication supports our ultimate goal of shared understanding.
- e. Audience Focus. The publics, stakeholders, and interest groups the Coast Guard engages with consist of people with varying interests, backgrounds, and levels of understanding about the service and its missions. In order to successfully achieve shared understanding with these audiences, communication must be created and delivered based on their information consumption needs, preferences, and perceptions. This includes consideration of how the individual receiving the communication accesses information and which obstacles are likely to prevent a message from being received and understood as intended. Crafting audience focused communication requires constant evaluation and a keen understanding of the communication environment. This understanding is gained through the use of quantitative and qualitative data found in media analytics, social media metrics, surveys, academic research, and other evaluation tools used by public affairs practitioners.
- f. Commitment to Professional Excellence. Every communication effort and product deserves to be approached with the understanding that Coast Guard

members never get a second chance to make a first impression.

- E. External Engagement Process. Communicating about a specific issue, event, or idea requires understanding of the desired end-state of a communication effort. This desired end state should drive development of communication goals that support operational or organizational objectives, and identification of the most appropriate strategies and tactics to achieve those goals by applying a four-step management process. This process, known to communication professionals as RPIE, stands for research, plan, implement, and evaluate. This cyclical process allows external affairs planners to effectively assess the communication environment, identify threats or opportunities, plan a course of action to mitigate threats, optimize opportunities, implement the course of action, and evaluate the effectiveness of the actions taken.
1. Research. The first step in the external affairs process requires an assessment of the opinions, attitudes, knowledge, and behavior of publics concerned with or affected by the specific operations and/or policies of the Coast Guard. This is done in numerous ways, but represents the most important and often most overlooked step in the engagement process. What is learned during the research phase provides the foundation for engagements, and informs future steps in the process.
  2. Plan. Information gathered during the research step is used to make decisions about which publics require engagement, how best to engage them, and when to engage them. This is where external affairs planners decide on communication goals, strategies, and tactics best suited to accomplish the communication objectives based on what is known about the public's opinions, attitudes, knowledge, and behavior toward the matter at hand.
  3. Implement. This step involves execution of the plan and engagement with external publics, using strategies and tactics developed in the plan, in order to achieve communication objectives. External affairs practitioners must be mindful of who is doing or saying what, including when, where, and how.
  4. Evaluate. This step requires external affairs planners to assess the preparation and execution of the plan, as well as the results. Evaluation is conducted during plan implementation to make adjustments as needed, verify the plan is working, or inform the decision to discontinue the plan. If the desired results are not being obtained, external affairs planners use the evaluation step to assess the validity of assumptions, actions, and decisions made during the research, planning, and implementation phases. Lessons learned and insight gained throughout the process, particularly during the evaluation stage, feeds back into future research, planning, and implementation. Post implementation evaluation completes the last step; evaluation captures all effort made for the matter and the total results of the effort.
- F. Levels of Engagement. Shared understanding is achieved through varying levels of engagement. The concept of using the right engagement tool at the right organizational level for the right public is a helpful way to ensure that communication efforts are appropriately

focused, efficiently executed, and designed to achieve a goal or objective with a particular group or audience.

1. Awareness. Awareness is achieved through informational events such as news releases, blogging, mission days, media briefings, tours, and the use of honor guards and the Coast Guard Band. Members simply being in-public and in-uniform can generate awareness of the Coast Guard and its missions.
  2. Relationship Building. Once awareness is achieved, continued outreach fosters relationships, credibility, and trust. Investing our time and energy in building pre-need relationships to facilitate mission success pays large dividends. Relationship building can be accomplished through social media, frequent press coverage, face-to-face meetings, participation in public- private forums, social engagements, phone conversations, or any other mode of communication. The process of developing relationships and building trust facilitates the two-way communication essential in the external environment and 24/7 news cycle.
  3. Information-Sharing. Established relationships and earned credibility, coupled with the timely release of relevant information, position the Coast Guard to communicate effectively. Effective communication not only informs, it helps define understanding of missions, policies, and operational issues, fostering informed support for our service. These engagements can take the form of news and imagery releases, participation in entertainment productions, blogging, briefings, notifications, formal testimony, informal responses to inquiries, government advisories, and other engaging events.
  4. Dialogue. This level builds on information-sharing engagements, but is characterized by a higher degree of exploration of issues and information arising from more complex circumstances, policies, broad national interests, and large operations. These engagements can take the form of direct conversation during delegation visits, an extended series of briefings, and the provision of informal views on legislation. They can also take place with embedded media, support to entertainment productions, or during research conversations with media outlets.
  5. Consultation. These engagements draw on strong existing relationships, usually developed over an extended period. They require a high level of mutual trust and coordination. These engagements are used when providing legislative drafting assistance to Congress, participating in NGO or service support organization collaboration, working with service advisory committees and port-level partners, and during major contingency planning and exercise scenarios.
- G. Principles of Engagement. Successful engagement at all levels requires the implementation of best practices and principles to maximize the potential of every engagement opportunity. The following principles can be used at all levels of engagement and will help standardize efforts across Coast Guard engagements.

1. Perspective. Think like the selected external audience, public, or stakeholder and anticipate likely reaction to various presentations of your core message.
2. Synchronization. Synchronize external engagements with other operations and the operational environment.
3. Integrity. Remain ethically and intellectually honest.
4. Unity of Effort. Align external engagements to achieve the shared objective.
5. Prioritization. Prioritize engagements based on capacity, urgency, and impact.
6. Excellence. Strive to achieve the highest standards of quality.
7. Prediction. Accept the risk that anticipated external views and reactions are merely predictions; sometimes public reaction cannot be foreseen.
8. Agility. Remain flexible and adapt to changing situations.
9. Collaboration. Leverage the diverse expertise of external affairs resources.
10. SAPP
  - a. Security. Avoid discussing classified subjects or sensitive information that could violate operational security.
  - b. Accuracy. Vet information to prevent release of inaccurate statements. Refrain from succumbing to the temptation to make assumptions or speculate.
  - c. Policy. Know the guidance and policies associated with the release of information before engaging external audiences.
  - d. Propriety. Every release of information should be in good taste and should not violate the expectation of the receiving audience.

## CHAPTER 2. POLICY

- A. Authority. The Director of Governmental and Public Affairs, Commandant (CG-092), is the authority for all Coast Guard external communication and integrates the functions of governmental affairs, public affairs, and communication coordination and planning. This manual, together with Reference (a), provide the step-by-step guidance to perform the many activities of these functions.
- B. Components. The External Affairs Program is divided into three interdependent components: public affairs, governmental affairs, and external outreach and heritage. Enhancing operations requires the synchronized efforts of all three components. Each component uses different tactics and procedures to accomplish external affairs goals, and all communication activities require alignment.
1. Director of Governmental and Public Affairs (CG-092). Commandant (CG-092) is responsible for overall policy, guidance, and program management for external affairs; overseeing the Coast Guard's governmental affairs, public affairs, and communication coordination and planning offices. External affairs practitioners play a key role in organizational communication by informing the workforce about Coast Guard issues, and providing senior leadership counsel and assistance in effective communication strategies and tactics.
  2. Office of Congressional Affairs (CG-0921). Commandant (CG-0921) is responsible for overall governmental affairs policy and guidance for the Coast Guard's Governmental Affairs Program. This office is responsible for engagement with congressional and other governmental entities in Washington D.C., as well as overseeing the congressional affairs activities for the entire Coast Guard. Almost all Coast Guard units have access to and interaction with local, regional, and national elected officials. Coordination with Commandant (CG-0921) is imperative to ensure message alignment, especially regarding senior Administration officials and Members of Congress.
  3. Office of Public Affairs (CG-0922). Commandant (CG-0922) is responsible for the overall policy and guidance of the Coast Guard's Public Affairs Program. CG-0922 engages with national media, coordinates the public affairs activities for Coast Guard Headquarters, and advises the Commandant on all public affairs issues as well as oversees the public affairs activities for the entire Coast Guard. These activities include digital media (social media and public web management), strategic communications planning and coordination, organizational communications, and liaison with the entertainment industry.
  4. Office of External Outreach and Heritage (CG-0923). Commandant (CG-0923) is responsible for developing, improving, and maintaining public understanding and support of Coast Guard missions through outreach and program management of external engagement throughout the Coast Guard. CG-0923 creates and establishes policy and guidance for field units engaging in external relations. The office also

leverages the rich character of the Coast Guard's heritage to support strategic outreach opportunities, using historic past experiences to highlight the Coast Guard's alignment and value to the nation.

5. Area External Affairs. Area external affairs staffs serve as public, governmental, and international affairs advisors to area and district commanders. In coordination with Commandant (CG-092) and Commandant (CG-DCO-I), area external affairs staffs translate strategic guidance into tactical direction for external engagements within an area's area of responsibility (AOR). Area external affairs staffs may lead national-level external affairs engagements and provide support for cross-district events as needed. During regional contingency and surge operations, area external affairs staffs act as the resource coordinator for the districts in the AOR. Area external affairs staffs also serve as the press assistant to the area commanders, the primary spokesperson for the areas, and the servicing public affairs office for area units. Policy and guidance for carrying out responsibilities for international affairs will be developed IAW Reference (k).
6. Deputy Commandant for Mission Support (DCMS). The components of Commandant CG-0921, CG-0922, and CG-0923 are the servicing external affairs support element for DCMS commands to include Force Readiness Command (FORCECOM), the Director of Operational Logistics (DOL), and all training centers. When appropriate, and especially due to close proximity of other external affairs support elements, Commandant (CG-0921, 0922, 0923) will coordinate with district and area external affairs offices to provide appropriate support.
7. District External Affairs. District staffs serve as spokespersons for the districts and are responsible for the execution of the governmental, public and international affairs programs within a district's AOR.
8. District External Affairs Officer (EAO). The district EAO ensures coordination of external affairs activity at the district level, and incorporates communication coordination and planning, and tactical direction from Commandant (CG-092) with local operational requirements. Additionally the EAO serves as the district commander's external affairs officer responsible for regional policy development and management of the district's external affairs program.
9. District Public Affairs Officer (PAO). The district PAO manages the public affairs program at the district level, supervises the public affairs staff and detachments, advises the district commander on public affairs issues, and acts as the press assistant to the district commander. The PAO is responsible for the development and management of the district's media relations, social media, community relations and organizational communication programs. The PAO also provides support, advice, and technical expertise to the units within the district's AOR.

10. District Governmental Affairs Officer (GAO). The district GAO acts as the government affairs advisor to the district commander and provides support and technical expertise to the units within the district's AOR.
  11. Unit. Unit level personnel manage the unit's external affairs program and work closely with the District External Affairs staff. All units must establish a source of public affairs support, whether assigning a permanent party member as a unit public affairs officer (UPA) or by identifying public affairs support within the unit's chain of command. Units are also encouraged to establish a source of governmental affairs support in the same manner to establish outreach methods to state and municipal officials, local congressional staffs, tribal entities, and other government partners. A unit collateral duty GAO can also serve as a point of contact for the district GAO.
- C. External Affairs Coordination. Commandant (CG-092) briefs senior Coast Guard and DHS leadership to ensure situational awareness of service activities and developing issues. This synchronizes external affairs announcements and activities throughout the department and allows mutual support of regional and national objectives. Further guidance on external affairs coordination, and the specific methods by which these reports are drafted, are found in Reference (a).
1. Delegated External Affairs Authority. The Coast Guard operates with a system of delegated external affairs authority. That authority requires situational awareness and alignment. Commandant (CG-092) will promulgate coordinating mechanisms to support leadership needs and to ensure external affairs efficiency. Headquarters directorates, area, district and subordinate commands will promulgate reporting requirements to their units to meet external affairs needs.
  2. Reports. Reports are not required for emergent issues and cases such as active, routine SAR, COTP control actions or law enforcement cases that are not planned. When these events are reasonably expected to garner national attention, timely advance notice will be routed up the chain of command to the Commandant (CG-092) by the most expeditious means.
  3. Planned media relations activities. Planned media relations activities include any engagement with media, support to CG-0922, Motion Picture and Television Liaison Office (MOPIC) activities, roundtable events (blogger or mainstream media), and launches of campaigns or other strategic initiatives. Reports of planned media engagements are required regardless of the level of anticipated media attention (e.g. local, regional, or national level media.) Planned news releases and media advisories will also be reported at least three days in advance of the event or planned release. In addition, planned district or higher-level blog posts will also be reported if not previously noted. Further guidance can be found in Reference (a).
- D. Release of Information. In accordance with Reference (c), it is Coast Guard policy to make publicly available all information about, and imagery of, service activities except those specifically restricted by law and operational security. It is critical to balance timeliness,

completeness, accuracy, and synchronization to ensure information is responsibly conveyed. Information can be made public electronically, in writing, through imagery, by live or recorded 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.

1. Authority to Release. The authority to release information from the Coast Guard (release authority) is delegated from the Commandant. While some information is not restricted from release, its sensitivity or complexity could require internal Coast Guard and external stakeholder coordination prior to release. The command involved is responsible to be aware of the information release impacts, the needs and concerns of its stakeholders, and requirements to inform higher levels of command. The Department of Homeland Security requires that news releases on contracts or grants of more than \$1 million be made in Washington, D.C. Release of information regarding the travel of cabinet level officials must be cleared through Commandant (CG-092) and DHS Office of Public Affairs (OPA).
  - a. Commandant (CG-0922). Headquarters Public Affairs Staff has release authority for all Coast Guard operations, activities, and policy announcements or other matters of national public interest. This includes the release of information at the headquarters level about field level activities. Commandant (CG-0922) is the release authority for all policy, workforce, acquisition, budget, doctrine, and Coast Guard-wide issues, or activities at any level of the Coast Guard deemed to have service reputational or policy implications.
  - b. Area, District, and Sector Commanders, Commanding Officers & Officers-In-Charge. Area commanders, district commanders, sector commanders, commanding officers, and officers-in-charge are the release authority for information on their respective activities without prior approval from higher authority. Release authority may be designated at a higher level in cases where the release impacts service reputation, requires interagency coordination at the headquarters level, or impacts policy positions of the service or national command authority. Commandant (CG-092) or higher command levels may impose additional conditions on the release of information.
  - c. Individuals. Every member, employee, and Auxiliary member of the Coast Guard is a spokesperson and may be called upon to speak with the public. Each member of the Coast Guard is authorized and encouraged to publicly discuss non-restricted aspects of their area of responsibility unless release authority or a spokesperson has been designated at a higher level via public affairs guidance, policy, or other order. Every employee must also adhere to the requirements in this Manual and pay close attention to the policy for personal activities.

2. Restrictions on Release. Generally, information should only be withheld if required by law. Some examples of information restricted from release include: if the information is a trade secret or considered privileged or confidential; if the information is contained within inter- or intra-agency documents that would not be available by law to a party other than one in litigation with the agency; if the information is a clearly unwarranted invasion of personal privacy; or if the information could jeopardize or interfere with a judicial proceeding, or law enforcement or other Coast Guard operations; etc.
  - a. Classified and Security Information. Do not release classified information. Withhold information that violates security or compromises ongoing operations, such as specific operational details (e.g. numbers or types of equipment, asset operating schedules, destination, personnel, or missions). Consult with a servicing external affairs office and command security officer before releasing information that might compromise operational security (OPSEC) or originate from an intelligence-based source.
  - b. Trade Secret. Proprietary information that Coast Guard members may have access to during their performance of duties may be protected via intellectual property laws. This could include technical specifications for equipment, drafts of scripts or screenplays, media story ideas, photos or videos taken during testing periods or filming support operations. This information would not normally be available to the public and therefore restricted from release. Reference (c) contains additional guidance pertaining to trade secrets.
  - c. Physical Security. Ensure secure spaces are sanitized prior to giving tours or capturing imagery within a secure space. Seek approval from appropriate authorities before providing access to secure spaces to external publics.
  - d. Information Operations (Info Ops) and Psychological Operations/Warfare (Psy Ops). The Coast Guard is prohibited from participation in information operations or psychological operations as described in Department of Defense (DoD) Joint Publication 3-61, "Public Affairs," 19 August 2016, and Joint Publication 3-13, "Information Operations," 20 November 2014, in interactions or releases of information to the public.

E. Mission Specific Guidance for the Release of Information.

1. Search and Rescue.
  - a. Survivors and the media. The Coast Guard will not require survivors to engage the media or speak publicly. Coast Guard members may convey requests by the media for interviews to survivors and may provide assistance as required or requested.

- b. Names of individuals rescued. The Coast Guard will release the names of individuals rescued by the Coast Guard. The release of the names of minors rescued by the Coast Guard requires parental, guardian, or custodial consent. The Coast Guard will release the names of individuals being sought in connection with overdue cases. This release of information is part of the operational mission.
  - c. During Searches. During searches for people known to be in distress, names will only be released after the next of kin have been notified of the situation. If reasonable attempts have been made and failed and/or a reasonable time has passed and verification of next of kin notification has not been provided, the names may be released.
  - d. Next of Kin notification. Names of survivors will not be released until positive identification has been made on victims and next of kin are notified. This is to prevent next of kin or the media from deducing who was injured or killed. Local authorities have the lead for the release of the names when injured or deceased victims are brought ashore by those authorities.
  - e. HIPAA. In accordance with the Health Insurance Portability and Accountability Act (HIPAA) of 1996 and propriety of release considerations within SAPP, Coast Guard members will not discuss the specific details of a victim's injuries or the condition of remains. Generalized descriptions such as leg injury, head injury, extensive burns, hypothermia, etc. are acceptable.
  - f. Suspended Search. If the Coast Guard is unable to locate the subject(s) of a search, the search is eventually suspended. Coast Guard personnel will not state that the case is closed and/or that the missing subject(s) is/are presumed dead. The correct statement is, "The Coast Guard has suspended its search for (subject[s]) pending the development of new information."
2. Accidents Involving the Coast Guard. Unit, district, and area contingency plans should have an appropriate public affairs annex or public affairs guidance (PAG) that clarifies the process for the release of information in the wake of an accident involving Coast Guard resources, assets, or personnel. In general, handle the release of Coast Guard accident information in the same manner as if the Coast Guard were not involved. Names of personnel casualties will not be confirmed or released to the media or public until 24 hours after official next of kin (NOK) notifications are complete. The 24-hour delay provides a period of decency and privacy for NOK to absorb their initial grief.
- a. Casualty. Casualty status exists when a person is lost to the Coast Guard because the person is ill, injured, wounded, captured, missing, dead, excused absence but whereabouts are unknown, or in a duty status, but whereabouts are unknown.

- b. Release of Coast Guard Names. The names of Coast Guard personnel who survived an accident will not be released until the names of the dead can also be released to prevent the media or families from surmising the names of the dead.
  - c. Release of names of victims or survivors. The names of victims or survivors obtained by the media from other sources will not be confirmed unless the Coast Guard has already released the names. In these cases, a knowing release authority may release a statement confirming the status of a Coast Guard member, but will not release the name until 24 hours after NOK notification.
  - d. Next of kin notification. In some situations, NOK notification in a timely manner might not be possible and the need to release the Coast Guard member name becomes critical to close family, friends, and external publics outside of the NOK. In these cases, knowing release authorities will work closely with the responsible Decedent Affairs Officer (DAO) authority and present a course of action for policy waiver to Commandant (CG-0922).
  - e. Post-Mishap Response. Following a mishap involving Coast Guard resources, assets, or personnel, units must coordinate the release of any information or imagery with their servicing public affairs office and the Mishap Analysis Board (MAB) President.
3. Coast Guard Accidents Involving other Branches of the Armed Forces. Coast Guard units participating in joint operations, including exercises, which are under the operational control of another service or combatant command, will follow the public affairs guidance for that command. Coast Guard spokespersons operating in-theater will ensure all news releases, articles, and imagery are cleared for release through the designated military command with the authority to release information. In joint missions involving a military mishap, the first announcement of the incident should be made by the service responsible for the operation or exercise. The release of names of members of other services involved in an accident will be made by that member's service in accordance with that service's policy.
4. Releasing Information about the Coast Guard Response to an Accident Involving Another Branch of the Armed Forces. When the Coast Guard responds to an accident involving another service, a unit's public affairs officer may release information regarding any Coast Guard rescue or recovery attempt. Generally, information the Coast Guard releases will be centric to Coast Guard operations. Do not elaborate on the type of distress. Information about the other service's equipment or personnel will be limited to basic facts including: confirming that an accident has taken place, the general location, the time the report was received, the number of people rescued, and general information about Coast Guard units involved. Make every effort to coordinate the release of information with the impacted Department of Defense command. Do not release any information that may violate operational security.

5. Release of Information about Coast Guard Operations while Deployed to a Department of Defense (DoD) Combatant Command. Deployed Coast Guard units may embed/embark media as authorized under DoD guidelines. Embed requests must be coordinated through the embed coordinator at the appropriate combatant command or major command. Follow DoD public affairs policy, or specific combatant command public affairs policy, when deployed in support of DoD operations.
6. Non-Military Incidents. A non-military incident is a situation, which could adversely affect U.S. foreign relations or the safety of U.S. citizens abroad. Non-military incidents include hijackings, asylum requests, the seizure of or interference with the navigation of a U.S.-flagged ship, the detainment or harassment of a U.S. citizen abroad, conflicts between U.S. and foreign fishing vessels, and law enforcement actions taken against a foreign-flagged ship. The release of information related to a non-military incident will be coordinated through the responsible district or area public affairs office with concurrence from the Global Maritime Operational Threat Response (MOTR) Coordination Center as applicable.
7. Non-Categorized Contingency or Accident. A non-categorized contingency or accident is a situation that could potentially have been caused by and cannot clearly be discounted as a terrorist attack. In these incidents, timely, authoritative, and consistent information is vital to public safety and confidence. Statements, press releases, web/social media postings, and imagery releases must be clearly and carefully conveyed to promote public safety, protect future courses of action (including investigations), and not stoke speculation. Coast Guard spokespeople will not speculate as to the cause of an incident. Any further statements, to include determining a terrorist incident, will be referred to the appropriate lead agency if identified. Further statements must first be coordinated with other relevant authorities at the local and national levels. Coordination at the national level is through the National Joint Information Center via Commandant (CG-0922). This guidance is not meant to inhibit a local commander from informing the public of truly vital public safety information. In the absence of the coordination described above, PAOs and the leadership they serve must use their best judgment to assess the need to provide information for public safety, information management, and rumor control. Should the Coast Guard be directly involved in the detection, disruption, or response to an event that cannot immediately be discounted as an attack, initial statements will be limited to:
  - a. “The Coast Guard is responding to a report of (describe report) with the following assets (generally describe assets while protecting operational security of any ongoing operation);”
  - b. “This information is only preliminary and may change as we gather more information. We will provide more information as it becomes available;”
  - c. Any specific Coast Guard action (closed river, port, increased MARSEC);

- d. Any action the Coast Guard wants mariners or the public to take;
  - e. “The Coast Guard is working in cooperation with our federal, state, and local partners to protect lives, mitigate damage, and support further investigation of this incident by the appropriate authorities.”
8. Release of Information Regarding Law Enforcement Cases. The timely release of information and imagery about law enforcement operations is consistent with national policy and serves to build awareness and support for our service’s unique authorities and capabilities. Coast Guard spokespersons will ensure that the release of information or imagery does not compromise ongoing operations or investigations, endanger lives, or reveal information beneficial to criminals and other adversaries.
  9. Ongoing Operations. The proactive release of information about ongoing law-enforcement activities/operations is not authorized except in those cases where specific operational objectives are achieved through the proactive release of information. Designated Coast Guard spokespersons may be authorized to confirm the conduct of an operation in response to query in PAG, but will defer providing any releasable information until the operation has been concluded.
  10. Identification of Law Enforcement Personnel. Under no circumstances are Coast Guard spokespersons authorized to attribute information or quotes to anonymous sources in public releases. If the threat condition is so high as to merit no personal identification at all, there should be no release of any information about the case at all. In these cases, the cognizant district or area PAO will be consulted prior to the determination that information cannot be safely released. Information identifying Coast Guard law enforcement personnel in photos, video, or audio is prohibited from release only when a specific threat or intelligence of such a threat exists that such a release will place the person in danger. In these cases, the cognizant district or area PAO will be consulted with the security manager prior to the determination that information cannot be safely released. Information identifying law enforcement personnel from other agencies will only be released in accordance with the policy or approval of those agencies.
  11. Counter-Drug Operations. Announcements of a drug-related investigation, seizure, or arrest of suspects is generally made by the lead agency. The Coast Guard will release information as soon as practical following the enforcement action and at other key points in the case (seizure, drug offload, cutter return to homeport). There is no requirement to wait until follow-on actions, such as drug or prisoner transfer or prosecution, are complete so long as operational security and investigative leads are not jeopardized. The balance of timely release and protection of operational security and investigations is accomplished through coordination with the prosecuting Assistant U.S. Attorney’s Office and other involved agencies. It is the responsibility of the lead Coast Guard unit, most often the district within whose AOR the seizure occurred, to balance these factors to maximize external affairs value of these high-

profile cases while also protecting required information.

a. Releasable information includes:

- (1) The fact that the Coast Guard has made a seizure and/or arrests of suspects;
- (2) The name and homeport of the cutter making the interdiction;
- (3) The name, flag-state, and description of seized assets;
- (4) The date, time, and general location of the law enforcement action;
- (5) Whether a pursuit was involved, if warning shots or disabling fire were used, if resistance was encountered, and what general measures were taken to gain compliance;
- (6) The number of people detained or arrested, and their nationalities;
- (7) The type of narcotics and the estimated amount of the seizure;
- (8) The activities and contributions of participating agencies if cleared by appropriate authorities within that agency;
- (9) Video or still imagery of the interdiction once cleared by the cognizant district public affairs office and USAO.

b. The following information will not be released:

- (1) Any statements made by suspects, or any statement detailing whether the suspects made or refused to make a statement to law enforcement officers;
- (2) Any indication of prospective witnesses for the case;
- (3) Any comment regarding the credibility of testimony of anyone involved in the case;
- (4) Any information regarding potential pleas of suspects or any comments regarding guilt or innocence or the merits of the case against the accused;
- (5) Any statement affirming that intelligence led to the action, except when the agency providing the intelligence authorizes such statements;

- (6) Any information controlled or owned by another government unless specifically authorized for release by that government's competent authority.

12. Relief of Command. The public's right to know and the service's need to maintain public trust and confidence require nothing less than the full, transparent, forthright, and timely release of information when a commanding officer, officer-in-charge, or flag officer is removed from command. The provision for withholding information regarding administrative actions due to privacy in these cases does not apply equally for those in command. The approach of response-to-query (RTQ) only is not acceptable in cases where a commanding officer, officer-in-charge, or senior Coast Guard official has been removed from command, as it does not align with the service's policy regarding the release of information. Generally, this requirement applies to flag officers in all positions and commanding officers of areas, districts, headquarters units, sectors, bases, and major cutters. It may also apply to station and small-unit commanding officers or officers-in-charge when those units are prominent in the local community or that official is the senior Coast Guard member in the region. The release of information related to a relief of command will be coordinated through the responsible district and area public affairs office and servicing legal staff.

a. The following information will be released:

- (1) Name/rank of person being relieved;
- (2) Relieving authority;
- (3) Unit;
- (4) Duration of relief either temporary or permanent;
- (5) Acting commanding officer or officer-in-charge;
- (6) Status of any pending investigation.

13. Courts Martial of Coast Guard Personnel. Courts martial proceedings are public and as such, the cognizant district external affairs office will be notified by the convening authority prior to commencement of summary court martials, special court martials, and Article 32 proceedings so that an informed decision can be made on the need for information release. While a court martial is not a routine matter, they happen frequently enough such that not all court martial cases are newsworthy and therefore may not merit a proactive release of information.

a. The following information is generally not releasable:

- (1) Subjective opinions, observations or comments concerning the accused's character, demeanor at any time, or guilt of the offense(s)

involved;

- (2) References to confidential sources or investigative techniques or procedures;
- (3) The accused's prior disciplinary or criminal record, including non-judicial punishment, arrests, indictments or charges may not be released before sentencing (statements verifying whether or not the accused has prior criminal or disciplinary records are acceptable);
- (4) Verifying or denying the existence of a confession or detailing the contents of a confession, admission, statement of alibi, or the refusal or failure of the accused to make any statement;
- (5) The performance of any examination or test, such as polygraph, chemical, ballistics, etc., or the refusal or failure of the accused to submit to testing;
- (6) The possibility of a plea of guilty to any charge, or to a lesser offense, and any negotiation or offer to negotiate respecting a plea of guilty;
- (7) The identity, testimony, or credibility of actual or possible witnesses.

b. Non-judicial punishment (NJP) is an administrative matter and, in general, information about NJP is not released to the public, as it would violate privacy. However, if in the opinion of the convening authority, after consultation with a public affairs officer and staff judge advocate, the public's need to know exceeds the protection afforded under privacy standards, the release of information about NJP proceedings is authorized. The release of information in such cases will be coordinated between the PAO and the appropriate district legal office.

14. Sexual Assault Prevention and Response. The ultimate authority concerning release of information at any stage of the military justice process resides with the convening authority. The general default media posture, throughout the service, for military justice cases involving charges of sexual assault is active, rather than respond to query or passive for those points where information is a matter of public record. The ultimate determination of whether to issue a news release remains the purview of the convening authority with the legal advice of his/her Staff Judge Advocate (SJA) and counsel from her/his PAO. The Coast Guard must consult with the victim prior to releasing information on criminal proceedings. Convening authorities should consider not releasing information against a victim's wishes, especially if it may discourage participation in the prosecution of a case. While the posture is active, no press releases will be issued without the authorization of the court-martial convening authority, with the prior advice (and preferably concurrence) of the SJA.

- a. Considerations. Each sexual assault case, indeed each military justice case, is unique and requires deft handling. Convening authorities should consider a passive or response to query posture for sexual assault cases as the exception, rather than the norm. Considerations must also be given to the accused's privacy interest.
- b. Privacy. Whether disclosure of information regarding the accused constitutes an unwarranted invasion of privacy depends upon the assessment of whether the accused has a reasonable expectation of privacy. The release of information relating to a criminal proceeding is subject to Rules of Professional Ethical Conduct for the attorneys involved in the case, Service regulations, security requirements, judicial orders, applicable laws such as the Privacy Act, the Freedom of Information, and the Victim and Witness Protection Act.
- c. Release of information. Information may not be disseminated if it could reasonably be expected to violate any of these laws or regulations, or if release would interfere with law enforcement proceedings or deprive a service member to a fair trial or an impartial adjudication in a criminal proceeding. Publicly released information will include only factual matters and will not offer subjective observations or opinions, and must have the approval of the Convening Authority, after receiving advice from the SJA.

15. Litigation Against or Involving the U.S. Coast Guard. Comments on pending litigation against or involving the Coast Guard, while not prohibited in all circumstances, have the potential to affect ongoing cases. The release of information about litigation involving the Coast Guard will be coordinated through the appropriate public affairs office at district, area, or headquarters. In all cases, coordination with the appropriate servicing SJA or legal officer is required prior to the release of information.

F. Communication Plans. The communication coordination and planning process is implemented in the Coast Guard through the use of the long-range communication plans and short-term communication action plans (CAP). These plans ensure that all levels of the organization with equities in a particular subject matter, issue, or initiative are engaged and collaborating to best position the Coast Guard for success. A long-term communication plan is developed to plan for and coordinate communication activities that involve multiple issues, last six or more months in length, and that may include several phases that require individual CAPs. A CAP is a simplified and standardized method of organizing, coordinating, and synchronizing complex engagement activities. A standardized CAP is employed for discrete, short-term, single-phase issues or events that have medium to high visibility.

1. Parameters. The following criteria will be engaged or expected before initiating a CAP:

- a. Significant external interest;
  - b. Involves issues that require sustained or in-depth communication;
  - c. Complex outreach, i.e., to many different audiences including government, public, stakeholders, families of victims, and/or employees;
  - d. Engagement across various organizational layers within Coast Guard Headquarters, DHS, or other affected agencies.
2. Usage. CAPs will be used to organize, coordinate, and synchronize communication on all significant matters. The need for a CAP for pre-planned operations and events should be anticipated to allow sufficient time for a use of the deliberate communication planning process. This could be several months or weeks in advance depending on the operation. However, in the case of a no-notice event or contingency, CAPs may be created just in time to coordinate the external affairs response. Examples include:
- a. National Events. Coast Guard milestones, participation in nationally recognized observances, and deployment of resources for high-visibility responses, e.g. Commandant's change of command, record drug bust, Earth Day, Coast Guard Day, initial deployment for military operations or support for hurricane response;
  - b. Policy Implementation. New policies that will substantially affect a segment of the maritime industry or general public as identified by the Coast Guard, DHS or other agency as "significant," e.g. completion of reports of investigation for major marine incidents involving death or headquarters rulemakings (notice of proposed rulemaking, interim rule, or final rule), annual delivery of the President's budget;
  - c. Pre-planned Operational Activities. National or regional level operations, events and campaigns that are politically sensitive, can cause disruption or concern to the public, or gain significant national or regional press interest;
  - d. Mission Irregularity. Release of reports related to Coast Guard accidents with loss of life (employee or civilian) or severe damage that result in an administrative investigation (final action of the convening authority) or safety investigation (final report), e.g. loss of aircraft, cutter collision with another vessel, or negligence resulting in loss of civilian lives or property;
  - e. Reputational Damage. Public actions or information that will bring discredit or embarrassment to the Coast Guard, e.g. audits, reports, major court martial, or allegations of government malfeasance;

- f. Command Discretion. A CAP may be employed at the discretion of the commanding authority or Commandant (CG-092).
3. Governance. Headquarters level communication plans and CAPs will be coordinated through Commandant (CG-092), and will be created according to the format and process maintained by Commandant (CG-092). Field level plans, except those relating to the matters described above, will be coordinated by the area/district staffs using a standardized format maintained by Commandant (CG-092).

## CHAPTER 3. PUBLIC AFFAIRS

### A. Responsibility.

1. Office of Public Affairs (CG-0922). The Office of Public Affairs, Commandant (CG-0922), is the authority for communication planning for issues or activities that are deemed by COMDT (CG-092) to have service-wide implications or initiatives. All Coast Guard commands must identify and establish a primary source of external affairs support. Optimally a command or unit should establish first-line support with the geographically-closest external affairs office or detachment. CG-0922 is responsible for coordinating, with the Department of Homeland Security and all affected Coast Guard commands, the release of information relative to national and international interests, for determining whether information should be released at the seat of government or by local staffs, for servicing all national media, and for review and clearance of releases dealing with:
  - a. Subjects of potential controversy among the military services;
  - b. Coast Guard-wide policy or policy of other federal agencies;
  - c. Public statements on domestic, foreign, and military policy;
  - d. Statements or information on non-military incidents;
  - e. Information reflecting or implying the degree of success of intelligence efforts, including intelligence efforts in support of the enforcement of laws and treaties;
  - f. Subjects of national interest and those involving districts in both areas;
  - g. Releases of information on the commissioning, decommissioning, relocation, or other significant changes to Coast Guard units. Do not release any information of this nature to the media before Headquarters notifies the appropriate congressional representatives.
2. Area Commanders. Area commanders are responsible for the external affairs programs for every Coast Guard command within their geographic AOR. Area external affairs offices must provide external affairs support to units under their TACON. Area external affairs offices must provide external affairs support by direction of COMDT (CG-092) external affairs program authority. Area external affairs offices must release information regarding Coast Guard activities within their geographic AOR, without prior approval from higher authority, unless otherwise directed by COMDT (CG-092), delegated authority, or the Commandant's Advisory Group.

3. District Commanders. District commanders are responsible for the public affairs programs within their AOR, District external affairs offices provide support, advice, and technical expertise to the commands within their respective geographic AOR regardless of whether or not a command or unit is an area or headquarters command or unit. District external affairs offices must provide external affairs support by direction of area or COMDT (CG-092) external affairs program authority. District external affairs offices must provide external affairs support to units under their TACON. District external affairs offices must release information regarding Coast Guard activities within their geographic AOR, without prior approval from higher authority, unless otherwise directed by their area external affairs office, COMDT (CG-092), delegated authority, or the Commandant's Advisory Group.
  
4. Commanding Officers and Officers-In-Charge. Commanding officers and officers-in-charge may release information regarding their respective activities without prior approval from higher authority, unless otherwise directed by Commandant (CG-0922), area commanders, district commanders, or this Manual. The primary unit contact for public affairs guidance and the release of information is the unit's collateral duty public affairs officer, the unit's servicing public affairs detachment, district public affairs office, or area public affairs office. Commands will seek, from district public affairs offices, public affairs briefings for all hands to include guidance on the rules for the release of information (including imagery and social media), conducting media interviews, staging or attending public events, and responding to inquiries from the public. Sectors, air stations, area cutters, and training centers will designate a collateral duty public affairs officer who will carry out the unit public affairs program. Collateral duty PAOs will become familiar with the policies contained within this Manual, as well as Reference (a), and guidance provided by Commandant (CG-0922). Careful thought should be given by commanding officers and officers-in-charge in selecting the collateral duty PAO. Collateral duty PAOs must possess poise under pressure, a good understanding of all Coast Guard roles and missions, and how they relate to their unit. They should also possess excellent speaking and writing skills, and most importantly, a desire to engage with the public about the Coast Guard. The most successful collateral duty PAOs are those who have been at the unit for at least one year, are qualified in their main specialty, and are trusted and respected by unit personnel who must support the unit external affairs mission. Commanding officers and officers-in-charge must provide notification to their servicing public affairs detachment or district public affairs office of any release of information or imagery or any press inquiry that is:
  - a. Likely to generate national media interest, congressional interest, significant regional interest, or interest by publications of record;
  - b. Tied to national level issues (example: new cutters, aircraft or small boat; ribbon cutting of new facilities, etc.);
  - c. Likely to impact Coast Guard reputation.

5. Public Affairs Detachment (PADET). PADET personnel are assigned to the district command cadre, but are detached duty to a region. Each PADET is usually collocated with a sector or air station to provide daily direct media relations, social media, and imagery support to the field. PADET personnel remain available for assignment and deployment to other areas as needed. While the PADET reports to the district PAO, its personnel provide public affairs support to the units within the geographic area they are assigned and will maintain a close relationship with units and collateral duty public affairs officers. Field commanders will fully incorporate the PADETs into daily operations and ensure close cooperation and synchronized effort between the unit's collateral duty public affairs officer and the PADET. Field commanders should include PADET personnel in daily operations briefs, planning for major events, and other activities so that PADET personnel can fully support the unit daily and during crisis or contingency events.
- B. Public Affairs Guidance. Public affairs guidance (PAG) is frequently used to support spokespeople, commanding officers, and officers-in-charge. PAG is developed at the 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 and 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 will be used and is available in Reference (a) 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 will not be shared outside the Coast Guard. Commandant (CG-0922) will maintain a library of PAG that is accessible to all public affairs professionals to allow efficiency and the adoption of best practices.
- C. Media Relations. Engagement with mass media provides a robust means of achieving awareness and other communication objectives as it provides a conduit to large portions of the public at one time. Communication with the media is only one element of an integrated approach to communication. As a component of public affairs, media relations is defined as proactively working with mass media to provide information about the service's activities, its people and policies, or providing responses to inquiries from mass media. The principle objective of media relations is to support Coast Guard operations by providing timely, factual, relevant, and contextualized information to our publics about their Coast Guard.
1. Media Engagement. The Coast Guard will make available to the public all information about, and imagery of, the activities of the service except that which is specifically restricted by law. Credibility is a core element of successful media relations. Successful media relations relies upon the service's reputation for honesty,

accuracy, and timeliness. To ensure the service retains this reputation, all Coast Guard spokespersons will adhere to the following requirements for media relations.

- a. All statements made to the media by any member of the service are provided on-the-record, for attribution. This requirement does not prevent qualified public affairs officers or public affairs specialists from providing journalists with background information. Background information, for purposes of this policy, is that which provides context on a subject to augment publicly released information. Note: the practice of providing an off-the-record comment to a journalist is prohibited.
- b. No member of the Coast Guard will intentionally or knowingly provide disinformation or misinformation to the media.
- c. No member of the Coast Guard will withhold from the media information that is releasable under law and policy. This specifically includes information that is considered bad news, or news that will make the service or its members look bad. Bad news does not get better with time. Timely, coordinated, proactive release of all newsworthy information, even embarrassing, sustains the credibility of the service.
- d. Coast Guard spokespersons will provide factual information and not editorialize, lobby, deal in conjecture, speculate, or directly respond to hypothetical questions. Spokespersons do have a responsibility to provide context and supporting information to explain why the facts are important and what they mean for the service and the public.
- e. Story ideas presented by the media to the service are considered trade secrets and are restricted from release. If another media outlet asks to cover the same story, equal access must be granted. Advise both outlets that other requests for the same story idea are being concurrently handled.
- f. The Coast Guard does not grant exclusives or exclusive access to personnel or operations. There may be situations where the availability of a principal or operational constraint limits the breadth of media access that can be provided and a media pool is impractical or ineffective. When these constraints of time and space allow only limited or singular media access, it is not considered an exclusive. The public affairs officer will select a media outlet that best reaches the intended audience. In special circumstances, or when access is limited, public affairs officers/specialists may prioritize access to those outlets with the greatest ability and capacity to disseminate information to the relevant public. Consistently selecting one media outlet over another for granting interviews or access to facilities or officials, however, exposes the service to charges of bias and undermines a professional relationship with press outlets.

- g. Request for interviews or engagement with national news outlets and foreign news outlets will be reported to Commandant (CG-0922). Foreign news outlets, such as the BBC, CBC, AFP, etc. will be provided the same access to information as domestic news outlets for hard news stories.
- h. Requests for news features, embeds & embarkations, subject matter experts, or leadership interviews by foreign news media outlets will meet the appropriate level of engagement. Consideration should be given to the primary audience for the story and whether or not the expenditure of resources is justified.
- i. During spill responses where the amount of the spill is still under investigation, or simply unknown, the Coast Guard must state that the information will become available as soon as a preliminary investigation is completed or when the scale of the spill or potential spill is known.
- j. Media outlets may inundate, and have historically inundated, emergency lines of communication that negatively impact operations. This is especially true of non-emergency telephone calls to command centers inquiring about Coast Guard operations. These types of inquiries should always be referred to a servicing public affairs office. If inquiries are received after normal business hours, establish a general-inquiry e-mail address that accepts these types of inquiries. Except in the event of an incident of national significance, public affairs professionals have no statutory obligation to conduct media relations after regular business hours. Understanding a 24-hour news cycle exists, limitedly-staffed public affairs offices and detachments do not have the responsibility to provide 24-hour, public information services outside of regular business hours. Newsworthy information about operations, that occur overnight or after regular business hours, can effectively be communicated to the public during normal business hours. Major incidents with Coast Guard response that generate significant media interest should be directed to the PAO or deputy PAO who will then recall staff from regular liberty status to manage the media response.

## 2. Media Access to Operations.

- a. Embarks, Embeds. Coast Guard units will provide the media with the broadest access possible to Coast Guard operations and personnel. This includes the aggressive use of embarkation and embedding of media during day-to-day operations, patrols, training evolutions, marine inspections, deployments, and responses.

(1) Embark. An embarkation or embark is defined as a short visit of less than 24- hours by the media aboard a facility, unit, or on a ride-along.

- (2) Embed. A media embed is defined as a media visit wherein the media representative remains aboard a unit for 24 hours or more, most often sharing accommodations and other facilities/services with Coast Guard personnel. It is also associated with a journalist traveling with a specific leader or official to observe their activities and the issues encountered during their official duties.
- b. Commanding officers and officers-in-charge have the authority to embark or embed media aboard their unit, vessels, and aircraft without prior approval from higher authority except as noted below. Notifications of intent to embed or embark media will be provided via the external affairs battle rhythm. Commanding officers and officers-in-charge will execute written ground rules prior to embedding or embarking media on vessels and aircraft. Standard ground rules are available in Reference (a) or from a servicing public affairs office.
  - c. Proposed embeds or embarks on vessels and aircraft for counter-drug or other law enforcement patrols require prior coordination with the servicing district or area public affairs office, who will in turn assure appropriate inter-agency coordination either locally or via Commandant (CG-0922) when required.
  - d. Embarking or embedding media aboard cutters or boats engaged in alien migrant interdiction operations in the Florida Straits or certain other areas of the Southeast Maritime Border must be coordinated through the servicing District Public Affairs Office. Media may be embarked aboard aircraft conducting these missions except aboard aircraft designated to provide airborne use of force for interdictions. Specific ground rules apply to these operations and can be obtained from the district public affairs staff.
  - e. Media representatives who are not U.S. citizens must be vetted by Commandant (CG- 2) and Commandant (CG-DCO-I) prior to embedding or embarking on Coast Guard assets or visiting Coast Guard shore facilities. Vetting should, when practicable, be conducted 20 days in advance.
  - f. Proposed embeds or embarks on vessels and aircraft by national news outlets require prior coordination with Commandant (CG-0922) via the servicing district or area public affairs office, who will in turn assure appropriate inter-agency coordination.
  - g. When operating in the joint environment, or in concert with other agencies, the public affairs officer of the unit with press aboard will advise other units in the theater of operations of the embark/embed. Units deployed under the operational command of a combatant commander, DOD, or DHS entity other than the Coast Guard will coordinate embark/embed requests with the

public affairs officer for that entity.

- h. Media embarked or embedded on law enforcement missions will not participate in law enforcement boardings. Media may, at the discretion of the commanding officer or officer-in-charge, embark a cutter's boat or station boat to cover a boarding.
  - i. Embarked or embedded media will be afforded reasonable access to document operations.
  - j. Embarking or embedding entertainment media will be coordinated by the Coast Guard Motion Picture and Television Office (MOPIC).
  - k. Coast Guard public affairs specialists or official photographers may embark or embed on all Coast Guard operations, and aboard all assets, including those engaged in interdiction operations. Considerations of the release of information or imagery captured by Coast Guard public affairs specialists during operations will not preclude their embarkation or embedding, nor will it preclude their capturing imagery during operations. Official imagery must be collected for historical, situation awareness, investigatory, and public affairs uses. All materials released for public affairs purposes are reviewed for security and policy in accordance with this Manual prior to release.
3. Media Pools. A media pool is an arrangement where one reporter or a small number of journalists are allowed to observe an activity in exchange for agreeing to share their information and imagery with other members of the press. The media generally dislike media pools, however, they are an option when the demand for access exceeds its availability or where the presence of a large contingent of journalists would disrupt operations or other official activities. Pools are generally preferred to a first-come, first-served process for limited access. Public affairs personnel must weigh the benefits and downsides of open access, pools, or limited-but-selective access for the press. Media pools may be necessary when space available constraints are known ahead of time (such as in a courtroom, aboard aircraft, etc.). Contact a servicing public affairs office for guidance on establishing media pools.
4. Embargoes. Embargoes are agreements between the organization releasing information and the journalists receiving that information it will not be made available to the public until an agreed upon time. While sometimes practical to provide media with a preview of prepared material that will be publicly released in the immediate future, embargoes are not routinely used by the Coast Guard and should be used only when genuinely necessary. Media recipients of embargoed material have no legal obligation to obey restrictions, although they normally do out of courtesy and mutual convenience. The use of embargoed information will be coordinated with Commandant (CG-0922) via the appropriate area or district public

affairs staff.

5. Media Relations Products. News releases, feature releases, blogs, multimedia releases, media advisories, fact sheets, photos, or video releases are the primary products developed for media relations activities. Media relations products will be of the highest quality, which reinforces service credibility. In the digital news environment, more and more information is copied and pasted directly into online stories or blogs; increasing the need for high quality news releases and other media relations products. Area and district PAOs, media relations website administrators, and official social media site authors and administrators will develop and implement a quality control process for their media relations products that best fit their unit's work processes. Release authority for media relations products will only be given to personnel who have demonstrated the ability to consistently issue products of the highest quality. It should be noted that duty public affairs specialists may have attained the skills necessary to qualify for release authority, but may still be developing the skills necessary to consistently issue quality products.
  - a. Standards. The format of materials produced for consumption by the media will comply with the standards set forth in the Associated Press Stylebook and the custom style for Coast Guard-specific terms outlined by CG-0922.
    - (1) Only named, attributed sources appear in Coast Guard issued news releases. The use of anonymous sources in Coast Guard news releases is prohibited.
    - (2) Coast Guard media relations products will be free of libelous or slanderous statements. Libel is untrue or defamatory information that is written, printed, or broadcast. Slander is spoken defamation. In general, both are considered injurious to a person, company, or organization's reputation. Defense against accusations of libel or slander is the truth.
  - b. Imagery. The media rely upon the Coast Guard to provide them with compelling imagery of our operations. Photos and video tell the Coast Guard story better than any other medium. The release of imagery to the media follows the same rules for release of any information.
  - c. Online Media Products. Media relations products that will be viewed online must be compliant with Section 508 of the Rehabilitation Act of 1973.
6. Media Engagement Tools. There are a variety of systems and services available that allow efficient media outreach during daily and crisis operations. Commandant (CG-0922) will determine which system will be used by the Coast Guard to create, manage, disseminate and allow engagement using media relations products. Commandant (CG-0922) will provide public affairs staffs with direction for

acquisition or use of these tools or services. No other systems are authorized.

7. SAPP. The acronym SAPP stands for security, accuracy, policy, and propriety. The acronym is a helpful way to gauge whether or not a subject of information is releasable or not. A subject of information could range from data about a search and rescue case to a photograph or video of suspected drug smugglers. In every release of information to the public, SAPP must be used as a paramount rule of thumb when deciding what element of information should be release or withheld. Breakdown of SAPP is in the EA TTP.
  - a. Security. Information will be made fully and readily available to the public, unless its release would violate any element of security policy or mission integrity. All Coast Guard personnel are responsible for safeguarding sensitive information. Each Coast Guard member must understand what could compromise operational security, whether being interviewed by the media or sharing information with family or friends. The Coast Guard receives inquiries and information requests on a daily basis. Effectively, public affairs activities are a key element of operational security.
  - b. Accuracy. It is the responsibility of the Coast Guard to make available timely and accurate information to the public, elected representatives of the public, and the news media so they may understand the facts about the services we provide them. Timely and accurate release of information helps to assist Coast Guard missions. We must always provide truthful, accurate, and timely information to external and internal audiences.
  - c. Policy. For every Coast Guard activity, a policy regulates how the activity will be carried out or conducted. For public affairs, the service-wide authority rests with the Director of Governmental and Public Affairs, Commandant (CG-092). Regional public affairs policy exists at the area, district, sector, and unit command level. At any level, members carrying out public affairs missions must be familiar with the Coast Guard policies applicable to their activities. In turn, areas, districts, sectors, commanding officers, and officers-in-charge must ensure that every Coast Guard member receives a public affairs briefing.
  - d. Propriety. Propriety is another word for appropriate. Information that is reliable and accurate may not always be appropriate to release. Also, the person releasing information might not always be the appropriate person or authority to make a release. No public affairs activity is allowed to conflict with our core values or with any ethical standard. In essence, Coast Guard public affairs cannot bring discredit to the government, our service, or be inconsistent with the standards of appropriate behavior and conduct.
- D. Entertainment Media Relations. One way to engage external publics is by engaging with the entertainment industry. Cooperation with entertainment entities is authorized for productions

in which the best interests of the Coast Guard and the public are served and when the support can be accommodated on a not-to-interfere with operations basis.

1. Responsibilities. The Coast Guard first determines whether the production is entertainment or news when considering support for a television or film production. This determination dictates the nature of the Coast Guard's relationship with the production company and its representatives. The Coast Guard Motion Picture and Television Liaison Office (MOPIC), Commandant (CG-0922M), manages all entertainment production arrangements and will coordinate all Coast Guard cooperation with the entertainment industry. Commandant (CG-0922M), in coordination with Commandant (CG-0922), is responsible for determining which productions are entertainment and which are news. In some instances, projects typically identified as entertainment may be categorized by the Coast Guard as news and handled accordingly. All Coast Guard units or personnel approached to support documentary, motion picture, serial television, reality TV, game shows, video games or other productions that may be categorized as entertainment will forward these requests to Commandant (CG-0922M) to determine the validity of the production request, verify the production's distribution method, prescribe the appropriate course of support, or decline participation.
2. Entertainment vs. News. Entertainment productions are a commercial enterprise principally concerned with making a profit. The Coast Guard's cooperation with film producers and entertainment productions is supported by 14 U.S.C. § 945, and guided by the general restriction on the use of public resources for commercial or private enterprise. Specific support criteria are employed to determine whether the use of personnel, equipment, and facilities in entertainment productions is appropriate for the Coast Guard's participation. Entertainment business practices, legal concerns, and practical considerations related to the on-screen portrayal of the Coast Guard also make it prudent for the Coast Guard to implement production assistance agreements specifying the terms and conditions of support. News is principally concerned with reporting on the activities of government. The relationship between the Coast Guard and the news media is governed by the Constitutional principle of a free press.
3. Entertainment vs. Advertisement. Advertisements are produced to promote or sell commercial products or services (as opposed to simply entertain). Use of Coast Guard personnel, equipment, and facilities in an advertising production is prohibited because of the potential for actual, implied, or perceived Coast Guard endorsement of the commercial products or services. Assistance may only be provided to an entertainment-oriented production when cooperation results in benefitting the Coast Guard or when the assistance supports national interests. The Coast Guard can only support productions that do not appear to condone or endorse activities by private citizens or organizations.
4. Approval and Cooperation Conditions. Since cooperation with entertainment entities requires a level of trust and accountability, engagement in this field requires legal, official documentation. When support for a project is appropriate, Commandant (CG-

0922M) will implement a production assistance agreement (PAA) based on numerous criteria including the production company's ability to attain and validate the guarantee of distribution within the United States or a guarantee of acquisition from a nation-wide distributor or broadcast network for the production. Commandant (CG-0922M) will work with Commandant (CG-094) to ensure the PAA remains current and will incorporate best practices from DoD PAAs and DHS requirements for PAAs. Cooperation with entertainment industry requires specialized knowledge and experience. Commandant (CG-0922M) will assign a project officer (commissioned, non-commissioned, or civilian) who will be designated by Commandant (CG-0922M) as the principal Coast Guard liaison to the production company. This liaison will be responsible for all aspects of the assigned project. He or she will provide technical guidance to field public affairs and operational personnel supporting entertainment projects and act as the liaison between the production company and the field.

5. Use of Coast Guard Personnel and Equipment and Facilities. The Coast Guard will provide resources consistent with a production assistance agreement on a not-to-interfere with operations basis.
  - a. Non-Competition with Other Sources. U.S. Coast Guard personnel, equipment, and facilities will not compete with commercial and private enterprises. For example: the Coast Guard will not provide a helicopter or a pier to film from if there are adequate commercial helicopters and piers available, even if the scenes being shot involve other Coast Guard resources.
  - b. Facilities as Locations. Use of facilities as locations for entertainment productions without on-screen portrayal of the Coast Guard or other Coast Guard content will not be authorized. "In the best interests of the service," is defined to include on-screen portrayal in order to support public affairs goals while at the same time providing good stewardship of public resources. Authorized exceptions include providing assistance to other government agencies officially cooperating with a production, and in certain circumstances when no other private or commercial source is reasonably available to a production and the use is not in conflict with other policy or regulations. Commandant (CG-0922M) will coordinate any and all agreements relating to the use of Coast Guard property for entertainment productions.
  - c. Use of Coast Guard Markings. To reduce the diversion of Coast Guard resources to support a project, when appropriate, Commandant (CG-0922M) may authorize producers to temporarily use official service markings on private vehicles, vessels, and aircraft for entertainment productions that accurately depict Coast Guard assets.
6. Use of Coast Guard Imagery for Entertainment Productions. Coast Guard imagery (photographs, film, video, and video with audio) may be provided to specific entertainment productions upon request. Imagery residing in the Coast Guard's

central repository is considered public domain and may be used and reproduced for entertainment purposes without permission or fee. Forward all release forms relating to entertainment productions to Commandant (CG-0922M). No public domain imagery can be licensed to any individual production or production company.

7. Reimbursement. The Coast Guard is authorized by 14 U.S.C. § 945 to seek reimbursement for costs associated with assisting film producers. Commandant (CG-0922M) will coordinate all reimbursement, but will seek to incorporate entertainment production support in conjunction with regular operations.
  - a. Regular Operations. The production company will not be required to reimburse the Coast Guard when such support is officially assigned to a particular command or unit. Normal training and operational missions that would occur regardless of Coast Guard assistance to a particular production are not considered to be chargeable to the production company. Beyond actual operational expenses, no charges will be levied for asset usage (i.e., rental or depreciation factors).
  - b. Reimbursement Procedures. Each Coast Guard unit supporting an entertainment production that incurs extra costs outside of normal operations will provide Commandant (CG-0922M) with individual statements of charges in accordance with the Coast Guard Reimbursable Standard Rates, COMDTINST 7310.1 (series). Reimbursements for production assistance will be restored to each specific account from which they are drawn.
  - c. Applicability. The production company will be billed for only those expenses that are considered to be additional expenses to the Coast Guard and unless unrealized will be itemized within the appropriate production assistance agreement. The assigned Commandant (CG-0922M) project officer will serve as the central coordinator for submitting statements to the producer and monitoring receipt of payment to the Coast Guard.
  - d. Travel. As a condition of support, the production company being assisted by the Coast Guard will be charged with the travel, lodging, per diem, and incidental expenses for the Coast Guard project officer and any other assigned military technical and safety advisor(s) whose presence may be required by the Coast Guard. These charges will be made in accordance with guidance outlined in DoD Instruction 5410.16, "DoD Assistance to Non-Government, Entertainment-Oriented Media Productions," July 31, 2015, at rates prescribed by the DoD Per Diem, Travel and Transportation Allowance Committee. The Coast Guard is not authorized to accept gifts of travel for participation by personnel in the commercial promotion of a completed motion picture or television production. Travel in support of a Commandant (CG-0922M) approved production is not considered a gift of travel.

8. Promotions and Credits. The release of a motion picture or television show containing Coast Guard content is an excellent opportunity to capitalize on the marketing activities of a production company and ensuing public interest to further inform the public about the service and the breadth of its missions and value to the nation. Coast Guard public affairs activities should be timed to leverage this interest, however, the Coast Guard must not appear to endorse any commercial production nor take part in the production company's marketing and advertising efforts. Therefore, Commandant (CG-0922M) is responsible for approving Coast Guard participation in promotional materials such as marquee posters, TV program teasers, trailers for motion pictures, interviews with Coast Guard participants by news media, Coast Guard attendance at premiers, other production sponsored venues, and other products of a promotional nature. Commandant (CG- 0922M) will coordinate with production companies for appropriate wording to be used in motion picture and television credits.

E. Authors. The Coast Guard Author Program provides assistance to non-U.S. government fiction and non-fiction authors, as well as Coast Guard personnel writing in an unofficial capacity in the research and production of works that address the past and present missions and personnel of the Coast Guard. Coast Guard cooperation is authorized when a planned work is in the best interest of the service or the national interest, and when support can be accommodated on a not-to-interfere with operations basis.

1. Responsibility. Commandant (CG-0922M) will coordinate all Coast Guard cooperation with non-U.S. government authors and Coast Guard personnel writing about the Coast Guard in an unofficial capacity. Authors will be required to complete an author agreement with Commandant (CG-0922M).
2. Use of Coast Guard Personnel, Equipment, and Facilities. The Coast Guard will provide approved authors with access to its resources, consistent with an informal or formal cooperative agreement, on a not-to-interfere with operations basis. All access must be consistent with federal law, regulations, ethics, and security procedures.
  - a. Privacy Rights. An agreement by the Coast Guard to provide assistance under this program does not waive the individual privacy rights of Coast Guard military or civilian personnel.
  - b. Coast Guard Compliance. Approval to provide Coast Guard assistance does not relieve the author, or the publisher from their responsibility to comply with other applicable regulations, including those governing the use of protected Coast Guard words, symbols, and images.
  - c. Assistance. Approval to provide Coast Guard assistance to an author will not be construed as Coast Guard endorsement of the project. Any statement by Coast Guard personnel concerning the project will be coordinated with Commandant (CG- 0922M).

- d. Exclusivity. The Coast Guard does not give exclusive access to authors or artists. Story ideas presented by authors are considered trade secrets and are restricted from release to others. If another author or artist asks to cover the same topic, equal access must be granted. Advise both parties that other requests for the same story idea are being concurrently handled.
3. Acknowledgements and Post-Publication Activities. If requested, Commandant (CG-0922M) will coordinate with the author or the author's publisher for appropriate wording to acknowledge the Coast Guard's involvement in the project; this attribution may be included in the work's acknowledgements section or in other sections of the work if deemed appropriate. Coast Guard support to authors and artists is limited strictly to research and technical assistance. Once the work is completed, the Coast Guard must not engage in activities that directly promote the book or other commercial work. As an internal communication activity, however, it can inform and educate its personnel about relevant commercial works (regardless of whether the Coast Guard had a role in the work's production). Thus, the Coast Guard cannot provide any personnel, assets, or facilities to support promotion activities such as book signings or author appearances linked to book sales. Coast Guard units may invite authors to speak at events where the topic is of interest to Coast Guard personnel, either as an officially sponsored professional development or morale event or through unit organizations such as officer or enlisted associations. Any event at a Coast Guard facility must not create the impression of an endorsement of the author's works. The author may not sell their works at these events. Similarly, in cases where a reading at a non-Coast Guard facility may be of interest, Coast Guard units may inform personnel of the event through routine communication channels.
4. Donations to Unit Morale, Wellbeing, and Recreation Funds. Production companies, from time to time, may offer cash or other contributions to the morale, wellbeing, and recreation (MWR) funds of units impacted by filming. Donations are not required, will not be solicited in any way before, during or after the course of filming, nor are they to be construed to be a condition of cooperation. Commandant (CG-0922M) will coordinate the gift acceptance process and collection of such donations in accordance with Acceptance and Accounting for Special Projects and other Gifts to the Coast Guard from Non-Federal Sources, COMDTINST 5760.14 (series).
5. Disclosure. The Coast Guard considers entertainment industry (to include authors) story ideas to be trade secrets. Coast Guard personnel will not reveal any aspects of scripts, outlines, story ideas, movie or TV series content, details of visits, resources provided by the Coast Guard and other "inside" information relating to Coast Guard cooperation unless cleared by Commandant (CG-092). Use of written accounts, photos, or video taken by members of the Coast Guard during filming on Coast Guard property or assets may not be used for internal publications, external publications, or on social media websites unless cleared by Commandant (CG-0922M). Official Coast Guard photographers will document our support to entertainment productions for historical and leadership briefing purposes.

- F. Imagery. Imagery is a powerful tool that can capture and provide a tremendous amount of information. It is essential to the information environment. Obtaining imagery during operational missions is critical to developing a shared understanding with external stakeholders about our roles and missions. It is Coast Guard policy to capture mission execution through imagery whenever possible. Imagery is defined as all visual media products, including video, film, slide, graphics, and print photography.
1. Responsibility. Commandant (CG-09221) maintains the Coast Guard's central repository for still imagery, video, graphics, and disseminates original Coast Guard imagery, develops Coast Guard imagery policy, and ensures that public affairs imagery records are maintained in accordance with the provisions of Reference (b).
  2. Area & District Public Affairs Offices. Area and district public affairs offices will:
    - a. Deploy public affairs specialists for noteworthy operations and vessel and aircraft patrols to capture imagery of Coast Guard missions and activities;
    - b. Provide photo/video support to district staff and units within their district for events that have definite, marketable, public affairs value;
    - c. Provide official imagery documentation to Commandant (CG-0922) of significant area/district activities;
    - d. Upload or forward imagery to Commandant (CG-09221) for inclusion in the central photo and video archive.
  3. Commanding Officers and Officers-In-Charge. All imagery documentation carried out within a command's jurisdiction is under the control of the commanding officer or officer-in-charge. Commanding officers and officers-in-charge are responsible for:
    - a. Ensuring all significant operations are documented to the extent allowed by safety and operations;
    - b. Providing adequate support and cooperation to unit public affairs officers and deployed public affairs specialists;
    - c. Ensuring that still and video imagery cleared for release does not violate information release policies.
    - d. Commanding officers, officers-in-charge, and their representatives can confiscate any imagery, photographic or video, obtained/created aboard their units/assets/facilities whenever that imagery deals with an official matter that is, in their judgment, of a highly sensitive nature (e.g., a law enforcement case or SAR operation), or violates security requirements, whether those images were shot by a Coast Guard member, a member of the news media, or a civilian. Units should contact their servicing public affairs

office and legal office if contemplating this action. This authority does not necessarily apply to imagery captured by a member of the public or news media from a public or private location, vessel, or aircraft. Legally seized photographs containing classified information become official Coast Guard photographs. Unclassified materials may revert to the owner. The Coast Guard will provide processing, or, at the photographer's discretion, proper disposal/erasing of imagery. Confiscating imagery is an extreme action to ensure security and has the potential to harm critical relationships with the press or the public and result in legal disputes. Commanding officers, officers-in-charge, and their representatives are expected to proactively and judiciously limit access to sensitive or classified information so that it is not captured on-camera in the first place.

4. Official and Personal Imagery.

- a. Official Imagery. All photographs and video taken aboard Coast Guard units by employees are subject to screening and approval of the commanding officer or officer-in-charge prior to release for commercial or public use at the commanding officer's or officer-in-charge's discretion. This may include imagery captured using personal imaging devices.
- b. Personal Imagery. Imagery taken with personal cameras and cell phones is considered personal as long as it is not operational, mission-related, or newsworthy in nature. If imagery captured on a personal device is operational, mission related, or newsworthy, then it must be vetted and cleared through the servicing public affairs office prior to any public release (including posting on social media outlets). Federal law prohibits federal employees and military members from accepting any compensation for activities that pertain to the member's official duties. For additional guidance see the Standards of Ethical Conduct for Employees of the Executive Branch, (5 C.F.R. Part 2635), which is available from your district or area legal office.
- c. Government Imagery Equipment. In accordance with Reference (e) government property to include cameras, video equipment, computers, and other equipment used for taking and processing imagery will only be used in the performance of official duties. Federally-owned property is for official use only. Therefore, all imagery taken by Coast Guard employees with Coast Guard equipment regardless of the location is considered official and may not be used under any circumstances for personal marketing or private gain.
- d. Official Photographers and Videographers.
  - (1) Federal law prohibits the use of official photographers for unofficial purposes, such as recording social events or other events that do not

have intrinsic news or significant historic value. Examples of events that typically do not have news or significant historical value include morale events, internal command focused events, and routine award ceremonies that are not open to the media.

- (2) Official photographers cannot provide imagery for private collections, which constitutes a misappropriation of government funds. Members of the public interested in Coast Guard imagery products should be directed to the Coast Guard's imagery database where photographs and video can be downloaded and reproduced at no cost to the government.
  - (3) Coast Guard public affairs specialists are at all times official photographers unless in leave status.
  - (4) Public affairs specialists are limited, and to ensure their efforts are focused on activities that benefit the external affairs mission, public affairs specialists must not be used to photograph changes of command or retirement ceremonies except for those of district and area commanders, and the Commandant, which by their nature are of news and significant historic value. Public affairs specialists must not be used to photograph award ceremonies that are not announced to or open to the media. They may, however, be used to document award ceremonies that are clearly historic or have news value such as Gold and Silver Lifesaving Medals, awards received for operations of news interest such as rescues, and Coast Guardsman of the Year ceremonies when the images will be distributed to the news media and online. They may also be used to document meetings and official visits among high-ranking government and international officials, which may be historically significant.
  - (5) Commanding officers and officers-in-charge may designate any Coast Guard member (active duty, reserve, civilian, or auxiliary), as an official photographer or videographer for official events. However, they must comply with the policy outlined in this section.
  - (6) For events that do not have news or significant historic value, family members, friends, or co-workers may volunteer to take pictures for morale, command information, or personal use.
- e. Editing Official Coast Guard Imagery. One of the uses of official Coast Guard imagery is to provide understanding of Coast Guard missions and operations. Because of the nature of our operations, the press as well as the public, must rely upon our service to provide imagery that accurately and objectively portrays the Coast Guard. For those reasons, official Coast Guard imagery must never be manipulated to change the meaning of the

original image. When in doubt as to whether or not an editing technique is an acceptable practice, if an image should be considered official or personal, or for any other questions related to imagery release, unit public affairs officers and field personnel should contact their servicing public affairs staff or Commandant (CG-09221) for guidance.

- f. Prohibited Editing. The following actions are defined as manipulation and therefore are never allowed:
- (1) Adding, moving, or removing objects within the frame of an image;
  - (2) Adjustments of color that misrepresents the original captured image;
  - (3) Cropping in such a way as to alter the meaning of the photograph;
  - (4) Flopping a photograph (left/right reversal);
  - (5) News photography and videography must never be posed.
- g. Authorized Editing. The following actions are defined as photo or video editing and are allowed:
- (1) Cropping a frame to fit a layout;
  - (2) Digitally obscuring portions of an image or video in support of specific security, criminal investigation, privacy, or legal requirement;
  - (3) Subtle improvements to the technical quality of imagery such as adjustments to the audio and video levels, color corrections needed due to poor white balance, or equalization of audio to make sound clearer provided the adjustments do not alter the editorial content of the imagery and are changed solely to clarify the content for public record.
  - (4) Original color images may be changed to grayscale images for editorial purposes within communication products. All official Coast Guard imagery will be captured in color at the time of the event.
- h. Quality. As data loss and degradation of image quality can occur through changing and then resaving an image's electronic file, imagery must be saved per current Code of Federal Regulations (National Archives and Records Administration) policy at <https://www.archives.gov/>.
- i. Captioning. All official Coast Guard imagery must be fully captioned in accordance with the Associated Press Stylebook and DoD Visual Information Style Guide. This requirement applies equally regardless of the

distribution tool used. Unit collateral duty public affairs officers and field personnel should request assistance from their servicing public affairs office or staff if they have any questions regarding this requirement.

- j. Release of Official Imagery. Release of official imagery is considered release of information. All release of imagery must comply with the policy and uphold the ideals of security, accuracy, policy, and propriety (SAPP). Released imagery from sensors and cameras on Coast Guard aircraft must comply with current aviation security policies. Released imagery must not contain any geospatial metadata as it can compromise OPSEC. Official photographers must disable this feature on their cameras before capturing imagery.
- k. Official Imagery Distribution and Archiving.
  - (1) Newsworthy and Historically Significant Imagery Distribution. The existence of newsworthy imagery must be brought to the attention of the servicing public affairs office immediately and must be forwarded to the public affairs staff as quickly as operations and transmission capabilities allow. All operational, mission-related, or newsworthy imagery must be uploaded to the service's electronic imagery archiving system for records management. Refer to Reference (a) for specific guidance. The servicing public affairs office will work with the command and other entities to review the imagery, ensure only appropriately cleared information is readied for public release, and will assist in marketing the imagery to the press and making it available via the service's electronic imagery distribution system. Imagery must not be posted on non-governmental websites or shared via social media outlets until properly vetted and officially released.
  - (2) Non-newsworthy Imagery Distribution. Imagery that is not operational, mission-related, or newsworthy in nature (i.e. morale functions, award ceremonies) does not need to be posted to the service's electronic imagery distribution system. Such imagery, however, must not be posted online or shared via social media outlets until properly vetted by command delegated release authorities or servicing public relations staff in regards to security, accuracy, propriety, and policy.
  - (3) Official Imagery Archiving. Visual imagery must be archived per current Code of Federal Regulations (National Archives and Records Administration) policy and Reference (b). Units are encouraged to contact their servicing public affairs staff for assistance. After official release to the news media and posting to unit websites, original video and imagery files of Coast Guard activities must be forwarded to the servicing public affairs office within five days of the event for

archiving. If not already complete, imagery must be uploaded by the servicing public affairs office, with complete caption information, to the service's electronic imagery archiving system. Once the news value of imagery is exhausted, all official video footage and photographs (non-digital) will be forwarded to Commandant (CG-09221) by the appropriate district office. The district must submit the video in a timely manner, no later than two weeks after its immediate news value is exhausted. Video files must be forwarded to Commandant (CG-09221). Contact a servicing public affairs staff for more information.

- (4) Non-News Imagery Distribution. Participation in or providing images to non- news programs must be coordinated by the Motion Picture & Television Office, Commandant (CG-0922M).
1. Unit Imagery Archive Files. Units are not required to maintain imagery files. They should keep only enough imagery to meet local, official needs. Send duplicates and unused imagery to a district public affairs office, complete with caption material. Public affairs officers at headquarters units must forward materials directly to Commandant (CG-09221).
- m. Portraits.
- (1) Official Portraits. The standard uniform for official portraits is Service Dress Blue. Official portraits should be taken digitally, in color, showing head and shoulders, with the subject seated, the U.S. flag behind and to the right side with the Coast Guard standard behind and to the subject's left side. Poses showing sleeve lace are not required. The digital image must be saved at a resolution that will produce a finished product of 8 x 10 inches and 300 dpi.
  - (2) Official VIP Photographs. Chain-of-command portrait displays are not required at units. Due to the high costs of maintaining current portraits of high-ranking officials, they are strongly discouraged except at major training commands where they serve a training purpose. Three or more portraits displayed together constitute a portrait display. All portrait displays must include the President and Secretary of Homeland Security. No other portraits in the display may be larger or be reproduced by a method more expensive than the President's and Secretary's. Small quantities of the President's portrait may be ordered from the White House Photo Office. The Secretary's portrait may be found on the Coast Guard's primary electronic imagery distribution system. Photos may not be reproduced locally or used for any purpose other than chain of command display. Major training commands may obtain portraits of the Commandant, Vice-Commandant, and Master Chief Petty Officer of the Coast Guard from the Coast Guard's

primary electronic imagery distribution system.

- G. Social Media. The permeation of online social networks into the standard communications toolkit presents Coast Guard communicators with enhanced access and increased opportunities to educate and engage ever-growing and influential new audiences. Social media tools offer two-way engagements with several key audiences, including Coast Guard members, civilians, retirees, families, maritime stakeholders and the American public. These engagements facilitate understanding and sentiment of Coast Guard missions, people, policies, etc. While social media tools can be highly effective, use of these resources must be used responsibly with the right tool, at the right level, for the right audience.

1. Responsibility.

a. Commandant (CG-092).

- (1) Commandant (CG-092) determines policy and specific requirements on the use of social media for official Coast Guard external affairs purposes and will coordinate with Coast Guard national commands, directorates, areas, districts, and units to establish a social media program consistent with policy and communication objectives.
- (2) In accordance with DHS policy, Commandant (CG-0922) must review all requests for Coast Guard social media sites and approve those that are in accordance with policy and the Coast Guard social media strategy. Commandant (CG-0922) must also maintain a list of all approved social media identities.
- (3) Commandant (CG-0922) will maintain a full suite of national Coast Guard social media tools appropriate for Coast Guard use and consistent with best practices, target audiences, and industry research. Commandant (CG-0922) will also work with directorates and national commands to establish program specific or niche social media sites where consistent with policy, best practices, or in the best interest of the Coast Guard.

b. Area and District Public Affairs Offices.

- (1) Area and district public affairs staffs must oversee social media efforts within their respective region and provide familiarization and guidance to units on engagement in social media.
- (2) Area and district public affairs staffs must collaborate with Commandant (CG-0922), commanding officers, officers-in-charge, and public affairs officers to produce and share social media content for regional and national purposes as appropriate.

- (3) Area and district public affairs staffs must maintain a list of official sites throughout their area of responsibility in accordance with service standards and ensure the listing is accurately reflected on the official roster of official social media sites listed [www.uscg.mil/socialmedia](http://www.uscg.mil/socialmedia).
- (4) District public affairs staffs are strongly encouraged to maintain a set of social media tools such as a blog, social networking page(s), and analytical tools as part of regional integrated external affairs efforts. These sites must adhere to these requirements and must ensure appropriate adaptation of district content on national level sites.

c. Units.

- (1) Commanding officers and officers-in-charge are responsible for social media content posted by Coast Guard personnel at their command. Commanding officers and officers-in-charge must establish a unit policy and brief members on appropriate official, unofficial, and personal use of social media as outlined in this Manual and Reference (a).
- (2) Commanding officers, officers-in-charge, and collateral duty public affairs personnel will engage directly with their servicing public affairs staff to ensure appropriate adaptation of unit level stories, images, and video for use on district and national level social media sites.
- (3) Coast Guard units may establish and maintain a social networking presence. Units should take capacity and resources into consideration when deciding whether a social media presence is appropriate for their command. Commanding officers, officers-in-charge, and collateral duty public affairs personnel at units desiring a social media site must work directly with their servicing public affairs staff to request a presence from Commandant (CG-0922) and adhere to this guidance. All official Coast Guard social media sites must be registered with Commandant (CG-092) and achieve “verified” status on the respective platform. Commands must update their registration when their designated social media spokesperson changes.

d. Individuals.

- (1) Coast Guard personnel — including active duty, reserve, and civilians — utilizing social media tools whether in an official or unofficial capacity must adhere to the guidelines in this chapter when they identify themselves as a U.S. Coast Guard member or employee, or if it could be construed as such. Identification as affiliated with the Coast Guard may be as a result of past site activity, usage of name/rank, photos or likenesses of themselves, or other indirect activity. Even

when off-duty, and on a personal site or blog, Coast Guard members are subject to the Uniform Code of Military Justice and employees are subject to administrative or legal action if they violate policy or security regulations.

- (2) Coast Guard personnel are solely responsible for any statements, comments, images, memes, podcasts, videos, blogs, etc., or blogs posted under their name. Personnel are not shielded from legal action for libel or other violations of the personal rights of others.

2. Official Coast Guard Social Media Sites Requirements (CG-092). All official social media sites must comply with these requirements. Sites that cannot be brought into compliance or habitually fail to meet requirements will be removed permanently.

- a. Management.

- (1) All official sites must have a social media spokesperson. Commands must provide their servicing public affairs office a letter designating their social media spokesperson and authorizing them to conduct official unit communication.
- (2) All Coast Guard personnel who post on official social media sites must have either attended the Coast Guard public affairs course at the Defense Information School or have received a briefing from their servicing public affairs office, which may include advanced operational security considerations.
- (3) Access to some social media sites through the Coast Guard network may be restricted. If required official interaction cannot be accomplished on government workstations or smart phones, units may use their funds to acquire and use stand-alone computer equipment and Internet connections outside of the Coast Guard network to attain greater access to web content not accessible through the firewall. They may also request assistance from their servicing public affairs office, which maintains this capability.

- b. Comment Moderation.

- (1) Official Coast Guard comment policy, which outlines public engagement expectations and the manner in which comments are reviewed, moderated, and responded to, must be clearly posted on all official social media and blog sites. Contact a servicing public affairs office or Commandant (CG-0922) for a copy of the policy.
- (2) Comments must be moderated prior to posting whenever the technology on the site allows. If the technology does not allow it,

comments must be regularly reviewed to ensure compliance with the comment policy. If a comment violates the comment policy, it should not be posted. It must be hidden or deleted upon the discretion of the command.

- (3) Comments submitted on official sites in connection with the transaction of public business may become a federal record. A copy must be retained before deletion or removal from the site in accordance with the records management policy outlined below.

c. Privacy Settings.

- (1) Official Coast Guard social media sites must be publicly accessible to the full extent possible. Site managers should set the site's privacy and account settings of official sites to ensure maximum public availability of content.
- (2) This does not apply to personal social media sites. Personnel should be vigilant to protect their own privacy and the privacy of others online.

d. Privacy Policy.

- (1) While the Coast Guard may use social media, most of the sites are controlled and operated by third parties. These sites usually provide their own privacy and use policies; however, commands must take every effort to protect the privacy of the public and others.
- (2) The command must engage on these sites in a manner that protects privacy, respects the intent of users, and does not solicit or collect personally identifiable information.
- (3) Commands must not proactively friend/fan/follow public users except other U.S. federal, state, local, and tribal government agencies. Commands may in return friend/fan/follow those public users that friend/fan/follow a site.
- (4) Commands must clearly post their contact information (mailing and official .mil e-mail address) on all official social media sites and verify annually for accuracy.
- (5) Commands must clearly post or link to the Coast Guard's official privacy policy and external link disclaimer on all social media sites.
- (6) Commands should coordinate with the Office of Privacy Management (CG-6P) to ensure completion of privacy compliance assessment reviews and documentation.

e. Records Management.

- (1) Because a social media site is conducting communication and transactions on behalf of the Coast Guard, it must be properly managed as a federal record. All content and comments posted on official social media sites must be preserved in accordance with current records management policies.
- (2) Official comments left on third party social media sites may also qualify as a federal record. If in doubt, consult a servicing legal office.

f. Accessibility.

- (1) Section 508 (29 U.S.C. 794d) of the Rehabilitation Act of 1973, requires that federal websites be accessible to people with disabilities. The law requires all electronic information technology acquired, developed, maintained, or used by federal agencies to be accessible to anyone, including those who are disabled.
- (2) Official online sites must have a text equivalent for every non-text element. Text alternatives for each photo or graphic must be coded into the element when uploading to the site. This enables computer software, often called screen readers, to interpret and speak the text for the image.
- (3) Coast Guard video and multimedia productions must have captioning or a transcript that represents the same information found in the multimedia.
- (4) Commands needing assistance with Section 508 compliance must contact their servicing public affairs office.
- (5) While area and district public affairs staffs are not authorized unique multimedia sites, they must upload newsworthy imagery and video to the service's photo and video sharing sites according to current guidance from Commandant (CG-092). These sites will have area and district playlists and photo sets, respectively, for uploading content.

g. Correction Policy.

- (1) Commands must strive to ensure information published is completely accurate and conveyed in the proper context. Despite this commitment, mistakes can occur. When they do, they must be corrected in a timely manner.

- (2) Mistakes such as spelling and punctuation edits can immediately be made, but factual or contextual errors, to include names, dates, or places, will be flagged with an “UPDATE” to the post. The “UPDATE” should include an explanation of what was changed, and if appropriate, why it was changed. The “UPDATE” should appear in the original post whenever possible, but may be in a new post or published as a comment.
- h. Additional Resources. A servicing public affairs office and the Commandant (CG- 0922) social media team can provide support and guidance on executing an effective and sustainable social media program. Commands are encouraged to consult with their servicing public affairs office and Commandant (CG-0922) to obtain best practices, how-to guides, case studies, and the most current job aids.
3. Engaging with Social Media. Coast Guard personnel are often in the best position to share the Coast Guard story and are encouraged to engage responsibly in official and unofficial activities about the Coast Guard and related topics consistent with professional expertise, experiences, and knowledge. Personnel are also encouraged to professionally and respectfully correct errors and misrepresentations made about the Coast Guard. In addition to ensuring Coast Guard content is accurate and appropriate, personnel must be careful when posting Coast Guard-related content on social networking sites, blogs, or on other websites since the lines between personal and professional lives often blur in the online space. The speed and widespread reach of social media and other online communication platforms carries the potential to unintentionally disclose protected information or engage in a conversation that you do not have the authority to conduct with millions of people. Understanding the context from which the online engagement occurs is critical to complying with the policy as outlined in this Manual.
  - a. Definitions. Coast Guard personnel are allowed to participate in social media and other online communications, but it is every Coast Guard member’s responsibility to understand the difference between the three capacities, including official, unofficial, and personal use:
    - (1) Official. Official communications refer to content posted by Coast Guard personnel pertaining to their official duties;
    - (2) Unofficial. Unofficial content refers to communication about the Coast Guard posted by Coast Guard personnel when not speaking in their official capacity. Unofficial communications are not initiated by the Coast Guard or reviewed through any official Coast Guard process and do not involve content approved or released by a responsible Coast Guard authority. If someone is speaking as a Coast Guard Member or about Coast Guard operations, policies, or other issues, the

communication is being disseminated in an “Unofficial” capacity;

- (3) Personal. Personal content refers to information posted when a Coast Guard member is not communicating as a Coast Guard member and the Coast Guard is not the subject of the content.
- b. Responsibility. Coast Guard units must adhere to the requirements of this chapter when using social media for official communication. In addition to the applicable requirements of this chapter, Coast Guard personnel must adhere to the requirements outlined in this Manual when authoring blog posts or other online content for unofficial and personal sites. Because of the self-replicating nature of online communication, and to prevent the misconception of posting in an official capacity, personnel must not post or re-post information not yet released officially. Coast Guard personnel who express their Coast Guard related thoughts, ideas, knowledge, experience, and opinions by posting Coast Guard related information to an Internet site must consider the following:
- (1) Be mindful that what you post will be public indefinitely. Protect your privacy and engage responsibly. Coast Guard personnel must consider how their posts will reflect upon themselves, their unit, and the Coast Guard.
  - (2) As with other forums of personal public engagement, Coast Guard personnel must avoid off-duty behavior that negatively impacts or conflicts with their ability to execute their duties as outlined in Reference (f) and Reference (g).
- c. Accountability. Members who violate laws, regulations, or policies pertaining to the inappropriate and prohibited online conduct may be subject to administrative or disciplinary action, or may be subject to action under the Uniform Code of Military Justice (UCMJ). Examples of behavior that may violate the UCMJ include, but are not limited to:
- (1) Posted online content which is defamatory, threatening, harassing or which discriminates based on a person’s race, color, sex, gender, age, religion, national origin, sexual orientation, or other protected criteria is prohibited and may be punished under Article 92 of the UCMJ.
  - (2) Article 134 prohibits a variety of conduct that is offensive or indecent that is found to be prejudicial to good order and discipline or of a nature to bring discredit upon the Service; and
  - (3) In addition to Articles 92 and 134, other articles of the UCMJ punish conduct which constitutes disrespect or insubordination toward Coast Guard civilian or military leaders (Articles 88-91), cruelty and

maltreatment of Coast Guard personnel of lesser rank (Article 93), sexual misconduct related to indecent viewing, visual recording, or broadcasting (Article 117a, 120c), or conduct unbecoming an officer (Article 133). Inappropriate online conduct may also violate other state or Federal laws, and may expose Coast Guard personnel to civil liability.

- (4) Coast Guard personnel should avoid engaging in argumentative online conversations and should not post any material (comments, images, memes, videos, emojis, etc.) that are obscene, defamatory, profane, libelous, threatening, harassing, abusive, hateful, embarrassing to another person or entity, or violates the privacy rights of another.
- d. Online Interaction. Headquarters staffs, areas, districts, sectors, and units are authorized to provide information and respond to Internet discussions on official and unofficial sites on matters that are under their purview, as outlined in this Manual. Commands are encouraged to proactively contribute to online content in an official manner to further public information, discussion, and understanding of Coast Guard roles, missions, and issues. Commands must not release information that has not already been released through official channels as outlined in this Manual. This includes emails, internal documents, investigatory materials, and pre-decisional documents. Because of the number of media and social media outlets, as well as the number of online media sites that allow viewer commenting, it is unreasonable that the Coast Guard can engage them all and therefore the decision will often come down to engagement objectives, available resources, and what is most in the public's interest. Subject matter experts (SME) are a valuable source of content and often the best placed personnel to respond to and engage with the public in their area(s) of expertise. Content managers should seek input from SMEs to supplement content creation and facilitate SME engagement with the public via comments, responses, etc. as part of the Coast Guard's "listening" and public engagement model.
- e. Reporting inappropriate online behavior. Inappropriate online behavior should be reported to the chain of command, Coast Guard Investigative Service, or Civil Rights Service Provider. Members who have been subjected to online behaviors of sexual harassment and would like to maintain privacy are encouraged to report incidents to their Chaplain, a local Sexual Assault Response Coordinator, or Victim Advocate.
- f. Intellectual Property. Commands must follow all applicable copyright laws and standards of fair use. Do not use any words, logos or other marks that would infringe upon the trademark, service mark, certification mark, or other intellectual property rights of others. Do not use such marks, or any material that is copyrighted, unless you are the copyright owner, you have

written permission of the copyright owner to post the copyrighted material on your site, or you are sure that the use of any copyrighted material is permitted by the legal doctrine of fair use.

- g. Legal Issues. Coast Guard personnel are solely responsible for any statements, comments, or blogs posted under their name. They are not shielded from legal action for libel or other violations of the personal rights of others. Do not post any material that is obscene, defamatory, profane, libelous, threatening, harassing, abusive, hateful, embarrassing to another person or entity or violates the privacy rights of another. Do not post any information that would infringe upon the proprietary, privacy, or personal rights of others.
- h. Security. The guidelines for release of information outlined in this Manual apply equally to all modes of public engagement including official, unofficial, or personal use of social media and other online communications. All communications, regardless of official, unofficial, or personal capacity, must not violate principles of operations security (OPSEC), information security (INFOSEC), or other releases of sensitive security information or information that is otherwise classified. Coast Guard personnel must also consider the overall impact of any text, imagery, or video content on operational or information security topics that America's adversaries could aggregate with other information sources about Coast Guard operations or personnel. Geo-social networking (i.e. geo-tagging, location-based social media use) is a type of, or capability of, social networking in which location data is embedded with content. While this capability is meant to connect and coordinate users with content, it is often difficult to determine when it is activated and it can unintentionally give adversaries information that can compromise OPSEC. All Coast Guard personnel must remain alert to, and avoid, the use of GPS-enabled devices and platforms that utilize geo-social capabilities that automatically embed location into content.
- i. Disclosure. When engaging in an official capacity whether on a unit site, or as a comment on a non-official site (e.g. a comment on a public blog post), responses must include your full identification including rank, name, title, and unit of the person making the post.
- j. Disclaimers. Official postings on non-official sites must also include the following disclaimer, followed by your full identification, to avoid the implied Coast Guard endorsement of the web site:

**Official Postings on a Non-Official Site Disclaimer:**

*"This is an official United States Coast Guard posting for the public's information. Our posting does not endorse this site or anything on it, including links to other sites, and we disclaim responsibility and liability for*

*the site and its content.”*

- (1) Ordinarily, Coast Guard personnel are not required to post a disclaimer disavowing government sanction or endorsement on their personal social media account, whether for personal or unofficial activity, like posts about shipmates’ activities or achievements, or factual posts about a member’s own activities. However, Coast Guard personnel who use their social media accounts to post opinions about Coast Guard policies, programs, or activities must include the following disclaimer when the author’s Coast Guard affiliation is discernible (i.e., profile photos, descriptions, or other/older comments/posts):

**Unofficial Posts Disclaimer:**

*“These views are mine and should not be construed as the views of the U.S. Coast Guard.”*

It is important to note that posting a disclaimer does NOT authorize communications or activities that are otherwise in violation of law, regulation, or policy.

- (2) While engaging on third party sites in an unofficial capacity, Coast Guard personnel must not engage in “sock puppetry,” which is to assume a false identity to comment in social media about the Coast Guard while appearing to be unaffiliated with it. This practice is unethical and has the potential to damage public confidence in the service and its communication efforts. This type of social or online activity presents a false sense of security for members who are still responsible for and held accountable to standards contained throughout this manual.

- H. Public Web. The Coast Guard’s public websites provide a platform to engage with multiple stakeholders. Web managers are responsible for ensuring the content is relevant, current, accessible, and meets all DHS and Coast Guard requirements. Units/departments that do not have web managers must contact Commandant (CG-092) for web updates or requests. Commandant (CG-092) is the approving authority for all web manager accounts.
  1. Content. All content will be relevant to the unit/department’s mission. Units are also the source of the content. If a unit/department needs to provide information from another unit/department, the link provided must be to the authoritative unit/department.
  2. External Links. The use of non-governmental links is discouraged as the Coast Guard has no control over what is displayed on external sites. In cases where an external link

is needed, a disclaimer must be accessible to visitors.

3. Collecting Information. The collecting of information via web forms must be approved by Commandant (CG-092) and relevant departments in relation to topics such as privacy, accessibility, etc.
4. Accessibility.
  - a. Section 508 (29 U.S.C. 794d) of the Rehabilitation Act of 1973, requires that federal websites be accessible to people with disabilities. The law requires all electronic information technology acquired, developed, maintained, or used by federal agencies to be accessible to anyone, including those who are disabled.
  - b. Official online sites must have a text equivalent for every non-text element. Text alternatives for each photo or graphic must be coded into the element when uploading to the site. This enables computer software, often called screen readers, to interpret and speak the text for the image.
  - c. Coast Guard video and multimedia productions must have captioning or a transcript that represents the same information found in the multimedia.
  - d. Commands needing assistance with Section 508 compliance must contact their servicing public affairs office.
  - e. While area and district public affairs staffs are not authorized unique multimedia sites, they must upload newsworthy imagery and video to the service's photo and video sharing sites according to current guidance from Commandant (CG-092). These sites will have area and district playlists and photo sets, respectively, for uploading content.
5. Prohibited Content. Commandant (CG-092) has the authority to determine what may be prohibited content and what may or may not be posted on public web sites. This includes, but is not limited to:
  - a. Offensive or unrelated material;
  - b. Content that violates operation security (OPSEC);
  - c. Content that is subject to copyright protections;
  - d. Broken links or "Under Construction" notices.
6. Conformity. Web managers must only use the layouts and designs authorized by Commandant (CG-092). Use of custom layouts that modify the standard code must be approved by Commandant (CG-092).

I. Organizational Communications Program.

1. Policy. The Coast Guard and its employees must communicate with each other clearly, concisely, and consistently. This must include robust, purposeful, and accessible communications with all members of the Coast Guard family.
2. Mission Success. Effective managers understand that people are their most important resource. Coast Guard active-duty members, reservists, auxiliarists, and civilian employees must understand the importance of their service and the part they play in it. Loyalty, proficiency, and our “esprit de corps” come from keeping Coast Guard people well-informed about their history, traditions, activities, accomplishments, benefits, and opportunities. In the Coast Guard, we place a great deal of responsibility on each of our members. In order for them to do their jobs, in order for them to manage their careers, in order for them to want to remain in the service, it is essential that every member of the chain of command make every effort to pass the word. As the world becomes increasingly reliable upon technology to obtain information, we must best harness the power of technology to improve communications with our people to maximize awareness and enhance readiness.
3. Mission Support. The Coast Guard’s organizational communications program supports Coast Guard missions by keeping our workforce – and all members of the Coast Guard family – aware of what and why things are happening. Some of these include:
  - a. Awareness of benefits and opportunities;
  - b. Awareness of requirements, obligations, and changes in policy or procedures;
  - c. Awareness of workforce initiatives and resources;
  - d. Awareness of issues and challenges facing the Coast Guard;
  - e. Recognition of individual and team accomplishments.
4. Responsibility. The Director of Governmental and Public Affairs is responsible for the Coast Guard’s organizational communications program and its objectives.
  - a. Commanding Officers and Officers-In-Charge. Successful organizational communications depends on robust information sharing by Commanding Officers and Officers-In-Charge. Commanding Officers and Officers-In-Charge must leverage all opportunities to share information with their people and promote awareness of Coast Guard organizational

communications platforms, including MyCG.

- b. Collateral Duty Public Affairs Officers. Collateral duty public affairs officers must take responsibility for their unit's organizational communications program.
    - (1) Trust. If you provide people with good information, they will return the favor. You may find yourself serving as an informal liaison between the crew and command.
    - (2) Maximum Output; Minimum Effort. One of the best ways to approach this responsibility is to seek help. Ask a near-by public affairs office, PA reservist, or auxiliariast to help. Ombudsman are great sources of assistance.
  - c. Individuals. Everyone in the Coast Guard has some responsibility for communicating with other members of the Coast Guard. Members, especially in command, management, supervisory, or leadership roles must keep their people informed of Coast Guard issues.
5. Be Proactive. Commanding officers and officers-in-charge must run a proactive and continuous organizational communications program. This means keeping individuals informed of the missions, functions, and activities of their command and the Coast Guard.
- a. Commanding officers and officers-in-charge will ensure that adequate two-way communication is established. Units may develop and evaluate new and innovative techniques in carrying out a Coast Guard organizational communications program.
  - b. Unclassified information must be provided or made available to Coast Guard people in a timely, understandable form. They are entitled to the same access to news as are all other citizens. Coast Guard leadership cannot withhold unfavorable news stories from Coast Guard personnel.
6. Reaching the Entire Coast Guard Workforce and Family.
- a. Mission Ready Total Workforce. Information should be passed to all members of the entire Coast Guard mission ready total workforce. This includes all active duty members, reservists, auxiliariasts, civilian employees, and contractors.
  - b. Dependents and Retirees. Families have a great deal of influence on our members. Their attitudes and knowledge have a great effect on the sponsor's career decisions and on-the-job performance. Furthermore, retirees are an

important part of the Coast Guard family and often continue to engage in Coast Guard services and activities in support of the Coast Guard. A good organizational communications program addresses the needs and interests of all members of the Coast Guard family.

7. Organizational Communications Tools.

- a. Passing Information. Information is passed in many ways. Word-of-mouth and the written word are most effective. Make good use of musters and other all-hands gatherings to pass along new information.
- b. MyCG. The Coast Guard's public web program provides an invaluable platform to communicate with the Coast Guard family via publicly available, flexibly designed websites. Leveraging this architecture, MyCG is a public web interface, administered by CG-0922, which serves as an authoritative source for organizational communications. Through a range of communications products, including feature articles and news updates, MyCG will serve as the Coast Guard's primary organizational communications medium. Content for MyCG online will be developed by assigned CG-0922 staff, who will coordinate with designated communications liaisons from cognizant headquarters, area, and district offices.
- c. Coast Guard Websites. Current Coast Guard news and extensive information is available on the Internet at our official website, <http://www.uscg.mil>. Information found at this website must be made available to Coast Guard members. All of our districts and many local units also maintain websites that contain important news and information.
- d. Internal Publications. Internal publications, such as a plan of the day or unit newsletters, are effective ways to pass information. They can be produced easily by simply combining material from other Coast Guard publications.
  - (1) Message Traffic. An easy but very useful tool is a list of recent message traffic with a brief summary of each. Posting a list of subject lines and date-time groups in common spaces or in each division will help keep members better informed because they can quickly learn about any new information that interests them. If there is something of interest, the member can then look up the appropriate message. Remember, not everyone has the chance to read message traffic. Printing feature stories, and other online Coast Guard publications, can help those who do not have access to workstations.
  - (2) Newsletters. Newsletters from a commanding officer or officer-in-charge, to dependents of the crew, are valuable tools to discuss the unit's accomplishments, people, and activities. They work well for any

type or size of command. Newsletters work best when published on a regular schedule, instead of sporadically. Units that decide to use the Internet for this purpose must ensure that appropriate security and privacy information policies are followed.

- (3) Welcome Letters. A personal letter from the command welcoming dependents should include names, addresses, phone numbers of sponsors, and key points of contact. Include maps of the local area and information on housing, schools (all grades including evening college), and shopping. Remember that some of the most stressful times in military life occur during a transfer.
- e. Planned Events. Include family members in your planning for regular holidays and events (e.g., Christmas, Thanksgiving, Independence Day, Coast Guard Day, etc.). Consider inviting dependent children to bring their classmates for a unit tour.
  - f. All-Hands. An all-hands is a meeting between a commanding officer or officer-in-charge and all unit personnel. These meetings keep members informed of unit plans, policies, etc., and often to offer two-way communication. Attendance is usually required for all military personnel not on watch and is encouraged for civilian personnel. An all-hands can strengthen command credibility, squelch rumors, and improve mutual support and understanding.
    - (1) Scheduling should not conflict with off-duty time and should allow for maximum attendance with provisions made to inform people on leave or on duty. An after-inspection meeting may be the most convenient for both the command and the crew.
    - (2) Program format and content may vary according to requirements, unit size, and audience composition. An informal, open climate is usually most productive. The meeting should address unit accomplishments, suggestions for better unit efficiency, goals, unit problems, etc. A question-and-answer period, introduction of new members, recognition of individual achievements, and discussion of problems and issues affecting the crew are good topics for an all-hands. You may consider inviting a guest speaker such as a tax preparer or a health benefits advisor. All-hands meetings may also be appropriate after exercises or deployments to discuss lessons learned or suggestions for improvement. Organizers may find it appropriate to ask the crew for agenda items.
    - (3) Hold the all-hands in a place that makes communication easy. For example, consider how weather or noise may hamper the

communication process.

- (4) At large units, it may be necessary to divide the crew into groups to improve the two-way communication. All-hands meetings should be scheduled regularly. Publicize the event well in advance using internal publications, the plan of the week, or bulletin board notices.
  - (5) All-hands meetings will not be used to avoid or satisfy other requirements (such as military training), for disciplinary purposes, or as a substitute for complaint channels. It's a time for passing the word and solving problems.
  - (6) Remember, word-of-mouth is still one of the most effective means to pass information, and all-hands provide an excellent forum for commands to fulfill this crucial responsibility. Message traffic and many other internal communication modes often do not reach the people they were intended to reach. Reading excerpts from these forms of written communication is an excellent and effective way to pass the word. Commands should also post these items in a common area bulletin board for the crew to read at their leisure.
- g. Clubs. Spouse clubs are an excellent way to pass information to family members; see Coast Guard Spouses' Clubs, COMDTINST 1750.6 (series). If your unit is too small for a formal spouses' club, you may be able to use other information tools to reach families. A telephone tree headed by an interested spouse or ombudsman is a good way of passing information on afloat unit schedule changes while underway or regular status reports on the unit's missions. A selected spouse might also serve as a troubleshooter to speak with the command on families' problems, acting as a representative for several families. A "spouses only" meeting with the commanding officer or officer-in-charge should also be considered.
- h. Family Days. Family days help acquaint families with the unit and our service's missions. Coast Guard Day, open houses, Armed Forces Day, and other special events offer excellent opportunities for these get-togethers and may include underway time. Consider inviting guest speakers from within the Coast Guard, other government agencies, or public service groups to discuss benefits, health subjects, Coast Guard policy, and similar topics.

## CHAPTER 4 GOVERNMENTAL AFFAIRS (CG-0921)

### A. Responsibilities.

1. Office of Congressional and Governmental Affairs (CG-0921). The Office of Congressional and Governmental Affairs' mission is to create a shared understanding of the Coast Guard's roles, missions, requirements, and legislative priorities within the larger strategic context at the national level. Commandant (CG-0921) establishes national-level, staff-to-staff relationships and facilitates and manages principal-to principal relationships. This primarily involves activities with the legislative, executive, and judicial branches of the federal government, intergovernmental issues of national interest, federally recognized tribes, and the national-headquarters for certain organizations focused in, but not exclusive to, Washington, DC.
  - a. Commandant (CG-0921) establishes national-level, staff-to-staff relationships and facilitates and manages principal-to-principal relationships for the following as they pertain solely to informing these entities in their engagement with national-level elected officials: non-governmental organizations (NGOs), industry, and vendors.
  - b. Commandant (CG-0921) is the sole point of release for all Coast Guard policy, legislation, acquisition, budget, doctrine, and other service-wide information to nationally elected officials, NGOs, industry, and vendor national leadership and their national-level staff.
  - c. Commandant (CG-0921) retains the authority to release information for all Coast Guard operations, activities, policies, and other matters relevant to national elected officials, state and local officials, federally recognized tribes, NGOs, industry, and vendor national leadership and their national-level staff. This authority includes the release of information at the headquarters level about field activity and serves as the Coast Guard's single point of contact for the Department of Homeland Security Office of Legislative Affairs (DHS/OLA), Office of Intergovernmental Affairs (DHS/IGA), White House and National Security Staff Offices of Legislative Affairs, and national-level federal departmental and agency legislative and governmental affairs offices.
2. Area Commanders. Area commanders conduct governmental affairs activities within their area of responsibility involving individual elected officials of particular significance to the Coast Guard (e.g., chairmen and ranking members of congressional oversight committees). Area commanders establish governmental affairs staff to support staff-to- staff and principal-to-principal relationships with these elected officials (coordinating closely with Commandant (CG-0921) where national-level relationships have been formed). Area commanders establish multi-region-level, staff-to-staff relationships and facilitate and manage principal-to-principal relationships for the following as they pertain solely to informing these entities in their engagement with multi-region-level elected officials: federal regions, federally recognized tribes, NGOs, industry, and vendors. Areas may release information on operational activities within their AOR without prior approval of higher authority unless otherwise directed or as reserved in this Manual. Areas should provide advice and assistance to district commanders in the accomplishment of their governmental affairs duties.

3. District Commanders. District commanders conduct governmental affairs activities within their AOR involving individual elected officials at the federal, state, tribal, and regional level within their AOR. District commanders establish governmental affairs staff to support staff-to-staff and principal-to-principal relationships with these elected officials (coordinating closely with Commandant (CG-0921) where national-level relationships have been formed). District commanders establish state and regional-level staff-to-staff relationships and facilitate and manage principal-to-principal relationships for the following as they pertain solely to informing these entities in their engagement with elected officials, NGOs, industry, and vendors. District commanders are encouraged to release information on operational activities within their AOR without prior approval of higher authority unless otherwise directed or as reserved in this Manual. District commanders should coordinate, synchronize, and deconflict the engagement of major unit commanders, commanding officers, and officers-in-charge with these elected officials and NGOs, industry, and vendor regional or state leadership. Without this coordination, Coast Guard unit-level engagement may become duplicative, conflicting, and counter-productive.
4. Major Unit Commander, Commanding Officers, and Officers-In-Charge. Major unit commanders, commanding officers, and officers-in-charge conduct governmental affairs activities within their AOR involving individual elected officials at the federal, state, and local level within their AOR. Major unit commanders, commanding officers, and officers-in-charge designate collateral-duty governmental affairs staff to support staff-to-staff and principal-to-principal relationships with these elected officials (coordinating closely with Commandant (CG-0921) where national-level relationships have been formed). Major unit commanders, commanding officers, and officers-in-charge establish state and local-level staff-to-staff relationships and facilitate and manage principal-to-principal relationships for the following as they pertain solely to informing these entities in their engagement with local-level elected officials: local offices of federal agencies, NGOs, industry, vendors. Major unit commanders, commanding officers, and officers-in-charge release information on operational activities within their AOR without prior approval of higher authority unless otherwise directed or as reserved in this Manual. Major unit commanders, commanding officers, and officers-in-charge will ensure a governmental affairs briefing is provided to all hands. Briefings should include guidance on the rules for release of information to elected officials, ethics, staging or attending political events, and responding to governmental affairs inquiries. Major unit commanders, commanding officers, and officers-in-charge coordinate, synchronize, and deconflict the engagement of subordinate unit commanders, commanding officers, and officers-in-charge with these elected officials and NGO, industry, and vendor state or local leadership. Without this coordination, Coast Guard unit-level engagement may become duplicative, conflicting, and counter-productive while simultaneously creating an external affairs burden these subordinate units are marginally staffed or prepared to undertake.
5. Subordinate Commanders, Commanding Officers, and Officers-in-Charge. Subordinate commanders, commanding officers, and officers-in-charge conduct governmental affairs activities within their AOR involving individual elected officials at the local level within their areas of responsibility, as time and operations permit. Subordinate commanders, commanding officers, and officers-in-charge do not typically designate collateral-duty governmental affairs staff to support staff-to-staff and principal-to-principal relationships with these elected officials. Subordinate commanders, commanding officers, and officers-in-charge establish local-level staff-to-staff relationships for the following as they pertain solely to informing these entities in

their engagement with local-level elected officials: local offices of federal agencies and NGOs. Subordinate commanders, commanding officers, and officers-in-charge may release information on operational activities within their AOR without prior approval of higher authority unless otherwise directed or as reserved in this Manual. Subordinate commanders, commanding officers, and officers-in-charge must coordinate, synchronize, and deconflict their engagement with these elected officials, local federal units, and NGOs under the direction of their chain of command.

B. Coordination and Awareness.

1. Governmental Affairs Coordination (Battle Rhythm). As noted earlier in this Manual, each day, week, and quarter, Commandant (CG-092) compiles engagement plans and reports, and then briefs Coast Guard and DHS leadership to ensure situational awareness of service activities and developing issues. The battle rhythm previews upcoming staff-to-staff and principal-to-principal engagements, upcoming governmental announcements, and public events of governmental affairs interest planned for Coast Guard principals.
  - a. Because authority for engagement has been and must be delegated, reporting of field engagement is vital to maintaining situational awareness and for synchronizing, coordinating, and deconflicting engagements - without which the Service's interest could be damaged. Commandant (CG-092) will maintain an external affairs battle rhythm to include coordinating mechanisms and timing of field reporting to support leadership needs and preserve external affairs efficiency. Reporting will minimize the workload – seeking to repurpose and reuse single-point-of-entry information. Headquarters directorates, area, district, and major unit commanders and subordinate commanders will promulgate reporting requirements to their units to implement the Commandant (CG-092) battle rhythm.
  - b. Unless previously reported via weekly battle rhythm, all governmental affairs planned engagements should be reported, regardless of rank/position of the principal, as soon as practicable and ideally three calendar days in advance of the engagement. Reports are not required for emergent issues. When emergent issues are reasonably expected to garner elected official interest, timely advance notice should be provided to Commandant (CG-0921) via the most expeditious means.
2. Governmental Engagement Guidance (GEG). Similar to public affairs guidance (PAG), governmental engagement guidance supports collateral duty or full-time governmental affairs officers and Coast Guard principals, and is developed when engagement with elected officials, states agencies, tribes, local agencies, NGOs, industry, and vendors is expected at multiple levels across the service and where more than one Coast Guard principal or governmental affairs officer is required to execute the engagement. The GEG provides background, situation, analysis, coordinating instructions, authority, key messages, talking points, and questions and responses to support a specific event, issue, or objective. In many cases, the issue is also of concern to the press, stakeholders, and the public, in which case a PAG may be used for both purposes. Developing a GEG requires analysis of external factors, publics, messaging, the issue or internal factors for which full time governmental affairs personnel should be used. Collateral duty governmental affairs staff must not develop a GEG without assistance from servicing full-time governmental affairs officers. A GEG is not an external communications product, but rather an

internal coordination plan. The GEG itself is administrative in nature, and must not be shared outside the Coast Guard. GEGs must be appropriately distribution-control marked in accordance with standard template guidance. Commandant (CG-0921) will maintain a library of GEGs accessible to headquarters elements, area, and district governmental affairs officers.

- C. Elected Official Access to Operations. Coast Guard commanders, commanding officers, and officers-in-charge must provide elected officials with the broadest access to Coast Guard operations possible consistent with personnel safety and mission requirements. Coast Guard commanders, commanding officers, and officers-in-charge must make every effort to become familiar with current departmental (DHS) policies and service-specific guidance relating to elected official access to operations.
1. Principal Embarkation. Coast Guard commanders, commanding officers, and officers-in-charge must openly offer embarkation to elected officials during day-to-day operations, patrols, training evolutions, inspections, boardings, investigations, deployments, and responses.
  2. Staff Embarkation and Embeds. Coast Guard commanders, commanding officers, and officers-in-charge must use their discretion in offering and providing staff embarkation and embeds, bearing in mind the rich history of success these engagements generate in building deep awareness and relationships with staff, alongside the time and effort invested and the likely return on investment depending on the specific staff involved.
  3. Embarks and Embeds for State, Tribal, and Local Agencies. Coast Guard commanders, commanding officers, and officers-in-charge must use similar discretion in offering and providing embarks and embeds to state, tribal, and local agency officials.
  4. Embarks and Embeds for NGOs, Industry, and Vendors. Coast Guard commanders, commanding officers, and officers-in-charge must not offer or provide embarks and embeds to NGOs, industry, and vendor personnel for governmental affairs purposes without the express prior consultation and approval from Commandant (CG-0921) and the operational chain-of-command.
- D. Focused Engagements. All governmental affairs engagements must be conducted at the appropriate level, as defined in this Manual. All engagements must specify this level, and staff must prepare Coast Guard principals by explaining the framework, reasons for the selected level of engagement, and expectations and limitation that level of engagement imposes. The following definitions apply for purposes of this Manual only.
1. Elected Official. An elected official means any member of Congress, the President of the United States, state governors and lawmakers, county executives, municipal mayors and managers, members of city and county legislatures, and federally recognized tribal leaders.
  2. Embarkation. An embarkation is a short visit by principal or staff aboard a facility, unit, or on a ride-along.
  3. Embed. An embed is a longer visit, usually involving a principal or staff remaining aboard a unit for 24 hours or more, most often sharing accommodations and other facilities and services with service personnel. It is also associated with principal or staff travelling with a Coast Guard principal to observe their activities and the issues they encounter during their official duties.

4. Industry. Industry refers to any maritime industry regulated or affected by the Coast Guard, to include corporations, municipalities operating vessels or facilities, unions, state-owned or public-private partnerships operating port authorities, or classification societies.
5. Inquiries. An inquiry is a formal or informal request for information from outside the service, which requires a deliberative response.
6. Insert for the Record (IFR). An IFR is a situation in which a witness at a congressional hearing is not able to provide an immediate response during the hearing, and “inserts” that response into the official record after the hearing.
7. Interagency. The term interagency refers to cooperation, collaboration, and support between agencies within the federal government. It does not refer to relations between a federal agency and state, tribal, or local governmental agencies (intergovernmental affairs). This cooperation between federal agencies can have operational, educational, or governmental affairs purposes. Chapter four of this Manual governs only the cooperation between agencies for purposes of informing or educating elected officials for governmental affairs purposes.
8. Intergovernmental Affairs. The term intergovernmental affairs refers to cooperation, collaboration, and support between a federal agency and state, tribal, or local governmental agencies. This cooperation can have operational, educational, or governmental affairs purposes.
9. National Leadership. National leadership refers to the appointed or elected leaders of non-governmental organizations, companies, corporations, unions, and classification societies functioning at the national level. These are the equivalents of agency service chiefs for the private sector.
10. Non-Governmental Organizations. Non-governmental organizations are non-profit organizations operating within their advocacy mission. The Coast Guard works with many NGOs, for instance, in conducting public education and/or for community relations. Chapter four of this Manual does not govern these activities. Engagements with service-affinity organizations like the Navy League or Military Officer Association of America, for instance, would be governed by chapter four only when the purpose is informing or educating those entities for governmental affairs purposes (i.e., their interaction with elected officials, state, tribal, and local governments).
11. Principal. A principal is the elected official, national leader, Coast Guard admiral, major unit commander, commanding officer, or officer-in-charge.
12. Publics. Throughout this Manual, the term “publics” is used to mean the various groups which receive an external affairs message. Determining who the intended recipient for a message – which “publics” – is the first step in devising a communication strategy.
13. Question for the Record (QFR). A QFR is a congressional question submitted to a witness after the congressional hearing has been held with both the question and the formal response included in the hearing record.

14. Staff. Staff are employees of the principal, and include both governmental affairs officers and subject matter experts. They support and assist the principal, but do not become the principal even when delegated authority from the principal for certain functions or forums.
  15. Subject Matter Expert (SME). Subject matter experts are members of the principal's staff with operational, mission support, policy, budget, legal, or other non-governmental affairs expertise upon which the principal relies. The SME does not become the principal even when delegated authority to brief or engage on behalf of the principal based on detailed knowledge, understanding, or background.
  16. Vendors. Vendors are companies, corporations, or other service and product providers who currently serve the Coast Guard or who seek to market goods and services to the Coast Guard. Role and functions of vendors can become confused because a vendor may simultaneously be considered "industry" because the company is also regulated by elements of the Coast Guard (for example, some classification societies both provide services to the Coast Guard and are overseen by the Coast Guard).
- E. Overarching Governmental Affairs Policy. Commandant (CG-0921) and field commands must engage governmental affairs publics with a primary objective of gaining an understanding of that publics' interests, objectives, and capabilities in addition to leaving that public with enhanced awareness of the Coast Guard.
1. Engagement Strategy. Commandant (CG-0921) will develop a governmental engagement strategy identifying service priorities and objectives, links to strategic themes and topics, and key publics. This strategy should be updated on an annual basis.
    - a. Areas and districts must develop governmental engagement strategies that tier from the Commandant (CG-0921) governmental engagement strategy by linking local engagements to Service objectives.
    - b. All governmental engagement strategies must follow Administration (i.e. White House and DHS) policy and be informed by guidance provided in the Commandant (CG-0921) governmental plan.
    - c. Commandant (CG-0921) must provide guidance and key templates to assist in field GAO engagements in the form of a regularly updated governmental affairs tactics, techniques, and procedures.
  2. Awareness Engagements. Commandant (CG-0921) must provide guidance and direction on initiatives to increase governmental affairs public awareness of the Coast Guard, its missions, authorities, capabilities, and operations. This guidance will be updated at least annually and must be complementary to public affairs and operational awareness engagement guidance. Commandant (CG-0921) and field commands must engage stakeholders throughout the year by providing current and relevant information, opportunities to meet with Coast Guard members, invitations to embark, embed, or participate in Coast Guard events, and awareness of local operations.

3. Relationship-Building Engagements. Commandant (CG-0921) must develop staff-to-staff working rapport with national governmental affairs publics allowing expedited no-notice exchange of factual/emerging case information to forge a shared understanding of significant and emerging events. Major unit commanders, commanding officers, and officers-in-charge must develop staff-to-staff rapport with elected officials allowing expedited no-notice exchange of factual event/case information forging a shared understanding of significant and emerging events. General areas of interest and threshold for exchange of information must be defined during these relationship-building engagements.
  4. Information-Sharing Engagements. Coast Guard personnel must abide by OMB Circular A-11 regarding budget communications prior to release of the President's budget request. For purposes of information sharing, Coast Guard offices, staff, and personnel must treat all Coast Guard detached duty billet personnel, including congressional and DHS fellows, as members of the staff on which they serve.
    - a. District commanders, sector commanders, and commanding officers must expedite the sharing of factual information with local stakeholders consistent with national messaging, and coordinate with Commandant (CG-0921) and the CAP process.
    - b. District commanders, sector commanders, and commanding officers must consider the national strategic implications of emerging local events and cases, and must seek Commandant (CG-0921) guidance as time allows where national strategic issues are impinged upon by emerging local events or cases.
    - c. Area commanders, district commanders, sector commanders, commanding officers, and Commandant (CG-0921) staff must keep Commandant (CG-092) apprised of upcoming stakeholder engagements and must submit post-event summaries to ensure a record of the engagement is fully captured and any follow-on tasking or commitments are completed in a timely fashion.
  5. Dialogue Engagements. Direct and persistent interaction, particularly with key congressional staff, is a critical component of supporting Coast Guard legislative objectives. Opportunities to coordinate engagement with senior Coast Guard leadership must be pursued whenever it is determined to be beneficial to achieving Coast Guard objectives. Meetings, hearings, and briefings provide invaluable insight into key concerns and issues relating to external publics. Through continuous interaction and attendance at all engagements, the EAOs, GAOs, and Commandant (CG-0921) liaisons are uniquely positioned to capture and disseminate information, inform strategies, and notify senior Coast Guard leadership of emerging and evolving issues which may impact Coast Guard equities and operations.
- F. Congressional Engagements. Commandant (CG-0921) will monitor primary media outlets, Capitol Hill reporting agencies, and other sources of information which may also be initial sources of national policy issues impacting the Coast Guard and relevant within the sphere of governmental affairs.
1. Awareness Engagements Commandant (CG-0921) will organize and conduct an awareness-building "Missions Day" for congressional staff at least biennially.

2. Relationship-Building Engagements. District commanders serve as the Coast Guard principal, or delegate the responsibility as appropriate, for relationship-building engagements with senators' home-state offices, senior local government officials, and local private executives.
  - a. Commandant (CG-0921) congressional liaisons must participate in both social and official Capitol Hill events, as these engagements are a critical component of relationship building.
  - b. Commandant (CG-0921) congressional liaisons are responsible for direct interaction with congressional personnel and professional staff and will coordinate engagements between Coast Guard principals and members in the National Capitol Region.
  - c. Commandant (CG-0921) congressional liaisons must ensure presence at all congressional briefings, hearings, meetings, and events involving Coast Guard principals occurring inside the National Capitol Region.
  - d. Commandant (CG-0921) congressional liaisons must ensure frequent and proactive congressional staff-to-staff and principal-to-member interaction at the appropriate level on relevant Coast Guard issues within the National Capitol Region.
3. Information-Sharing Engagements. House and Senate liaisons serve as the main point of entry for congressional queries including communication of approved national-level policy and resource information. Commands normally will avoid engaging in or speaking about congressional or budget sensitive issues; however, there will be occasions when it is in the best strategic interests of the Coast Guard for commands to amplify important legislative and budget issues with elected officials. In these instances, guidance normally will be provided by Commandant (CG-0921). Coordination with Commandant (CG-0921) is crucial to ensure message alignment.
  - a. Commandant (CG-0921) will ensure senior Coast Guard leadership is aware of significant engagement activities.
  - b. District and area GAOs must ensure congressional inquiries from local district and state offices are routed to the Commandant (CG-0921) governmental affairs manager unless extremely urgent, in which case direct contact with the appropriate Commandant (CG-0921) liaison is authorized. The Commandant (CG-0921) governmental affairs manager and liaisons will treat inquiries received in the field as any other inquiry.
  - c. House and Senate liaisons will coordinate submission and delivery of congressional inquiries to professional and personal staff and coordinate with district and area GAOs when local delivery of information is appropriate and preferred.
  - d. Field commands should answer questions and provide information within their span of control. Informational engagements beyond this scope must be referred to the appropriate command and will frequently be coordinated through Commandant (CG- 0921), with extensive effort from Commandant (DCO), Commandant (DCMS), and Commandant (CG-82).

- e. All material used for congressional presentations (slides, handouts, papers, etc.) will be coordinated through Commandant (CG-82) prior to release. For area, district, and major unit commands, this clearance will be coordinated by the Commandant (CG-0921) governmental affairs manager, who will obtain clearance and deliver and distribute responses as appropriate. If a briefing script or slides are used, they must be submitted to Commandant (CG-0921) and Commandant (CG-82) not later than seven working days before the engagement, or as soon as practicable for short-notice engagements.
4. Dialogue Engagements. Coast Guard employees must not participate in, or give testimony before, a non-federal executive or legislative proceeding without the approval of Commandant (CG-094). Congressional requests for witnesses are normally received by Commandant (CG-0921). If any other Coast Guard unit or staff is contacted directly, Commandant (CG-0921) should be informed immediately to coordinate a reply with Commandant (CG-82) and senior Coast Guard leadership. Witnesses will be recommended by Commandant (CG-82) and Commandant (CG-0921) and are selected by Commandant (CG-00).
    - a. All testimony, transcripts, and responses to congressional requests and inquiries must be coordinated with Commandant (CG-823) through Commandant (CG-0921).
    - b. Unless otherwise assigned by Commandant (CG-0921), the House or Senate liaison must attend all congressional hearings that include a Coast Guard witness. The Liaison is responsible for taking notes, especially on any issues to which a witness is asked to respond for the record.
    - c. Following a hearing, the Commandant (CG-0921) House or Senate liaison must coordinate with Commandant (CG-823) to initiate research on “inserts for the record” responses during the hearing. All QRFs, IFRs, transcripts, and identified errors for correction coming out of the hearing will be sent first to Commandant (CG-0921), then to Commandant (CG-82), which will coordinate with the appropriate witness and staff for action. Note that reviewing testimony, statements, and transcripts is a courtesy extended to the witness by most, but not all, congressional committees. Therefore, committee deadlines to return transcripts must be met or risk the service losing the opportunity to catch errors and provide input in the future.
    - d. Coast Guard employees must not provide comment on proposed or pending non-federal legislation or rule-making outside the context of approved testimony at a proceeding, without giving prior notice to the Judge Advocate General and Commandant (CG-0921).
    - e. Coast Guard employees must clear any official expression of support for, or opposition to, any pending federal legislation through DHS and OMB.
    - f. Coast Guard employees must not provide statements regarding the process, merits or benefits of a proposed rule once published in the Federal Register, the expected publication dates, or public comments received on a proposed rule, unless specific approval by Commandant (CG-094) and DHS Office of General Counsel has been secured.
    - g. Commandant (CG-0921) must review Coast Guard legislative proposals and provide recommendations to the Commandant on potential political, and other external concerns

raised by the proposal, along with an estimate of whether the likelihood the proposal could be enacted.

- (1) Coast Guard legislative proposals must be consistent with DHS objectives, the President's annual budget proposal, and overall Administration policy.
  - (2) Coast Guard legislative proposals that affect another department or agency must be closely coordinated with that department or agency.
  - (3) Coast Guard legislative proposals must be clearly explained, defining why the change is needed and how the Coast Guard intends to use the new authority to address a specific problem.
  - (4) The Coast Guard must consider that any legislative proposal may not only be unsuccessful, but also could adversely affect Coast Guard authority as changed and implemented by Congress.
  - (5) Following OMB clearance, either the Secretary of Homeland Security, the DHS General Counsel, or the Commandant will sign letters transmitting the proposed legislative proposal to the President of the Senate and the Speaker of the House, not later than March 1st of each year.
- h. Commandant (CG-0921) must monitor Coast Guard legislative proposal progress, once provided to Congress, coordinate responses to questions and for background information, creating a shared understanding with Congress of the strengths and challenges of the legislative proposal.
  - i. Commandant (CG-0921) must be immediately notified of national policy or resource issues discussed by members or staffs during engagements. Initial notification must be made through the Commandant (CG-0921) governmental affairs manager.
  - j. Commandant (CG-0921) House and Senate liaisons and/or Commandant (CG-0921) staff must provide a synopsis of congressional staff and member briefs and hearings to Commandant (CG-0921).
  - k. Commandant (CG-0921) House and Senate liaisons must keep Commandant (CG-0921) apprised of planned and unplanned engagements of a substantial nature which may impact legislation and/or budget deliberations as well as high-visibility member, committee or, constituent issues.
5. Consultative Engagements. Congressional consultation must be accomplished at the most senior levels of our Service and focus almost exclusively on policy, programs, and budget. Congressional fellows must abide by the House or Senate ethics rules applicable to the staff on which they serve. Coast Guard personnel must not use appropriated funds, including use of telephone, email systems, and preparation of written materials to influence in any manner a member of Congress or an official of any government to favor, adopt, or oppose any legislation, law, ratification, policy, or appropriation, except through proper official channels.

- G. Intergovernmental Engagements. Areas and Districts must engage state and local governments in order to establish and maintain relationships that promote dialogue and understanding to facilitate successful Coast Guard operations. Commandant (CG-0921) will coordinate with the field to enable and support similar engagements at the headquarters and DHS levels.
1. Awareness Engagements. Area and District commands must organize and conduct awareness-building engagements for state and local officials such as site visits, ride-alongs, demonstrations, as well as community involvement.
  2. Relationship-Building Engagements. Area and District commanders must serve as the primary Coast Guard principal for engagements and relationships with state and local officials. The primary purpose of these engagements is to familiarize state and local officials with the Coast Guard organization and operations. Field commands must establish healthy interpersonal relationships and open communication with state and local counterparts through both official and social engagements. Examples of engagement include: informal meetings, formal meetings, briefings, command visits, inquiries, notifications of response actions, military ceremonies and regular contact with elected officials.
  3. Information-Sharing Engagement. Field commands must keep state and local officials informed about Coast Guard missions, activities, and emergent issues within their area of responsibility. Field commands should develop normal business practices and protocols that include timely informal and formal contact and communication.
  4. Dialogue Engagements. Field commands must conduct good faith, accessible, and responsive redress of state and local concerns. Coast Guard employees must not participate in, or give testimony before, a non-federal executive or legislative proceeding without the approval of agency counsel.
  5. Consultative Engagements. Consultative engagements with state and local officials must be conducted at the Area and/or District Commander level. Depending on the issue, this may also require headquarters and/or DHS level engagement. Areas and Districts should ensure alignment with headquarters through Commandant (CG-0921) prior to advancing any issue through consultation.
- H. Tribal Engagements. There are 566 federally recognized American Indian tribes and Alaskan Natives within the United States, each of which retains its rights as a Sovereign Nation. Therefore, when the Coast Guard engages tribes, the tribal leaders require the respect and distinction of Heads of State. Districts must engage tribes in order to establish a mutual understanding of issues, concerns, and capabilities. The Coast Guard must listen to, and understand the concerns and capabilities of the tribes and the tribes should understand the missions, requirements, and limitations of the Coast Guard.
1. Relationship-Building Engagements. District commanders must serve as the primary Coast Guard principal for engagements and relationships with tribal leaders. Tribal relationships are built over time, so effort must be made to develop pre-need relationships. Tribes generally will not speak for each other. Therefore, Field commands must approach each separately on important issues.

- a. Field commands must establish healthy interpersonal relationships and open communication with tribes. Social engagements are as equally important as official engagements. Examples of engagement include: informal meetings, formal meetings, briefings, command visits, inquiries, notifications of response actions, military ceremonies and celebrations, and regular contact with tribal leaders.
  - b. Field commands must engage and listen to the interests and concerns of tribes and invest time in building a rapport and understanding with tribal leaders in order to maintain pre-need relationships with tribal leaders. Tribal interests vary widely and often the only way to know what tribal interests are is to ask.
  - c. Field commands must determine the frequency and method of communication based on the uniqueness of each tribe, their concerns and the impact of Coast Guard missions on those tribal interests. Tribal trust will be gained and fostered by these informal, personal meetings.
2. Information-Sharing Engagement. Field commands must keep tribal leaders informed about Coast Guard missions and activities that may affect tribal lands, resources, or rights including emergent issues such as actual or potential oil spills. Field commands should develop normal business practices and protocols that include timely informal and formal contact and communication with tribal leaders.
  3. Dialogue Engagements. Field commands must conduct good faith, accessible, and responsive redress of tribal concerns. These engagements include face-to-face meetings, formal letters, e-mails, or a simple phone call.
  4. Consultative Engagements. Executive Order 13175 requires federal agencies to ensure meaningful and timely consultations with tribal governments on any action or regulation that may impact the tribe. Formal tribal consultation must start at the district or command level. While staff personnel may take the lead in the day-to-day mechanics, the responsibility for formal consultation rests with the commanding officer or district commander level and in areas where significant tribal interests exist. Formal direction should be promulgated and provided to district staff and field commanders. Formal tribal consultation must be initiated on any matter that substantially impacts the tribe, tribal rights, or tribal resources. Field commands must coordinate with Commandant (CG-0921) on all tribal consultations and negotiations.
- I. Non-Governmental Organization Engagements. In accordance with the Anti-Lobbying Act, Coast Guard personnel will not use NGO engagements as a forum to request NGOs conduct, or not conduct, specific advocacy with Congress.
1. Awareness Engagements. Commandant (CG-0921) must inform senior Coast Guard leadership on the interests, equities, and apparent advocacy of various NGOs, so that these leaders can accurately evaluate potential relationships and return-on-investment in engaging these organizations for governmental affairs purposes. Commandant (CG-0921) must maintain general awareness of NGOs relevant to maritime and service interests, to include coordination with Commandant (CG-092), Commandant (DCO), and Commandant (DCMS), each of which may engage the same and other NGOs for alternate purposes. Commandant (CG-0921) must engage

national-level trade associations and other non-governmental organizations to foster basic awareness of the Coast Guard and the Department of Homeland Security.

2. Relationship-Building Engagements. Commandant (CG-0921) must establish trust relationships with national-level NGO leadership and staff to allow expedited information sharing and foster shared understanding of complex maritime and service issues. Commandant (CG-0921) must ensure governmental affairs-based, national-level relationships with NGOs are reciprocated at the proper staff or Flag/SES levels.
  3. Information-Sharing Engagements. Commandant (CG-0921) must inform national-level, service-affinity NGOs about the Commandant's legislative and budget priorities in order to enhance a detailed NGO understanding. Commandant (CG-0921) must provide national-level, service-affinity NGOs timely responses to inquiries drawing only on releasable information, including briefings on that information where mutually beneficial.
  4. Dialogue Engagements. Commandant (CG-0921) must provide Coast Guard principals with an informed assessment and analysis of critical feedback from NGOs on governmental affairs matters of service interest. Commandant (CG-0921) must seek out opportunities to engage NGOs in non-traditional areas to advance common governmental affairs interests. Commandant (CG-0921) must encourage senior leadership involvement with service-affinity NGOs in both traditional and non-traditional means.
- J. White House, Congressional, and DHS Fellows Program. Commandant (CG-0921) must maintain a Coast Guard White House, Congressional, and DHS Fellows Program. This program is one of the Coast Guard's most prestigious and offers exceptional officers first-hand experience working at the highest levels of the federal government. During these assignments, fellows must continue to receive normal pay and allowances.
1. The Coast Guard Personnel Service Center Officer Personnel Management Division (PSC-OPM) must provide a candidate pool of qualified officers to interview.
  2. Fellows must undergo a competitive selection process
  3. Commandant (CG-0921) must assign fellows wherever they are best positioned to provide benefit to the White House, Congress, or DHS.
  4. The Vice Commandant must determine, based on the recommendation of Commandant (CG-092), whether to approve requests for the establishment or continuation of fellowship positions.
  5. Fellows are subject to the respective ethics rules of the chamber to which they are assigned. Fellows are, under 5 C.F.R. 2635.104(b), not subject to normal ethics rules contained in Reference (g).
  6. There are important differences between OGE and House or Senate rules; fellows must discuss applicable congressional rules, particularly those directly relating to details and conflicts of interest, and gift acceptance rules, with their supervising Coast Guard member and staff prior to performing any duties as a fellow.

7. Fellows must adhere to the conflict of interest prohibitions in Title 18 of the United States Code and maintain strict compliance with guidance contained in Military Civil and Dependent Affairs, COMDTINST M1700.1 (series), regarding engaging in partisan political activities. Fellows must acknowledge their understanding of said guidance and that enclosed in Congressional Detailees, COMDTINST 5730.3 (series) prior to performing any duties as a fellow.

## CHAPTER 5: OFFICE OF EXTERNAL OUTREACH & HERITAGE

A. Overview. The mission of the Office of External Outreach and Heritage (CG-0923) is to inform the public about the Coast Guard's roles, missions, and objectives through strategic engagements with national-level visibility and impact. CG-0923 will:

1. Develop and execute a strategic plan for national-level external outreach opportunities.
2. Improve public understanding and support of Coast Guard missions by managing national-level external engagements throughout the Coast Guard.
3. Build and maintain relationships with national-level external stakeholders and organizations including the Navy League of the United States, the Coast Guard Foundation, Veterans of Foreign Wars, and American Legion.
4. Establish policy and guidance for field units engaging in external outreach to create and maintain relationships within local communities and ensure a coordinated approach to external outreach.
5. Use the Coast Guard Art Program, USCG Band, and Ceremonial Honor Guard to enhance the Coast Guard image and foster interest in the organization.
6. Leverage the Coast Guard's rich history and heritage to support strategic outreach opportunities, utilizing historic past experiences to highlight the Service's alignment and value to the nation.
7. Facilitate Coast Guard and Department of Homeland Security senior leadership-level events and engagements at CG Headquarters in coordination with Base National Capital Region.

B. Coast Guard Historian's Office (CG-09231).

1. The Coast Guard has a rich, multi-faceted, and treasured history. The Coast Guard's history is a key to its future. In contrast to the other five Armed Forces, the Coast Guard has a unique background as a humanitarian service in direct and daily contact with the people it serves. History influences not only what we do, but also who we are and how we accomplish our service to the nation. The pride, professionalism, and loyalty of Coast Guard military members, civilian employees, contractors and Auxiliary and other volunteers is strengthened by our history. Often it is the history of our service that attracts new members to join the organization.
  - a. The first objective of the Coast Guard Historian's Office is to ensure the preservation of information, records, and artifacts of past and current operations to ensure an accurate and thorough understanding of the Coast Guard. Coast Guard history is being made today. Today's stories will be accurately told tomorrow only if those stories are documented and preserved. Records,

photographs, artwork, and artifacts (no matter how ordinary they may seem at present) can tell the Coast Guard story.

- b. The second objective of the Coast Guard Historian's Office is to make the Service's history available to members and the public to promote understanding of the value the Coast Guard has brought and continues to bring to the nation. Support for present and future Coast Guard missions is in part based on its history.
2. Responsibilities. Commandant (CG-0923) manages the Coast Guard Historian's Office (CG-09231, "The Historian" or "the history program," hereafter). The Historian's Office collects, preserves, manages, and interprets Coast Guard history. The Historian's Office administers the Coast Guard Museum on the grounds of the Coast Guard Academy. The Historian's Office collects, preserves, and manages the Coast Guard's Heritage Asset Collection and historic artifacts.
    - a. Units have a responsibility to preserve the Service's history and pass historic information, records and artifacts to the Historian's Office. All personnel who manage or dispose of Coast Guard property must carefully screen and evaluate all property for historic records or artifacts. Historic artifacts should be reported using the Heritage Asset Request Form (HARF) SharePoint site <https://cg.portal.uscg.mil/units/cg84/PPHeritage.HQ/default.aspx>. Property managers must make appropriate entries regarding historic artifacts to the unit's accountable property inventory.
    - b. Units have a responsibility to inform the workforce and the public of the history of the unit and the Service. Units should recognize and document their history and share that information with the public.
      - (1) Scrapbooks, photographs, unit displays, public outreach activities, engagement with the community, and an online presence are just a few methods each unit can use to help bring history alive for its members and local community.
      - (2) Actively commemorating historic dates and events is valuable in building awareness of and support for the Coast Guard. Units are encouraged to contact Commandant (CG-09231) for assistance in presenting Service history.
      - (3) Units wishing to display historic objects or historic photography at their unit should contact the Historian's Office for guidance on the appropriate means to display these assets to ensure their long-term preservation and care. Reproductions of historic photography can be publically displayed without any additional guidance.
  3. Collecting and Preserving Historic Records and Objects.

- a. The most important resource in recognizing and preserving Coast Guard history is people. Each Coast Guard employee can have a significant effect. The Historian's Office encourages individuals to bequeath or donate privately-owned documents, photographs, artifacts, and artwork that help tell the Coast Guard story. Any individual with an interest in donating this material should contact the Historian's Office. Units must contact the historian prior to sending any photos or publications to Coast Guard Headquarters, as current mailing procedures involve destructive (irradiation) screening processes that will destroy photos and severely harm paper. Contact Commandant (CG-09231) with questions on the proper disposal of any item.
- b. Before units dispose of old or obsolete publications (such as light lists, annual reports, manuals, or notices to mariners) contact the Historian's Office to see if they are needed for the reference collection.
- c. Retaining information relating to Coast Guard flag officers and other senior leaders, including senior enlisted leaders, is important to maintaining the history of the Service. To assure this information is permanently retained, Coast Guard offices that generate and keep biographical information on flag officers and senior leaders are requested to submit such material to the Coast Guard Historian's Office when that person retires. This material should include the most current biographical statement, portrait photography, and any other pertinent material.
- d. Guidance on specific types of records:
  - (1) Records. Records are official, unofficial, or private documents or electronic files about Coast Guard operations, functions, equipment, or people. Records do not have to be old to be historic. Records about today's Coast Guard are tomorrow's history. If not collected now, the history may be lost. Units must follow guidance regarding the disposition of historic documents as per Reference (b) and CG-611. Contact the unit's records manager, CG-611 or CG-09231 for more information.
  - (2) Photographs. Photographs can be important records. Besides providing positive evidence of events or scenes, photographs are especially important to researchers wishing to publish their works. Historic photographs are used in Coast Guard publications and presentations, national and local press, by authors, and are also sought by model builders, historic preservation organizations, and retirees
  - (3) Formal Records. The primary guide to preserving Coast Guard records and photography is Reference (b).
  - (4) Informal Records. Commandant (CG-09231) has a special interest in items not specifically described in Reference (b) such as district newspapers or newsletters, clipping files, cruise books, brochures (commissioning, decommissioning, change of command, welcome aboard, etc.), unit

newsletters, and finding aids (phone books, unit listings, personnel locators, etc.). District public affairs offices and Headquarters units must send copies of general-interest internal publications to the Historian's Office. These publications are valuable for building historical files.

- (5) Oral History Records. Commandant (CG-09231) conducts a robust oral history program, capturing material from active duty, retired, civilian, and auxiliary members who have participated in significant events in their careers. They provide information from the perspective of those who were a part of history in their own words.
- a. Oral histories are conducted to gather information that is not or cannot be determined from existing written sources, or when additional information is necessary that does not exist in the written record. They are usually undertaken to uncover specific information about an event or a person.
  - b. All Coast Guard personnel should remain aware of potential opportunities to gather oral histories during their operations and consult with Commandant (CG-09231) staff for concurrence and to determine the best way to capture them.
  - c. Members of the Commandant (CG-09231) staff typically complete oral histories. However, when circumstances require, the staff may request public affairs personnel or other volunteers to conduct the interviews on their behalf. The Commandant (CG- 09231) staff will provide guidance to the interviewee as well as the required oral history waiver that must be completed by both the interviewer and interviewee before commencement of the oral history.
- e. Historic File Categories. The Historian's Office maintains the following historical files in its archives at Coast Guard Headquarters. Consider the below categories before disposing of materials, and contact the Historian's Office to donate similar records.
- (1) Cutters. Information and photography on all cutters.
  - (2) Aircraft. Information and photography on all aircraft flown by the Service.
  - (3) Units. Information and photographs of Coast Guard and predecessor service units. There is currently little historical documentation of early units.
  - (4) Disasters. Shipwrecks, oil spills, collisions and other disasters.
  - (5) Subject Files. The Historian's Office maintains subject files on many topics regarding Coast Guard history, including conflicts the Coast Guard or its predecessors have participated in, responses to national disasters

such as earthquakes and hurricanes, minority members and women, the Service's many and varied missions, uniforms and insignia, etc. Historical data and records are needed regarding subjects of repeated interest to the Service, such as aids to navigation, law enforcement, hurricane response, ocean stations and weather patrol, and conflicts.

(6) Special Collections. Private papers, oral histories, and photography which is related to particular individuals.

4. Preserving Heritage Assets and Historic Art. Commandant (CG-09231) manages the Coast Guard's Museum at the Coast Guard Academy, the Curatorial Services Program, and the Heritage Asset Collection.
  - a. The U.S. Coast Guard Museum at the Coast Guard Academy is the Coast Guard's current primary exhibition facility. This facility is charged with managing Heritage Asset Collection items in its custody, displaying the Coast Guard's history and providing educational programs for the Coast Guard and the public.
  - b. Curatorial Services Program. The mission of the Curatorial Services Program is to ensure the proper identification, collection, preservation, accountability, security, and educational use of the Heritage Asset Collection (including historic art) and historic artifacts. To accomplish its mission, the Curatorial Services Program performs the following functions:
    - (1) Maintains the Heritage Asset Collection, an accessioned collection of Coast Guard heritage assets ensuring pieces are identified, accounted for with a unique accession number, appraised, cataloged and reported to the Coast Guard accountable property inventory system;
    - (2) Establishes service-wide Coast Guard preservation, security and interpretation standards for the handling, storage and display of Coast Guard artifacts and art;
    - (3) Advises and assists Coast Guard personnel in the correct management and preservation procedures for historical artifacts and art, and maintains a standard operating procedure for guidance;
    - (4) Determines the feasibility of loans of items in the Heritage Asset Collection and arranges, tracks, and updates each loan, including assigning current values; and,
    - (5) Establishes standards for collecting artifacts of historical significance to the Coast Guard; and determines heritage status for Coast Guard property Service-wide.
  - c. The Heritage Asset Collection is a collection of historic items ("heritage assets") which the Historian's Office has accessioned and for which the Historian's Office is solely responsible. The HAC includes Historic Art.

- (1) Heritage assets cannot be sold, traded, or given away. In rare cases some heritage assets will be reclassified as excess property due to condition, storability, or extensive duplicates in the collection. The Historian's Office will determine if the asset is eligible for excess. All Coast Guard heritage assets, regardless of location, are managed in accordance with Reference (e). Also within this Manual are instructions on loan procedures and other artifact requirements. Heritage assets are recorded and tracked through the Oracle Fixed Asset Module (Oracle FAM) database and a museum collections database.
- (2) Units with possession of heritage assets must complete a condition report for each item upon request. Units with HAC items must retain a file for each item to include any historical information on the asset, condition reports, and photographs of the asset.
- (3) When a heritage asset is no longer needed at a unit, or when disestablishing or decommissioning a unit or cutter, steps must be taken to preserve these items. Units must contact the Historian's Office to determine which heritage assets will be transferred to the USCG Exhibit Center.

d. Historic Art. Commandant (CG-09231) manages the Coast Guard's historic art. Historic art is paintings, folk art, sculptures, drawings, etchings, cartoons, and collages that depict historical events or persons and have been accessioned into the Heritage Asset Collection. Historic art is separate from the contemporary Coast Guard Art Program (COGAP) collection (see 5.C.2. below).

- (1) The Historian's Office reviews and determines what art should be accepted into the Heritage Asset Collection.
- (2) The collection may be accessed by researchers or be displayed in American Alliance of Museums accredited museums or educational venues.
- (3) Because little attention was given to the preservation of historically significant art until recently, items suitable for designation as historic art are often found in private collections.

e. Historic artifacts are objects that are marked as "heritage" in property records but which remain in the custody of a unit, organization, agency, or individual. Historic artifacts help illustrate the military, social, and cultural heritage of the U.S. Coast Guard and its predecessor agencies (Lighthouse Service, Life-Saving Service, Revenue Marine, Bureau of Navigation, Steamboat Inspection Service, and Revenue Cutter Service). Some items may not have been officially designated as historic artifacts in property records, but because of their age or obvious historical significance are inherently historic artifacts. Historic buildings and structures are not considered artifacts.

- (1) Many Coast Guard units have historic artifacts in their possession. These artifacts are for display and educational purposes only.
  - (2) Historic artifacts are the property of the U.S. Coast Guard and any unauthorized transfer of artifacts is illegal.
  - (3) The Historian's Office reserves the right to inspect historic artifacts at any Coast Guard unit at any time.
  - (4) Units with historic artifacts must retain a file for each asset to include any historical information on the artifact, condition report, and photography of the artifact.
  - (5) The unit, organization, agency, or individual with custody of a historic artifact remains accountable to the Historian's office for management and/or disposition of the item and assumes all associated costs of stabilization, restoration, and conservation. Any alteration of a historic artifact, including stabilization, restoration, and conservation must have prior written approval of the Historian's Office. Anyone with custody of a historic artifact who fails to provide the appropriate level of care as defined by the Historian's Office will transfer the item to the Historian's Office at the unit's expense.
  - (6) The Historian's Office may pre-designate items that are in operational use as historic artifacts (for example, Fresnel lenses). Once these items are no longer needed operationally they will be transferred immediately to the Historian's Office. Once an item pre-designated as heritage is no longer required as an operational asset, it cannot be altered in any way without express written permission from the Historian's Office
  - (7) Forward a list of historic artifacts to the Historian's Office at least 30 days before decommissioning or disestablishment of a unit.
  - (8) Report all excess historic artifacts to the Historian's Office before beginning the disposal process.
- f. Gifts. Historic artifacts may only be accepted as gifts with a recommendation from the Historian's Office (CG-09231) and upon approval from Commandant (CG-8). Units must advise the Historian's Office of historic artifacts offered as gifts. Historic artifact gifts which are accepted and accessioned into the Heritage Asset Collection will receive a deed of gift and an official accession file of record.
5. Research Assistance. The Historian's Office presents Coast Guard history by responding to inquiries, preparing publications, public speaking, representing the Coast Guard on internal and external boards, and conducting research in support of exhibitions.
- a. CG Historian's Website. The Historian's Office website (<https://www.history.uscg.mil/>) has material related to general questions. Every

primary historical publication published by the Service is available on the site. The bibliographic material on the website is kept current. The bibliography is the starting point for research beyond the general material provided on the website. More data and photography is added on a regular basis to accommodate the needs of the public. Individuals or units interested in Coast Guard history should first consult the website before requesting information from Commandant (CG-09231).

b. To submit a request for support, email the Historian's Office at [History@uscg.mil](mailto:History@uscg.mil). Historian's Office staff tries to respond to all inquiries as quickly as possible. The Historian's Office responds quickly to public requests for prepared materials, but is generally unable to devote time to research public or unit requests. Priority goes to those projects that will provide the greatest visibility to the Coast Guard.

c. History files are open to the public. Any member of the public wishing to use them should first make an appointment. Visitor information can be found on the Historian's Office's website at <https://www.history.uscg.mil/contact-us/visit-us/>.

C. Community Relations (CG-09232). "Community relations" is identifying and creating opportunities for Coast Guard units and members to interact with the communities where we serve and where we live. These interactions develop awareness of Coast Guard presence and missions, build relationships in the community, and foster shared understanding. Community Relations activities happen at many different levels of engagement, including local events like parades and ceremonies, speaking engagements, activities with community and youth groups, engagement with local governments in support of the Coast Guard Cities & Communities program, regional conferences, engagement with national advocacy or interest groups, and national events like the Super Bowl or the Presidential Inauguration. These engagements promote public understanding of the Coast Guard and build credibility and trust in support of Coast Guard missions.

1. Responsibilities. Commandant (CG-09232) is responsible for national-level programs and events and advises Coast Guard senior leadership and District commanders on community relations activities.

a. National Organizations. Commandant (CG-09232) is the primary contact for the national-level leadership of organizations whose interests coincide with or support those of the Coast Guard. These include military service-related organizations like the Navy League of the United States, American Legion, and Veterans of Foreign Wars; youth groups like Scouts, BSA (formerly the Boy Scouts of America) and Girl Scouts of the United States of America; and environmental education and advocacy groups.

b. Regional and local organizations: District commanders and unit commanders, as appropriate, are responsible for engagement with regional and local organizations whose activities support Coast Guard missions. This activity, as well as engagement with regional leaders of national organizations, should be coordinated

by the district or unit external affairs office. For national-level events and conventions, community relations activities should be coordinated with Commandant (CG-09232).

2. Coast Guard Art Program (COGAP). The primary function of COGAP is to inform the public about the CG's women and men and the missions they do through the medium of fine art. Through displays of Coast Guard art at museums, memorials, libraries, colleges, and other public venues, large and diverse audiences learn about the myriad missions the Service performs for the nation.
  - a. COGAP exhibitions at external venues throughout the country serve as outstanding outreach and community engagement opportunities. Units are urged to provide speakers, hold demonstrations, and include other educational activities in conjunction with exhibits.
  - b. Original artwork may be loaned for long-term displays at internal and external offices and venues where the art may be viewed by visitors, policy makers, and stakeholders of key importance to the Service.
  - c. Artwork can be made available for long-term loan to federal agencies, congressional offices, and other public venues of strategic importance to the Service.
  - d. In limited circumstances, artwork can be provided for important Coast Guard events such as changes of command/watch (limited to O-7 and above/E-9), State of the Coast Guard Addresses, and significant social functions such as the Coast Guard Ball.
  - e. Original artwork may be loaned for internal display in Flag officer and Senior Executive offices and in Representational Facilities as an outreach tool to members of the public and government leaders who frequent those spaces. A maximum of two pieces of original art may be lent to one- and two-star Flag officers or SES-equivalent. Three-star Flag officers and their SES equivalents may request a maximum of three works. Four-Star requests will be provided as practicable. Refer to the Policy on Internal Loans of Coast Guard Art/Artifacts to Flags/SES, COMDTINST 5728.5 (series) for further guidance.
  - f. All original art on loan internally may be recalled if needed for external displays.
  - g. Offices and units are encouraged to obtain reproductions of art for display. Service members and the public can freely download high resolution images from the Defense Visual Information Distribution Service (<http://www.dvidshub.net>) and have reproductions made for their personal use. When images are used for commercial purposes, permission from the artist must be obtained. Contact Commandant (CG-09232) for assistance.
3. The United States Coast Guard Band. The USCG Band is the Service's congressionally-appointed premiere service band and is the sole official musical representative of the

Coast Guard and the Department of Homeland Security The Band's mission is national and international, though the Band is stationed onboard the Coast Guard Academy.

- a. The Band promotes national and international public goodwill towards the Coast Guard and the United States; preserves and honors the heritage, traditions, and history of the nation and the Coast Guard; and performs community relations concerts and supports significant, official Coast Guard functions. The Band supports Commandant initiatives and CG-092 Governmental and Public Affairs missions through music.
- b. The Band performs its national tour of public concert engagements through different Coast Guard Districts each year.
- c. In the National Capitol Region, the Band provides ceremonial and other music support to Coast Guard Headquarters, the Department of Homeland Security, the White House, and other governmental and civic agencies.
- d. The Band is used in ceremonial capacities, either marching or seated. Smaller ensembles such as a jazz band, brass quintet, woodwind quintet, or harp/flute duo can be extracted from the Concert Band to support specific operations or activities, ceremonial or otherwise, where a smaller ensemble is appropriate.
- e. Other Coast Guard musical entities, such as Auxiliary bands, Recruit Band, Cadet bands, Cadet Glee Club, or other *ad hoc* ensembles operate independently of the Coast Guard Band. The Coast Guard Band may provide support such as mission guidance or excess equipment and inventory to these entities.
- f. The United States Coast Guard Pipe Band is a non-federal private entity granted permission by CG-09232 to use the words "United States Coast Guard" in their name. The United States Coast Guard Pipe Band is not an official entity of the Coast Guard, nor do they represent the Service.
- g. All units have a responsibility to contact the Coast Guard Band when encountering an event of exceptional significance that includes a musical performance (World Series National Anthem request, memorial service for active duty member, etc.).
- h. Instructions for requesting the Band can be found by visiting <http://www.uscg.mil/Community/Band>. Submit requests at least 45 calendar days prior to the event. Training constraints, financial limitations, personnel shortages, travel difficulties, and Band scheduling make it inevitable that some requests will not be approved. Conflicts between missions will be resolved by the Band Director based on the relative impact of each mission nationally, regionally, and locally.

- (1) The Band is scheduled as requests are received, according to the following priorities:
  - a. Events of national or regional significance/Headquarters tasked events
  - b. Full band concerts/tours
  - c. Regional events
- (2) Requestors will be notified of approval or disapproval as soon as possible. Even after the Band has committed to an event, higher-priority Coast Guard activities, government shutdown, or other unforeseen circumstances may require a change in commitment.
- (3) The cost of transportation, lodging, meals, and all other operating costs will be covered by the requesting activity, unless pre-approved and included in the Annual Schedule funding provided by CG-0923.
- (4) Consideration will be given to weather conditions and their effect on the Band's performance capability, mission, future commitments, and potential for personnel injuries and equipment damage. Rain, lightning, freezing temperatures or wind chill present high risk of damage to musicians, instruments, and sound reinforcement systems, and must be mitigated.
- (5) Legal review, if required, of Band performance requests will be conducted by the U.S. Coast Guard Academy Legal staff.
- i. If any element of the Band is present at a ceremony where the National Anthem is played, the Band will perform the National Anthem. If a Band bugler is present at any ceremony where Taps is played, the Band bugler will perform Taps to ensure proper respect and dignity for the occasion. This policy may be waived by the Band director.
- j. Due to the number of Band performances and required training to maximize the Band's efforts, the following limitations apply:
  - (1) The Band will not generally support in-person rehearsals for ceremonies or reviews, but may send a Musician as a delegate if warranted, as determined by the Band Director. The Band may participate in rehearsals for rare cases of national significance (State Funerals, White House Tree Lighting, etc).

- (2) For military social events, support will be limited to only the official ceremonial portion of such events. No Band accompaniment will be provided for skits, background dinner music, etc.
  - (3) Recorded material will be provided when live support is not possible. Visit the Coast Guard Band website at <http://www.uscg.mil/Community/Band> for recorded music, guidance and resources.
  - (4) When possible, the Band will take leave as a group (block leave). During these periods, musical support may not be available.
- k. The Band produces recordings, photographs, and other promotional items for public distribution to advertise, create goodwill, and aid in recruiting. These materials are available to the public by contacting the band through their website <http://www.uscg.mil/Community/Band>.
4. Coast Guard Cities & Communities Program. The Coast Guard Cities and Communities Program is a formal recognition of cities and communities that demonstrate a close and enduring commitment to the Coast Guard and Service members who live there.
- a. The Coast Guard Cities and Communities Program is managed by Commandant (CG-09232) in accordance with Section 409 of P.L. 105-383. Commandant (CG-092) establishes and chairs a board on behalf of the Commandant to review all requests for Coast Guard City and Coast Guard Community designations and to make recommendations for final approval.
  - b. Successful applicants demonstrate a broad range of activities, programs, and actions that show an unusual and sustained level of support for local Coast Guard families. Upon approval, all requests require a 90-day congressional waiting period. The proclamation will have a five-year term after which time the city or community will be required to apply for recertification.
  - c. The designation of “Coast Guard City” or “Coast Guard Community” may, for cause, be rescinded with 60 days’ notification issued by Commandant (CG-092). More information can be found here: <https://www.uscg.mil/community/cities/>.
5. Coast Guard Industry Academy (CGIA). CGIA is sponsored each year by the Vice Commandant of the Coast Guard. It brings together commercial and private sector C-level executives primarily in the homeland security and maritime industries for a yearlong, in-depth hands-on opportunity to learn about the Coast Guard.
- a. The Coast Guard partners on this endeavor with the Washington Homeland Security Roundtable (WHSR), a 501(c)(6) organization.
  - b. Per a Memorandum of Agreement, WHSR is responsible for soliciting and vetting participants. This solicitation is accomplished through an announcement on SAM.gov, the federal acquisitions website. Applications are accepted on a

first-come, first-served basis.

- c. Once the announcement is posted, local units are free to share the link with anyone who meets the criteria and they believe would benefit from the program.
- d. Selected applicants are responsible for all costs, which is worked out directly with WHSR.

6. Coast Guard Junior Reserve Officer Training Corps (JROTC).

- a. Background. Coast Guard JROTC was first established by special legislation in 1989. In 2020, Coast Guard JROTC entered a new era, receiving authorization in the National Defense Authorization Act of 2020 to establish and maintain JROTC units at secondary educational institutions across the nation per Title 10 U.S. Code, Chapter 102. This legislation shifted the Coast Guard JROTC from a pilot program to a fully-functioning JROTC program under the same laws as the Army, Navy, Air Force, and Marine Corps.
- b. Purpose, Mission, and Goals. The purpose of CG JROTC is “to instill in students in United States secondary educational institutions the values of citizenship, service to the United States, and personal responsibility and a sense of accomplishment.” In light of this, the mission of Coast Guard JROTC is Developing Service-Minded Citizens of Character.

To accomplish the mission, Coast Guard JROTC trains cadets on the COAST.



The acronym COAST encapsulates the five pillars of Citizenship, Operations, Advancement, Service, and Teamwork that guide and reinforce the learning that

takes place in and outside of the classroom.

The five pillars of COAST correspond with the five program goals:

- (1) Building character and values
- (2) Learning about government and military operations from history to present day
- (3) Preparing for a successful career
- (4) Honoring community and country
- (5) Learning to lead self, to lead others, and to be a positive and productive team member

c. Statutory Requirements per 10 U.S.C. Chapter 102. 10 U.S.C. Chapter 102 spells out the following requirements for a JROTC Program, saying that no unit may be established or maintained at a school unless:

- (1) The number of physically fit students in such unit is not less than 10% of the number of students enrolled in the institution, or 100, whichever is less.
- (2) The institution has adequate facilities for classroom instruction, storage of arms, and other equipment which may be furnished in support of the unit. The institution must also have adequate drill areas at or in the immediate vicinity of the institution.
- (3) The institution provides a course of military instruction of not less than three academic years' duration and which may include instruction or activities in the fields of science, technology, engineering, and mathematics.
- (4) The institution agrees to limit membership in the unit to students who maintain acceptable standards of academic achievement and conduct.
- (5) The unit meets other such requirements as may be established by the Secretary of the department concerned.

d. Host School Agreement.

- (1) The Host School Agreement formalizes the relationship between the Department of Homeland Security via the Commandant (CG-09232) and the requisite school district and host school. The agreement delineates the

responsibilities of both parties in hosting a JROTC unit.

- (2) The Coast Guard provides instructors (or reimbursement for a portion of instructor pay), necessary text materials, equipment, and, depending on the situation, additional resources such as transportation. The Coast also provides minimum acceptable standards of performance or achievement for units.
- (3) The latest iteration of the host school agreement can be obtained by contacting the JROTC Program manager.

e. Instructor Certification.

- (1) All CG JROTC instructors must successfully screen via the Navy JROTC instructor certification process. Details of this process and the required forms are available here: <https://www.netc.navy.mil/Commands/Naval-Service-Training-Command/NJROTC/Inst-App-Process/#topcert>.
- (2) Applicants who receive instructor certification will apply directly with the school districts, going through the normal hiring process to include a background check. If hired by the school district, the Coast Guard requires new instructors attend New Instructor Orientation Training (NIOT) before starting their positions.
- (3) The school district will employ two CGJROTC instructors, known as the Senior Maritime Science Instructor (SMSI), who is a retired W2-O6, and the Maritime Science Instructor (MSI), who is a retired E6-E9. CGJROTC instructors serve as high-impact role models to students, instilling citizenship, responsibility, and a deep appreciation for the Coast Guard and our nation. Instructors also figure as prominent and influential leaders who successfully facilitate positive relationships amongst the Coast Guard, school, and local community.

f. JROTC Instructor Pay. In general, qualified institutions employ retired members of the Coast Guard or Coast Guard Reserve. The salaries of such individuals are shared between the school district and the Service. The Coast Guard will reimburse the host school up to one half of the difference between the pay and allowances a member would make if he or she was recalled to active duty and the member's retirement pay. The requirement is not construed in any way to limit or cap what instructors receive for their pay, which is a matter of contract between the individual and the school district.

7. Coast Guard-Affiliated Organizations. The Coast Guard's relationship with the Coast Guard Foundation is governed by "Relations with the Coast Guard Foundation," COMDTINST 5760.12 (series). The Coast Guard's relationship with the Coast Guard

Academy Alumni Association and the Coast Guard Academy Parents Association is governed by “Relations with the Coast Guard Academy Alumni Association (CGAAA) and the Coast Guard Academy Parents Association (CGAPA),” COMDTINST 5760.13 (series), respectively.

8. Command-Level Community Engagement. Coast Guard units at all levels achieve community relations objectives by creating and maintaining relationships within their communities and with regional and local stakeholders. Units at all levels are encouraged to actively participate in the community, and decisions on whether to support or host events or activities should be made in alignment with the command’s communication goals. The following events are examples of observances and events that are generally suitable for support.
  - a. Federal Holiday Observances. All units are encouraged to participate in local events in recognition of federal holidays and observances. Some examples of these holidays include Memorial Day, Independence Day, POW-MIA Day, and Veterans Day.
  - b. Coast Guard Day. Coast Guard Day, August 4th, is both an internal activity for Coast Guard personnel and an opportunity to educate and engage local communities, service organizations, and media on the Service’s rich history and contributions to the community. Commands should incorporate national-level themes and messaging, where appropriate, into local activities relating to Coast Guard Day.
  - c. Armed Forces Day/Week. Commandant (CG-09232), working with the Department of Defense Director of Community Relations, has overall responsibility for national-level coordination, including designating regional Armed Forces Day sites. District commanders and commanding officers of Headquarters units are responsible for coordinating Armed Forces Day programs in their areas of responsibility.
  - d. Ceremonies. Commands may participate in civil ceremonies, inaugurals, dedications of public buildings and projects, ceremonies for official visitors, and the convening of legislative bodies.
  - e. Free Public Events. The Coast Guard may participate in patriotic programs, national holiday celebrations, and events open to the public with no charge for admission. The Coast Guard can be a major attraction or a lesser participant in such events.
  - f. Commercial Events under Certain Conditions. The Coast Guard may participate in events that charge for admission; however, the public must not be specifically charged to observe the Coast Guard’s participation. For example, a color guard appearance at a professional football game is incidental to the event; it is not designed as a drawing factor for the game and does not add to the cost for spectators.

- g. Cultural Observances. Participation in cultural observances, such as events marking Black History Month, Asian-Pacific American Heritage Month, National Hispanic Heritage Month etc., is authorized if the occasion is formally declared a civic celebration by a mayor, governor, or civic non-denominational group, and if the event is not sponsored by an ethnic, religious, or fraternal group. Service support for ethnic-related, fraternal, or social organizations is appropriate in support of programs oriented to the veteran-oriented or patriotic concerns rather than the sectarian or national-origin objectives of the organization.
- h. General Criteria in Approving Participation. Command participation in community events is a reflection of the Coast Guard. Commandant (CG-09232) and servicing legal offices can advise on whether a given event is appropriate for support. The following issues should be considered when determining whether to support a given event or organization.
- (1) Favoritism. Commands should consider whether it has capacity to support similar requests from other organizers in the future.
  - (2) Endorsements. The Coast Guard must not directly or indirectly endorse, or selectively benefit or favor, by participation or cooperation with any private individual, sect, fraternal organization, commercial venture, corporation (whether profit or nonprofit), political group, quasi-religious, ideological movement, or be associated with the solicitation of votes in a political campaign. Servicing legal offices can address issues of command endorsement and ethical issues.
  - (3) Coast Guard Assets. Coast Guard assets, including facilities, aircraft, and vessels, should not be used as static displays or transportation for events hosted by other U.S. government entities unless the Coast Guard is a stakeholder in the event itself. Regulations for using Coast Guard aircraft in public outreach are addressed in the Air Operations Manual, COMDTINST M3710.1 (series). In all cases, the use of Coast Guard assets must be considered in light of the cost of operating the asset, the public outreach benefit derived, and the ability to combine the event with other service missions to maximize efficiency.
- i. Fund-Raising Activities. Except as permitted below, the Coast Guard cannot participate in fundraising events for any organization or cause. Other national fundraising may be specifically authorized by law or executive order.
- (1) Coast Guard members are authorized to participate in the government-wide Combined Federal Campaign and to support Coast Guard Mutual Assistance fundraising.
  - (2) Local Efforts. Official support for a local, off-base, fund-raising program is permitted only if the fund-raising effort is local to the installation/unit, there is community-wide interest in the effort, there is a community-wide

benefit to be derived from the effort, and the local commander concludes that official support is in the best interest of the Coast Guard. Common examples include official support for local volunteer fire departments, volunteer rescue units, veterans' organizations, and youth program fundraisers. Servicing legal offices can advise in this area.

- (3) Individuals. Coast Guard members may work as volunteers during periods of leave or liberty on fund-raising activities for recognized charities. They may not, however, wear the uniform, represent themselves as acting on behalf of the Coast Guard, or imply any Coast Guard endorsement.
  - j. The Coast Guard must not support any event or organization that discriminates in any unlawful way, such as excluding any person from its membership because of sex, gender, sexual orientation, race, creed, color, age, or national origin. This does not include well-recognized patriotic, military, and civic organizations whose membership may be comprised of persons of similar characteristics, but do not espouse discriminatory or chauvinistic principles.
  - k. The Coast Guard must not, as an organization, lend support to religious, sectarian, or fraternal organizations. Religious, sectarian, and fraternal groups include, but are not limited to: B'nai B'rith, Fraternal Order of Eagles, Benevolent and Protective Order of Elks, Loyal Order of the Moose, Free and Accepted Masons (Scottish Rite, York Rite, and Shrine), Knights of Columbus, Knights Templar, Independent Order of Odd Fellows, Order of the Eastern Star, and religious or ideological movements.
  - l. Service or luncheon clubs are not considered fraternal groups. Examples of such clubs include: Rotary International, Kiwanis International, Lions International, Optimists, Toastmasters International, and Chambers of Commerce. Coast Guard participation in activities sponsored by service clubs is generally permissible so long as the event does not violate any of the other restrictions.
  - m. Use of uniformed personnel as ushers, escorts, door attendants, drivers, etc. for non-military- or non-Coast Guard-related events is not authorized.
9. Commemorations. The Commemorations Program is an outreach effort to communicate the Coast Guard's legacy and traditions with the public. Commemorative events mark important anniversaries in Coast Guard history that honor and pay tribute to our Service's heroes and their contributions.
- a. The Commemorations Program provides opportunities for Coast Guard leaders to engage directly with the community and government leadership through discussion panels, lectures, awards presentations, and information bulletins.
  - b. To accomplish its mission, the Commemorations Program performs the following functions:

- (1) Forecasts and plans commemorative events in conjunction with major milestones in Coast Guard History, to include combat operations and participation in domestic response operations (Hurricane Katrina, Haiti Earthquake, etc.);
  - (2) Serve as liaison officer with major commemorative organizations' and veterans groups' special events and outreach coordinators (World Wars I and II, Vietnam War, Coast Guard Combat Veterans Association, etc.);
  - (3) Coordinate with other military and agency commemorations counterparts to ensure inclusion of Coast Guard narrative in exhibits, materials, and talking points;
  - (4) Identify and determine national-level engagements best associated with current Commandant strategic communications objectives.
10. Cutter Events Workgroup. The Cutter Events Workgroup was created to provide updated information concerning all cutter events (keel layings, christenings, commissionings, decommissionings, etc.) to interested parties. It is also a forum for commissioning/decommissioning project officers to find answers to questions concerning their respective projects or to seek assistance in any aspect of a cutter event.
- a. The core team comprises personnel from CG-09232 (chair), CG-9 (Acquisitions), and CG-751 (Office of Cutter Forces).
  - b. Typical members include District Public Affairs Officers, prospective commanding officers, and commissioning/decommissioning project officers.
11. The DOD Spirit of Hope Award. This award is presented for outstanding service to the United States of America. It is awarded to women and men of the United States Armed Forces, entertainers, and other distinguished Americans or organizations whose patriotism and service reflect that of Mr. Bob Hope. For his decades of entertaining troops, both in peacetime and in combat zones, Mr. Hope was designated the first honorary veteran of the United States Armed Forces.
12. Joint Civilian Orientation Conference (JCOC). JCOC is sponsored each year by the Secretary of Defense. It brings together noted civilians from around the country and gives them a week-long, intense orientation to the U.S. military.
- a. The program is intended to be educational. The purpose is to reach individuals who have neutral, uninformed, or negative opinions of the military.
  - b. The program begins with high-level briefings at the Pentagon and then takes participants to various installations across the country for "hands-on" experiences. Commandant (CG-09232) is the coordinator for the Coast Guard's participation in the program. At the request of DOD, Commandant (CG-09232) solicits from

across the Coast Guard for nominations, typically via an annual ALCOAST announcement.

c. Nominations should focus particular attention on leaders of institutions and organizations who, both professionally and personally, communicate on an on-going basis with key audiences. Examples of appropriate nominees include:

- (1) Presidents of universities and colleges;
- (2) Publishers or editors of newspapers and others with management positions in print or broadcast media;
- (3) Published authors and syndicated columnists;
- (4) National association and regional leaders of professional minority and women's organizations;
- (5) Rising state and local elected and appointed officials;
- (6) Commercial and private sector C-level executives with regional or national reach.

d. Selected nominees who accept their invitation are responsible for the cost of the trip from their home to the location of the conference and back. DOD covers food, lodging, and transportation during JCOC.

13. Major League Sports Engagements. Commandant (CG-09232) works with DOD counterparts to identify and provide outreach opportunities during major league sporting events through USCG Band and Ceremonial Honor Guard performances as well as other special events during the games (e.g., singing the national anthem, Silent Drill Team, reenlistments, etc.)
14. National Youth Programs. It is the Coast Guard's policy to support national youth programs such as the U.S. Naval Sea Cadets Corps, Civil Air Patrol, United States Senate Youth Program, and the Close Up Foundation. Commandant (CG-09232) serves as the national liaison to these entities. District commanders or their designated local commanders are responsible for engagement with regional units of these organizations. This activity must be coordinated by the district or unit public affairs officer as appropriate.
  - a. Support for youth programs does not extend to fundraising of any type.
  - b. Support for national youth programs is provided as operations permit and at no cost beyond the expense of normal operations. Support the Coast Guard provides to these programs should meet the same standards offered to other private organizations.

c. The U.S. Naval Sea Cadet Corps (NSCC) is the primary youth program the Coast Guard supports. Commands, active and reserve, can and are encouraged to sponsor NSCC units and provide adult leaders and instructors in military or non-military subjects for NSCC programs.

(1) Scouts and Sea Cadets may use training and recreation facilities at Coast Guard facilities and participate in Coast Guard cruises and air operations at the discretion of the commanding officer or officer-in-charge, with approval of the District commander, and in accordance with applicable policies of the Coast Guard and their organizations. Visiting youth organization members may receive services on a no-cost basis, including lodging, use of laundry facilities, use of exchange to purchase items for immediate personal use, and on-the-job training.

d. Boy Scouts who attain the rank of Eagle Scout and Girl Scouts who receive the Gold Award are eligible to receive a certificate from the Commandant of the Coast Guard. Refer requests to Commandant (CG-09232).

e. The Close Up Foundation is the nation's largest nonprofit, nonpartisan citizenship education organization. Since its founding in 1970, Close Up has worked to promote responsible and informed participation in the democratic process through a variety of educational programs.

(1) The Armed Forces Panel Session is a great opportunity for the branches to tell their story and to interact with high school students from all over the country. The session allows students to gain first-hand information from the Pentagon about the armed forces. For more information visit <https://closeup.org/>.

15. Retired Senior Leader Conference. The Retired Senior Leadership Conference (RSLC) is an annual, one-day session comprised of retired Flags, SES, MCPOCGs and MCPOCG-Rs, typically held on a date concurrent with the (active duty) Leadership Conference.

a. This event provides a forum for the CCG/VCG, MCPOCG and other senior principals to candidly discuss current operational, mission support, and strategic communication objectives to inform and align the RSLC participants' advocacy efforts for the Service.

16. Senior Education and Fellowship Program (SEFP). The SEFP is composed of Coast Guard members (O-5 to O-6) assigned as Service chairs, fellows, or students at Department of Defense War Colleges, academic fellowships, and think tanks.

a. SEFP contains select programs technically sponsored by other directorates; however, all SEFP fellows are managed on the CG-092 PAL. As this roster and billet list change frequently, current portfolio information can be found on the SEFP Portal site located at <http://cglink.uscg.mil/SEFP> or

<https://cg.portal.uscg.mil/units/cg092/cg0923/SEFP/>.

b. SEFP is frequently confused with other fellowships and Command and Staff opportunities at the War Colleges. CG-09232 does not manage any civilian programs or any fellowship below the O-5 level.

17. Speakers Bureau. The Coast Guard Speakers Bureau engages the Service with local communities. The aims of the program are to develop and maintain strong public understanding and support of Coast Guard missions through a variety of speaking presentations and community events. These include school career days or events organized by civic and service organizations, youth organizations, and military and veterans organizations. Presentations and speeches are given primarily by Coast Guard active duty, reserve and auxiliary personnel and occasionally, civilian staff.

a. The program is managed by CG-09232 and implemented at the District level. Districts and CG-09232 will work with commands and local units to identify appropriate speakers as required. Requests by the public can be made by contacting the Public Affairs Office for each Coast Guard District, the Coast Guard Academy, or the Office of Community Relations at [COMREL@uscg.mil](mailto:COMREL@uscg.mil).

18. Standing Board for Cutter and Shore Facility Names. Cutters and facilities are highly visible and represent the Coast Guard in a public setting. It is important to ensure that names of cutters and facilities will convey a proper representation of the Coast Guard. Likewise, presenting recognition awards on behalf of the Service creates lasting connections between the recipient(s) and the Coast Guard.

a. The naming process is significant and lengthy to ensure only the most suitable of names are chosen to represent the Coast Guard and its core values of Honor, Respect, and Devotion to Duty. The Naming Board convenes twice a year to consider requests. The Naming Board Workgroup convenes throughout the year as needed to review and prepare recommendations for the Naming Board.

b. Everyone is welcome to submit names for consideration to the Workgroup; however, there is no guarantee those names will be approved. Submissions may be submitted via email at [COMREL@uscg.mil](mailto:COMREL@uscg.mil) and should include a brief description stating why the name should be considered and worthy of the honor.

c. Names of cutters and major facilities must be approved by the Board. Limited opportunities are available for local commands to authorize namings. Refer to Policy for Naming of Cutters and Shore Facilities, COMDTINST 5725.10 (series) for further guidance.

19. Trademarks and Licensing. Use of the Coast Guard's name, protected symbols, and images of Coast Guard personnel by non-federal entities requires the approval of Commandant (CG-09232).

- a. Federal law (14 U.S.C. § 934) is the basis for this Coast Guard policy. The law protects the words “United States Coast Guard,” or any variation thereof, including "USCG" and "U.S. Coast Guard." This law prohibits the use of these words as part of a business name, for the purposes of trade or business, or as part of any advertisement that would lead a reasonable person to conclude that the individual, business, or association has any connection with the Coast Guard. The law also prohibits anyone from falsely representing that any project, business, product, or service is in anyway endorsed, authorized, or approved by the Coast Guard.
- b. In addition to being protected by law, the U.S. Coast Guard name, emblem, mark, and its insignias are registered Coast Guard trademarks with the U.S. Patent and Trademark Office. The Coast Guard may approve the use of its protected words and symbols by non-federal entities provided the usage falls within the provisions of the federal law, the public interest is served, and the Coast Guard in no way appears to endorse a product or service. Commandant (CG-09232) is the licensing authority on behalf of the Coast Guard and will work with commercial entities seeking to obtain a licensing agreement.
- c. The Coast Guard trademark and licensing program is addressed in the U.S. Coast Guard Heraldry Manual, COMDTINST M5200.14A. Vendors and commercial enterprises should be directed to the Coast Guard’s Community Relations website at <http://www.uscg.mil/community/trademark> or to email the Trademarks office at [trademarks@uscg.mil](mailto:trademarks@uscg.mil).

D. National Coast Guard Museum (CG-0923M). The National Coast Guard Museum (NCGM), when open, will be the Service’s premier museum.

1. NCGM’s mission is to support the Coast Guard mission by inspiring and engaging the public and Coast Guard community to celebrate Coast Guard men and women and their accomplishments, past, present, and future.
2. The NCGM’s vision is to inspire, inform, and engage visitors by honoring the courage and skill of the men and women of the United States Coast Guard.
3. The NCGM provides the centerpiece venue for sharing and exploring Coast Guard history and cultural property.
4. The NCGM’s objectives are to:
  - a. Invigorate interest and bring Coast Guard history to life.
  - b. Engage and educate through cultural property, exhibits, interactive (analog/AV/VR/AR) and immersive experiences that transform perceptions and understanding.

- c. Support educational programs utilizing STEM, civics, and arts that meet educational standards.
  - d. Engage diverse audiences with differing learning styles and varying degrees of Coast Guard familiarity.
5. Authorization. The NCGM is authorized under 14 U.S.C. §316.
6. Responsibilities. Commandant (CG-0923) manages NCGM. NCGM oversees all aspects of the NCGM's establishment, except for construction of the building and raising funds, which is statutorily barred. NCGM is responsible for current and future maintenance and operations including all exhibits and programs.
- a. CG-0923M manages the planning, development, curating, and staffing of the Museum, to include developing exhibits and programs, and collecting, preserving, and managing cultural property.
  - b. NCGM coordinates with the National Coast Guard Museum Association, a nonprofit organization, when common goals and interests are identified to further the NCGM project.
7. The National Coast Guard Museum Collection.
- a. The National Coast Guard Museum Collection. The NCGM collection contains cultural property and natural resource materials in the custody of the NCGM. These items may be Coast Guard heritage assets, historic artifacts, historic or Coast Guard Art Program art, other Coast Guard-owned property, gifts to the Coast Guard, or loans. The NCGM must maintain a master inventory of all cultural property and natural resource materials in the museum.
  - b. The NCGM has, outside the NCGM Collection, education objects, reproductions, and props which may be used in NCGM exhibits and programs. These items have a lesser standard of care than items in the NCGM Collection. No material that has been designated as cultural property by any entity must be in this category unless it has gone through an approved deaccessioning process that complies with the collection management requirements of the owning institution. Any material of intrinsic cultural value is not in this category regardless of designation.
  - c. Gifts to the museum may be accepted in accordance with COMDTINST 5760.14 "Acceptance and Accounting for Special Projects and Other gifts to the Coast Guard from Non-Federal Sources." A gift to the NCGM must be approved by CG-0923M and CG-8. A deed of gift must be completed and copies sent to CG-0923M and CG-8.

- d. Loans. NCGM may borrow objects for the NCGM Collection. NCGM must comply with museum standards in borrowing and caring for cultural property and natural resource materials. NCGM must maintain a list of all loan agreements and requirements.
- e. NCGM has an obligation to comply with museum standards for the care of the NCGM Collection, including:
  - (1) Having and complying with a museum facility policy and report that includes retaining climate records (e.g., temperature, humidity, and light readings) from a variety of key data points. This policy and report must have a non-public security policy and plan that has appropriate controls (for example, no access to cultural property objects without two recorded individuals present) and a retention schedule for recordings.
  - (2) Having and complying with a written housekeeping policy that addresses the cultural property and updating condition reports as needed.
  - (3) Having and complying with a written collection management policy that addresses complying with preservation, security and interpretation standards for the handling, storage, and display of cultural property including maintaining and recording environmental measurements, rotation of cultural property, complying with loan requirements, and control and accountability of the cultural property including annual inventories.
  - (4) Having and complying with a written disaster and emergency management plan.
  - (5) Arranging, tracking, updating, and complying with loans.
  - (6) Determining feasibility of new loans to and from the NCGM Collection.

E. Ceremonial Honor Guard. Commandant (CG-0923) oversees the Coast Guard Ceremonial Honor Guard and its activities as an outreach tool for the Coast Guard.

- 1. The Ceremonial Honor Guard is under the tactical control of the Military District of Washington. The Military District of Washington uses the Ceremonial Honor Guard for joint service White House functions, dignitary visits, state funerals, and other high-level official ceremonial events.
- 2. Mission Request Hierarchy:
  - a. Military District of Washington (MDW). The Ceremonial Honor Guard was created for the primary function of supporting MDW tasking. Tasking from MDW has priority over all other Ceremonial Honor Guard Missions.

- b. Arlington National Cemetery (ANC). The Ceremonial Honor Guard is the only Coast Guard entity permitted to conduct funeral honors at ANC. In addition to Coast Guard funerals, the Ceremonial Honor Guard may be requested to perform funeral honors for the United States Merchant Marine, National Oceanic and Atmospheric Administration, and the United States Public Health Service.
- c. Coast Guard Active-Duty Funerals. The Ceremonial Honor Guard coordinates and participates in all active-duty funerals if tasking permits.
- d. Commandant of the Coast Guard. The Ceremonial Honor Guard represents the Commandant of the Coast Guard at high visibility events including color guards, cordons, and drill team missions. Mission requests will originate from Commandant (CG-00) or (CG-092).
- e. Public Requests. Use of the Ceremonial Honor Guard for public events must be in the best interests of the Coast Guard and event sponsor. Requests for Ceremonial Honor Guard public appearances may be sent via Mission Support Request at <https://www.uscg.mil/Community-Relations/Honor-Guard/contact/>. The Coast Guard will participate only if the event meets general community relations criteria as determined by Commandant (CG-0923) and is subject to Ceremonial Honor Guard availability as determined by the Commanding Officer. Generally, the sponsor must fund transportation, meals, lodging, promotion efforts, and all incidental expenses associated with the appearance.
  - (1) Payment. Payment of the Ceremonial Honor Guard's travel in support of public requests and other performance expenses by an outside organization is considered a gift. Gift acceptance regulations are addressed in Reference (d).

## CHAPTER 6. PERSONAL ACTIVITIES

- A. General. The Coast Guard's external affairs guiding principle that every employee is a spokesperson carries with it a responsibility in both professional and personal communication. Before personnel engage in personal communication regarding Coast Guard topics, they must be aware of and abide by applicable laws, policies, and formal guidance. In addition to the policies set forth in this section, Reference (g), Reference (h), and the Standards of Ethical Conduct for Employees of the Executive Branch, (5 C.F.R. Part 2635) provide information on the rights and restrictions of individual employees - military and civilian.
- B. Types of Personal, External Communication. There are three types of personal, external communication: official, unofficial, and personal.
1. Official Communication. Coast Guard personnel conduct official communication during the course of business and on behalf of the Coast Guard, subject to direction from commanding officers and officers-in-charge. This communication may be written, spoken, printed, or online, and is guided by other chapters in this Manual. Coast Guard personnel must not receive outside compensation for official communication and publications and other products considered to be official Coast Guard releases of information. Official communication cannot be copyrighted and is subject to Coast Guard information release review.
  2. Unofficial Communication. Unofficial communication may be written, spoken, printed, or online on topics that relate to the Coast Guard, but is created by Coast Guard personnel while not communicating in their official capacity. Unofficial communication is not initiated, reviewed, or approved by any process or part of the Coast Guard organization. These works can be copyrighted and are subject to the guidelines of this section.
  3. Personal Communication. Personal communication may be written, spoken, printed, or online on topics that do not relate to Coast Guard topics and when the communicator is not speaking as a Coast Guard member. Personal communication is not initiated, reviewed, or approved by any part of the Coast Guard organization. These works can be copyrighted and are subject to the guidelines of this section.
- C. Publishing. Like personal communication, there are three types of publications: official, unofficial, and personal. Official Coast Guard publications are addressed elsewhere in this Manual. Coast Guard personnel who publish unofficial or personal works are subject to the policies and guidance of this section regardless of the medium (print, imagery, video, audio, and online) in which they choose to communicate.
1. Unofficial Works. These works include publications developed and released by Coast Guard personnel in an off-duty status that relate to official Coast Guard duties, but are not initiated by any part of the Coast Guard organization. These works can be

copyrighted and are subject to the guidelines of this section.

2. Personal Works. These works include publications developed and released by Coast Guard personnel in an off-duty status that do not relate to official Coast Guard duties and are not initiated by any part of the Coast Guard organization. These works can be copyrighted and are subject to the guidelines of this section.
3. Guidelines for Unofficial and Personal Works.
  - a. Unofficial and personal works must not be created, managed, or updated during Coast Guard work periods.
  - b. Unofficial and personal works must be created in compliance with policies and guideline for personal use of government materials and equipment as outlined in Reference (f).
  - c. In all forums of personal public engagement, Coast Guard personnel must avoid off-duty behavior that negatively impacts or conflicts with their ability to execute their duties as outlined in Reference (g). Coast Guard personnel must avoid inappropriate and/or offensive communications that harm good order and discipline or otherwise bring discredit upon themselves, their unit, or the Coast Guard.
  - d. Any employee who publicly communicates is personally responsible for everything they produce. Producing content via commercial publishers or posting content online does not absolve the employee from Coast Guard regulations and policies concerning operational security (OPSEC) and information security (INFOSEC). Additionally, Coast Guard members are accountable for violations of the Uniform Code of Military Justice for any published content.
  - e. A disclaimer must be posted whenever the content could be construed to relate to the author's or blogger's Coast Guard capacity or concerns the Coast Guard: "These views are mine and should not be construed as the views of the U.S. Coast Guard." It is important to note that having a disclaimer does NOT authorize communications or activities that are otherwise in violation of law, regulation, or policy.
4. Compensation for Published, Private Works. Coast Guard personnel may have access to information that the media and other members of the public would not have access to. Coast Guard employees are prohibited from financial compensation for the use of information that is not available to the public. Coast Guard personnel generally cannot accept compensation from any non-federal source for a communication that relates to the individual's Coast Guard duties. Personnel can accept a non-federal entity's offer of payment of travel expenses regardless of whether the communication relates to the author's Coast Guard duties. For a definition of non-public information

and for additional guidance, refer to Reference (g) and refer to 5 C.F.R. § 2635 for full details on restrictions for compensation on published works and definitions of “relates to official duties.” Questions on any specific case must be referred to a servicing legal office for ethics review.

5. Academic Freedom. All faculty of the U.S. Coast Guard Academy are entitled to academic freedom as set forth in the 1940, Statement of Principles on Academic Freedom. The Coast Guard encourages academic public expression of knowledge because it contributes to the public good and enhances the academic value of the Academy, the Coast Guard, and the Department of Homeland Security. The use of a disclaimer applies to all Coast Guard personnel and ensures their work is not interpreted as representing the views of DHS, the Coast Guard, or the Academy. Coast Guard personnel assigned as fellows or pursuing advanced degrees in an official capacity are not entitled to academic freedom for external publishing of their works. Their works may be submitted internally to their assigned institution for grade, peer review, or contribution to other organizational work products without approval or clearance by the Coast Guard. If the works relate to official Coast Guard duties, federal government business, and are to be externally published they must receive approval from Commandant (CG-0922) prior to public release or publication of any kind. Coast Guard personnel pursuing advanced degrees in an unofficial capacity are subject to the guidelines for unofficial and personal communication described in this section. Commandant (CG-0922) retains its authority to clear all public or private unclassified writings prepared by any Coast Guard member or employee when it contains information about Coast Guard or Department of Homeland Security policy, U.S. foreign or military policy, sensitive issues, high technology, or the policies of other federal agencies.

D. Social Media. Coast Guard personnel are often in the best position to share the Coast Guard story and are encouraged to engage responsibly in official and unofficial digital communications. It is imperative Coast Guard members understand how their digital presence and activity affect themselves, their friends and family, and the Coast Guard as a whole. Therefore, understanding the context from which the online engagement occurs is critical to complying with policy as outlined in this Manual.

1. Accountability. Even when off-duty, and on a personal site or blog, Coast Guard personnel are subject to the Uniform Code of Military Justice or applicable civil service guidelines, and employees are subject to administrative or legal action if they violate policy or security regulations. Identification as affiliated with the Coast Guard may be as a result of past site activity, photos of themselves, or other indirect activity. It is the responsibility of the employee to understand the difference between official, unofficial, and personal use of social media for Coast Guard communication.
2. Unofficial and Personal Use of Social Media. Policy for the official use of social media is contained in this Manual. Employees using social media for unofficial and personal communication must follow the guidelines below. The realities of social media present new challenges for privacy and reputation management. Personal

information or imagery disclosed, or private comments posted, are easily searchable online and very difficult to remove from the Internet. Although a person can restrict or set privacy controls, anything posted online is never truly private. Coast Guard personnel should be mindful that when they post information or imagery about themselves or colleagues, it directly reflects upon them as well as the Coast Guard. It is difficult to separate an individual Coast Guard employee from the Coast Guard in the public's eyes. Personal accounts must not be established with government e-mail addresses, employ the use of government logos or protected words or symbols, or be used to release official Coast Guard information or imagery not already approved for release. Personal accounts must not be used to conduct official Coast Guard business unless specifically required due to third party site terms of use, which limit users to only one account. In these instances, contact Commandant (CG-0922) social media staff for assistance with current approved terms of service. Any member or employee who self-publishes online is personally accountable for everything they post. Personnel bear a responsibility for ensuring information disclosed (including personal comments) is accurate and appropriate. Coast Guard military members may be held accountable for violations of the Uniform Code of Military Justice and civilian employees may be held accountable to administrative or legal action for content posted online. The Commandant (CG-0922) Social Media Team provides a useful guide of applicable safety and security practices and provides guidance to all Coast Guard employees.

- E. Online Engagement. Coast Guard personnel must comply with the policy as outlined in chapter two of this Manual regarding information sharing, release of information, and restrictions on release of information to ensure their online communication abides by legal and security requirements. In addition to policy in chapter two, Coast Guard personnel should be aware of the following issues when engaging online. Coast Guard personnel have an obligation to maintain appropriate communication and conduct with officer and enlisted personnel, peers, superiors, and subordinates regardless of whether the communication is conducted via social media, through the media, or other forms of communication, such as e-mail, instant messaging, or texting. Members should always use their best judgment and avoid inappropriate behavior.
1. Intellectual Property. Personnel must follow all applicable copyright laws and standards of fair use when not communicating in an official capacity. For your protection, do not use any words, logos, or other marks that would infringe upon the trademark, service mark, certification mark, or other intellectual property rights of the owners of such marks or any material that is copyrighted unless (consult servicing legal office if unsure) you are the copyright owner, you have written permission of the copyright owner to post the copyrighted material on your blog, or you are sure that the use of any copyrighted material is permitted by the legal doctrine of "fair use." Refer to Chapter three of this Manual on the use of Coast Guard protected words and symbols.
  2. Legal Issues. Coast Guard personnel are solely responsible for any statements, comments, imagery, memes, videos, podcasts, blogs, etc., posted under their name.

They are not shielded from legal action for libel or other violations of the personal rights of others. Coast Guard personnel must avoid inappropriate and/or offensive behavior on social networking platforms or through other forms of communication that harm good order and discipline or bring discredit upon themselves, their unit, or the Coast Guard. Coast Guard personnel must not post any material that is obscene, defamatory, profane, libelous, threatening, harassing, abusive, hateful, or embarrassing to another person or entity. Additionally, Coast Guard personnel must not post any information that would infringe upon the proprietary, privacy, or personal rights of others, or disclose internal Coast Guard information or documents that the service has not officially released to the public.

3. Security. Coast Guard personnel are responsible for adhering to Coast Guard regulations and policies concerning Operations Security (OPSEC), Information Security (INFOSEC) and the Privacy Act. The guidelines for release of information outlined in Chapter two of this Manual apply equally to all modes of public engagement including official, unofficial, or personal use of the Internet. Coast Guard personnel must consider the impact of any text, imagery, audio, or video content on operational or information security before posting online.
4. Social Media. While social media is great for communication, America's adversaries also use the Internet and other social media sites to gather information about Coast Guard operations and personnel. In fact, social media sites may provide a "one-stop-shop" for intelligence collection by our adversaries. All personnel have a responsibility to ensure that sensitive information is not posted to public websites whether they are communicating in an official, unofficial, or personal capacity. Coast Guard personnel are expected to exercise good OPSEC and common sense when considering the release of information. If in doubt, consult with a servicing public affairs staff, OPSEC Coordinator, or Commandant (CG-0922) before posting. Some examples of OPSEC issues that must not be released are:
  - a. Rules of engagement or use of force policy;
  - b. Details of schedules, daily routine, specific locations, and courses of action for ongoing or future operations and activities;
  - c. Speculation or discussion of terrorist events, activities, and force protection posture;
  - d. Deployment plans and procedures for Coast Guard units or other U.S. forces;
  - e. Names of personnel assigned to sensitive deployments or duty stations;
  - f. Personnel recall rosters containing any combination of personally identifiable information or unique identifiers of individuals;

- g. Family member information, home telephone numbers, and addresses;
- h. Physical security vulnerabilities of Coast Guard or other forces;
- i. Detailed information about unit capabilities and sensitive or controlled missions;
- j. Maps or specific locations of sensitive operational units;
- k. Information on security systems, hazardous materials;
- l. Public safety and response plans for port facilities;
- m. Network IP addresses;
- n. Existence or details of intrusions into networks;
- o. Specific movement of Flag officers, senior leaders, VIPs, and key command personnel including itineraries, hotel reservations, events, agendas, etc.;
- p. Posting digital pictures of Coast Guard assets with embedded GPS information.

5. Personal Monetization. There are increasingly more and more online and social media platforms and mediums that enable users to generate content, build an audience, garner mass amounts of page visits or video views and, subsequently, receive revenue from the recurring exposure. This presents an added complexity for Coast Guard personnel producing official, unofficial, or personal works. Coast Guard members must avoid using their Coast Guard affiliation for private gain—whether intentionally or not. Specifically, Coast Guard members must not directly or indirectly, intentionally or unintentionally, receive compensation (money, credit, gifts, publicity, etc.) for their participation, presence, or production of any medium or presence from a non-federal entity as a result of, or association to, leveraging their name/rank, image or likeness as a current service member, current affiliation to the Coast Guard or as a result of their access to equipment or information that would otherwise be unavailable to a member of the public. This applies to online or social media activities such as producing podcasts, serving as brand ambassadors or influencers, receiving ad revenue from websites, blogs, videos, or social media content, pages, accounts, etc. Questions should be directed to CG-0922 and/or CG-094.
- F. Off-Duty, Personnel Participation in Entertainment Programs. Personnel must obtain permission from their command to participate and be in a leave or liberty status for their entire participation in any entertainment opportunity that is not officially supported by the Coast Guard. If participation is approved, the employee's command must route the request to the Coast Guard Motion Picture and Television Office, Commandant (CG-0922M). The

Coast Guard Motion Picture and Television Office is the final authority for approving or denying participation in an entertainment media production. Details and logistics, including uniform details, waivers, releases, and contracts for off-duty personnel participation must be reviewed and approved by Commandant (CG-0922M). Requests for a command to participate in a television program must be forwarded to Commandant (CG-0922M) for review, approval, or denial.

1. Game Shows. Employees appearing on game shows that are not “all-military” episodes, which are coordinated by Commandant (CG-0922M), must be randomly selected for participation and cannot use their affiliation with the Coast Guard to be selected to participate.
  2. Employment of U.S. Coast Guard Personnel as Extras. U.S. Coast Guard personnel are prohibited from receiving compensation for duties rendered incident to officially supported productions (e.g., boat crew, aircrew). However, a production company may hire service personnel in an off-duty status to perform as actors, extras, or other positions provided there is no conflict with existing service regulations. In such cases, contractual arrangements are solely between those individuals and the production company. However, payment should be consistent with current industry standards. The producer is responsible for resolving any disputes with unions governing the hiring of non-union actors and extras. Service personnel accepting such employment must comply with all applicable standards of conduct. Individuals must coordinate these activities with their chain of command and Commandant (CG-0922M) in order to avoid violating any conflict of interest, such as dually obligated long-term employment.
- G. Communication with Elected Officials. Communication with congressional members can occur in two ways, officially and personally. Coast Guard personnel have an inherent right to contact their congressional representatives on a personal level as specified in Reference (h). This does not apply to official communication. Official contact with members of Congress, and their staffs, is discussed in Chapter four of this Manual. It is incumbent upon the employee to be familiar with these differences.
- H. Political Activities and Military Members. The political activities of uniformed members are governed by the Military Civil and Dependent Affairs, COMDTINST M1700.1 (series) manual.
- I. Prohibited Political Activities and Military Members. In general, a member on active duty may not participate in the following activities.
1. Use official authority or influence to interfere with an election, solicit votes for a particular candidate or issue, or require or solicit political contributions from others.
  2. Be a candidate for a civil office in federal, state, or local government, or engage in public or organized soliciting of others to become partisan candidates for nomination

- or election to civil office.
3. Participate in partisan political management, campaigns, conventions (except as a spectator when not in uniform), or make public speeches in the course thereof.
  4. Make campaign contributions to another member of the Armed Forces, or to a civilian officer or employee of the United States for promoting a political objective or cause, including a political campaign.
  5. Solicit or receive a contribution from another member of the Armed Forces or a civilian officer or employee of the United States for the purpose of promoting a political objective or cause, including a political campaign.
  6. Allow or cause to be published partisan political articles signed or written by the member that solicit votes for or against a partisan political party or candidate.
  7. Serve in any official capacity or be listed as a sponsor of a partisan political club.
  8. Speak before a partisan political gathering, including any gathering that promotes a political party, candidate, or partisan cause.
  9. Participate in any radio, television, program, or group discussion as an advocate of a political party, candidate, or partisan cause.
  10. Conduct a political opinion survey under the auspices of a partisan political group or distribute partisan political literature.
  11. Use contemptuous words against the office holders described in 10 U.S.C. § 888. Examples of these office holders include the President of the United States, Vice President, Congress, Secretary of Defense, secretary of a military department, Secretary of Homeland Security, or the governor or legislature of any state, territory, commonwealth, or possession in which the military member is on duty.
  12. Perform clerical or other duties for a partisan political committee during a campaign or on an election day.
  13. Solicit or otherwise engage in fundraising activities in federal offices or facilities, including military reservations, for a partisan political cause or candidate.
  14. March or ride in a partisan political parade or similar event.
  15. Display a large political sign, banner, or poster (distinguished from a bumper sticker) on the top or side of a private vehicle.
  16. Participate in any organized effort to provide voters with transportation to the polls if the effort is organized by, or associated with, a partisan political party or candidate.

17. Sell tickets for, or otherwise actively promote, political dinners and similar fundraising events.
  18. Attend partisan political events as an official representative of the Armed Forces.
  19. The prohibitions on holding and exercising the functions of a civil office, as set forth above, do not apply to any retired regular member or reserve member serving on active duty under a call or order to active duty that specifies a period of active duty of 270 days or less, provided the civil office is held in a non-military capacity and there is no interference with the performance of military duties.
  20. Generally, no statutes or regulations prohibit retired and reservist military personnel (those not performing an active duty function) from supporting political parties or becoming candidates for public office. Retired and reservist personnel may also hold elective or appointive civil office, and will not forfeit their commissions by assuming such office. Retired and reservist personnel must not, however, wear Coast Guard uniforms while engaging in political activity.
- J. Campaign Activities for Civilian Employees. Restrictions on the ability of civilian personnel to engage in political activities are contained in the Hatch Act and its implementing regulations. They set forth the permissible and impermissible forms of political activity by federal civilian employees. The Hatch Act also sets forth the restrictions that apply specifically to administrative law judges and Senior Executive Service (SES) employees. A detailed analysis of the Hatch Act and its implications on all federal civilian personnel can be found at: <https://osc.gov/Services/Pages/HatchAct.aspx>. If you are a federal civilian employee, other than an administrative law judge or SES member, you may conduct the following activities.
1. Be a candidate for public office in non-partisan elections.
  2. Register and vote as you choose.
  3. Assist in voter registration drives.
  4. Express opinions about candidates and issues.
  5. Contribute money to political organizations.
  6. Attend political fundraising functions.
  7. Attend and be active at political rallies and meetings.
  8. Join and be an active member of a political party or club.
  9. Sign nominating petitions.

10. Campaign for or against referendum questions, constitutional amendments, or municipal ordinances.
  11. Campaign for or against candidates in partisan elections.
  12. Make campaign speeches for candidates in partisan elections.
  13. Distribute campaign literature in partisan elections.
  14. Hold office in political clubs or parties, including serving as a delegate to a convention.
- K. Prohibited Political Activities of Federal Civilian Employees. In general, a federal civilian employee may not participate in the following activities.
1. Use official authority or influence to interfere with an election.
  2. Solicit or discourage political activity of anyone with business before the agency.
  3. Solicit or receive political contributions (may be done in certain limited situations by federal labor or other employee organizations).
  4. Run for the nomination or as a candidate for election to a partisan political office.
  5. Engage in political activity while on duty, in a government office, wearing an official uniform, or using a government vehicle or other resource (e.g., telephone, fax, e-mail, etc.). This activity would include wearing a partisan political button, t-shirt, sign, displaying political campaign material or items, distributing political campaign material or items, performing campaign-related activities, making a political contribution to a partisan political party, candidate or group, or posting any partisan political comment on any blog or social media site.
- L. Hatch Act. A more detailed analysis regarding restrictions on both active duty members and federal civilian employees can be found at: <https://osc.gov/Services/Pages/HatchAct.aspx>. Address questions regarding political activities of Coast Guard personnel to a servicing legal office.

## CHAPTER 7. MAJOR CONTINGENCIES

- A. Major Contingencies. 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 Homeland Security Presidential Directive 5 (HSPD 5), the National Response Framework (NRF), the National Incident Management System (NIMS), the Interagency Integrated Joint Field Office (JFO) SOP, the Federal Emergency Management Agency Field Operations Guide (FEMA FOG), Incident Management and Crisis Response, CGPUB 3-28, and the Coast Guard Incident Management Handbook (CG IMH), area and district commands will develop contingency plans to support large-scale external affairs response operations.
1. During contingency operations, external affairs resources will be deployed to conduct sustained operations to support area and district commanders during an incident requiring the release of accurate, coordinated, and timely information to affected audiences, including elected officials, news media, stakeholders, and affected communities.
  2. A shared commitment by districts, areas, and headquarters to develop response plans and rapidly deploy resources in support of external affairs operations, in advance of an incident and whenever possible, is key to mission success.
- B. Concept of Operations. Headquarters, areas, and districts will establish and conduct external affairs activities during contingency operations in accordance with HSPD 5, NRF, NIMS, JFO, FEMA FOG, and CG IMH. An external affairs response will be scalable and flexible with respect to the incident. The effort will be fully synchronized and integrated with all participating counterparts, agencies, and authorities.
- C. Surge Support. Area commands, in coordination with their subordinate districts, will maintain an external affairs surge support plan for their areas of responsibility. Commandant (CG-092) will act as the coordinating element in situations when national interests become involved, there is a high level of DHS or interagency interest, or the need for staffing becomes greater than the areas can support. Funding personnel travel will not delay the immediate response and surging of required personnel. Areas must maintain a pool of travel order numbers (TONO) and funds to allow timely travel, subject to reimbursement. A crisis communication plan will be established quickly, and required personnel surged to the affected areas as soon as the need is identified. All surge staffing will be orchestrated in accordance with Obtaining Personnel Resources to Meet Surge Requirements, COMDTINST 5400.1 (series), or the individual area/district response plans.
- D. National Level Incidents. For national incidents (such as a SONS), Commandant (CG-092) will automatically assume responsibility for the external affairs organization, will develop the structure for the external affairs response, and will assume responsibility for the assignment of qualified personnel. This will include assignment of press secretaries to operational commanders,

the location of joint information centers (JIC), and how the existing elements will align with a national-level construct. Refer to the Emergency Management Manual, Volume IV: Incident Management and Crisis Response, COMDTINST M3010.24 (series) for more information and guidance.

- E. Response and Investigation. To prevent the appearance of a conflict of interest during significant incidents, the EA team and command spokesperson will not be the same for both the response and any subsequent investigation.
  
- F. Responsibility. During a contingency response, the district external affairs officer (EAO) is responsible for developing and releasing information about the incident to the news media, elected officials, and the public unless relieved by a senior EAO as part of a large-scale EA operation. An effective external affairs response requires delivering a coordinated message and facilitating an open exchange of information between response leadership, elected officials, and the public. For incidents spanning across or affecting multiple districts, the area external affairs officer will lead the external affairs response. The response functions of a public information officer (PIO) and a liaison officer (LOFR) will reside under the EAO. Nationally significant events are led by Commandant (CG-092).
  - 1. The Major Responsibilities of the PIO.
    - a. Determine if there are any limits on information release.
    - b. Develop the communication action plan.
    - c. Oversee Joint Information Center (JIC) operations.
    - d. Advise senior leadership on external perceptions of the response.
    - e. Draft and disseminate news and imagery releases.
    - f. Prepare incident commanders for press briefings.
    - g. Coordinate press briefings.
    - h. Arrange for tours, interviews, or other briefings as appropriate.
    - i. Assist in the development of information management plans.
  
  - 2. Major Responsibilities of the LOFR.
    - a. Serve as the primary coordinator for the liaison network, including agency representatives for local and state governments.
    - b. Maintain a contact list for all liaisons.

- c. Establish liaison contacts.
- d. Develop an interagency information dissemination plan.
- e. Assist in the development of the information management plan.
- f. Keep agencies supporting the incident aware of incident status.
- g. Monitor incident operations to identify current or potential inter-organizational problems.
- h. Provide key external messages to elected officials that will be communicated to the public.
- i. Identify elected officials' concerns, needs, and emerging issues.
- j. Update elected officials, or their staff, promptly as significant information becomes available.
- k. Maintain ongoing communication with all impacted elected officials and promptly respond to all inquiries.
- l. Conduct activities in accordance with HSPD 5, NRF, NIMS, JFO, FEMA FOG, and CG IMH.

G. Area Crisis Communications Teams (CCT). In today's communication environment, the press, social media, and other external factors can potentially overwhelm operational commanders during times of crisis. While the Coast Guard Incident Management Assistance Team and the Public Information Assist Team (PIAT) exist to provide deployable support to all hazard incidents, the need for rapid and strategic communication support is critical to achieving operational success during all crisis events. The public often frames the success of a response in the first 24 hours.

1. There is a clear need for speed in today's media environment. This is essential to filling the information vacuum, which in turn demonstrates competence, increases the likelihood of control, manages rumors and incorrect information, and can reduce public fear. Equally important is the need for well-crafted messages with orchestrated dissemination. A team of professional communicators must manage the public's insatiable appetite for rapid information. Coast Guard operational commands are not staffed to accomplish these goals. It is critical to have trained communicators on the ground as soon as practical to deal with crisis communication.
2. Both LANTAREA and PACAREA must establish and maintain a deployable crisis communication team (CCT) to support operational commanders when the demands of any incident overwhelm their organic capability or when the reputation of the Coast Guard is at risk due to any range of incidents. Requests for CCT must be routed via

the operational chain of command and funding personnel travel will not delay the immediate response and surging of required personnel. Commandant (CG-092) must coordinate with the areas to identify and assign experienced EA personnel to the CCTs.

3. The CCTs are not a redundant capability to the Public Information Assist Team (PIAT) or the Coast Guard Incident Management Assistance Team (CG-IMAT), but rather the primary tool available to operational commanders in times of crisis. PIAT is a specialized team and should be reserved for critical incidents, especially those involving pollution or hazmat, multiple agencies, and situations of low trust - high concern. The CCTs will enable operational commanders to maintain situational awareness despite external demands from media and other sources. The deployment of an experienced and trained communication team will greatly enhance the Coast Guard's ability to manage the information environment during the most demanding situations and shape the external messages within the first few hours of a crisis.

#### H. CCT Role and Objectives.

1. The CCT will surge to provide strategic communication support within the first 12 hours of a crisis event, when one or more of the following conditions exist: an event of national significance, an event where local resources are overwhelmed, or an event with high national media interest or intense political pressures. The following objectives will be the priority of the CCT.
  - a. Augment district EA staff.
  - b. Identify the appropriate target audiences.
  - c. Provide the operational commander with various proactive communication options to reach all targeted audiences.
  - d. Ensure the Coast Guard has the ability to participate in the first possible news cycle following a crisis event.
  - e. Promote clear, common strategic messaging among Coast Guard spokespersons.
  - f. Assist with drafting appropriate content for media queries to include integration of strategic communication, risk communication, and crisis communication principles.
  - g. Establish realistic objectives of the crisis communication response.



5. During certain circumstances, CCT deployments will be funded through the Oil Spill Liability Trust Fund or the Stafford Act. In other cases, options include: Commandant (CG-092) or areas funding approved deployments. The least desired option requires funding by the requesting operational unit. This funding burden may impact the units' tendency to request the CCT and have a negative impact on the communication success of a crisis event. Regardless, CCT members must have annual orders from the area to facilitate rapid launches when required. These orders can be changed or have funds transmitted as needed after the response. Districts and other supporting commands should be ready to move PAs at short notice with travel cards limits raised and in the case of Active Duty members, verbal authorization with written orders to follow so long as a signed CG-2070 is approved and routed. This step allows PAs to travel and get into place in a timely manner, especially ahead of significant storms. In the case of Reserve members it is understood they must have orders in hand to travel, however digital copies may be authorized for use in emergent situations.
- I. Public Information Assist Team (PIAT). A specialized resource under the National Contingency Plan (NCP), PIAT is a four-person component of the U.S. Coast Guard National Strike Force (NSF). As frontline response communicators, PIAT delivers rapid crisis emergency risk communication support to incident commanders during oil spills, hazardous material releases, natural disasters, humanitarian crises, and other critical incidents. Separately, PIAT advises the Public Affairs program and the response community in crisis emergency risk communication, public information planning and Joint Information Center (JIC) management. Requests for PIAT response support or advisory assistance can be made 24/7 via the National Strike Force Coordination Center. District Public Affairs staffs must support PIO and JIC aspects of contingency operations and exercises in their geographic areas of responsibility.

## CHAPTER 8. WORKFORCE MANAGEMENT AND CAREER DEVELOPMENT

### A. External Affairs Officer Workforce Management.

1. Purpose. The external affairs officer (EAO) sub-specialty designation has been developed as part of an integrated system to recruit, train, assign, promote, and provide career development guidance to all officers serving in the external affairs sub-specialty based on a defined framework. This integrated system defines the needs of external affairs billets at every level to align the positions with people who have met the pre-determined criteria and are qualified to fill the positions. Coast Guard Personnel Service Center (CG PSC) in coordination with the external affairs program manager retains the authority to waive the criteria, or competencies, based on the needs of the service. Individuals who are serving or have served in external affairs billets will be assessed to determine their EAO sub-specialty level.
2. Designation Levels. External affairs officer sub-specialty designations can be earned at three levels:
  - a. Apprentice (generally O-1 to O-3);
  - b. Journeyman (generally O-3 to O-4);
  - c. Master (generally O-5 and above).
3. Pay Grades. These pay grades are general guidelines and in no way preclude a high performing junior officer from attaining a higher designation level, or a senior officer, with exceptional external affairs skills who is new to external affairs, from starting a career in this field.
4. Competencies. The External Affairs Officer Subspecialty Code, Specialty Experience Indicator 13 (SEI-13) applies to those officers who have performed in a role requiring the development of skills necessary to engage and communicate effectively with external audiences. Four levels exist within this sub-specialty:
  - a. Level I: Reserved for Congressional and Governmental Affairs Officers in SEI-13 coded positions at CG-0921, Districts and Areas.
  - b. Level II: An introductory communicator position for officers filling a full time Public Affairs Officer position.
  - c. Level III: A mid-grade communicator position for officers returning to a role in a full time Public Affairs Officer position.
  - d. Level IV: HQ CG-0922, Area and District External Affairs Officers.
  - e. Competency Management:

- (1) The EAO competencies are awarded by Commandant (CG-092).
  - (2) Requirements are managed by Commandant (CG-1B1), under the authority of the U.S. Coast Guard Competency Management Systems Manual, COMDTINST M5300.2 (series), in coordination with the programmatic authority of Commandant (CG-092).
  - (3) EAO competency requirements are outlined in the Competency Dictionary maintained by Commandant (CG-1B1).
  - (4) Application process guides and performance qualification standards are maintained by Commandant (CG-09225).
  - (5) Contact Commandant (CG- 09225) or Commandant (CG-0921) to receive the most current guidance for obtaining these competencies.
- B. Public Affairs Officers (SEI-13). To be effective in their positions as area or district public affairs officers, all public affairs officers must consult Commandant (CG-0922) to obtain the most current pipeline training at the Defense Information School (DINFOS), Fort Meade, MD. Whenever possible, this training should be scheduled as pipeline training before reporting into the area or district public affairs office. The SEI-13 competency exists to ensure that prospective public affairs officers (PAO) and assistant public affairs officers (APAO) can effectively serve in external affairs leadership positions. Members will be qualified through a combination of training, experience, education, and professional recognition.
1. Unit Public Affairs Officer (UPA). The non-SEI-13 public affairs officer competency is the attainment of the UPA competency. Members will be qualified to serve as unit public affairs officers after successfully completing the Coast Guard Public Affairs Course (CGPAC) at the Defense Information School located at Fort George G. Meade, MD. To enroll in the course, submit a short-term training request in Direct Access under course code number 500673. The UPA competency is the only competency granted to members by completing a single training course. The UPA competency is not a prerequisite for obtaining the SEI-13 (Level II) subspecialty.
  2. Public Affairs Officer (SEI-13, Level II). This level's target positions are District Public Affairs Officers, FORCECOM Public Affairs Officer, HQ CG-0922 staff, CAG social media staff officer, and MOPIC.
  3. Public Affairs Officer (SEI-13, Level III). This level's target positions are the Area Public Affairs Officers, Area External Affairs Officers, and the CAG press assistant.
  4. Public Affairs Officer (SEI-13, Level IV). This level's target positions are HQ CG-0922, Area and District External Affairs Officers.

- C. Public Information (INF) Chief Warrant Officers. Chief warrant officers serving in the specialty of public information employ a mastery of communication practices and theory in an effort to educate and inform the American public about the Coast Guard and its missions. INFs serve as public affairs officers and have a keen understanding of the National Response Framework as it relates to public affairs. INFs facilitate and assist with the flow of information generated by the mass media, the Internet, and various modes of communication (television, radio, feature films, etc.). They understand how to characterize risk communication situations, advise senior leadership on public communication plans, manage communication operations, and facilitate internal and external organizational communication.
- D. Enlisted Workforce Management.
1. Public Affairs Specialists (PA). PAs are the Coast Guard's experts in written and visual communication products. Their purpose is to assist the public affairs officer in developing, executing, and evaluating the effectiveness of communication activities to support unit commanders to achieve service objectives. PA core competencies are centered on content creation, media relations, and crisis communication. PAs also develop advanced skills in photography, videography, graphic arts, web content development, social media, risk communication, and other modes of communication. Public affairs specialists must attend class C schools at the Defense Information School to remain proficient in these competencies.
  2. Candidacy. With less than 140 active and Reserve PA specialists in the service, they make up less than one tenth of one percent of the Coast Guard's military workforce. Each PA is vital to the external affairs program and will be selected in accordance with the Public Affairs Specialist "A" School Candidate Screening Process, COMDTINST 1514.1 (series). Once selected, PA candidates attend the Mass Communication Foundations Course at the Defense Information School (DINFOS), Fort George Meade, MD then advance to PA3 before reporting to their first public affairs assignment.
  3. Public Affairs Specialist Third Class (PA3). PA3's first unit after six months of "A" school is typically at a PA detachment (PADET) consisting of two or more PAs where they work to achieve the Apprentice PA competency by writing releases and feature stories; creating multimedia content; answering public inquiries; escorting media on base and underway; and conducting interviews. They are also sent to crisis responses and participate as joint information center staff members answering phones, gathering data, and going on scene as media escorts and imagery gatherers. The fastest advancing PAs can advance to PA1 at the end of their first four-year tour at a PADET when they will also have about six or seven years of time in the service.
  4. Public Affairs Specialist Second Class (PA2). Most PA2s are stationed at districts where they work toward the Journeyman PA competency by increasing proficiency in the knowledge, skills and abilities learned as a PA3. They attend "C" schools for intermediate training that will be a requirement to make PA1. They are also sent TDY to responses where the most capable PA2s can be assistant public information

officers. They are also the go-to members for operational TDYs aboard cutters for operations and at exercises.

5. Public Affairs Specialist First Class (PA1). PA1s are primarily PADET supervisors who are the technical experts of the rating and carry out district-level PA communication goals at the sector level. They are entrusted with direct communication with commanding officers, division chiefs and unit PAOs to ensure demands for information are met while also conveying the commander's intent. They are experts who are sent TDY for high-visibility operational TDYs aboard cutters and other units. The average PA1 can fill the role of joint information center manager at exercises and responses. The highest performing PA1s can perform the duties of public information officer at a Type 3 response.
6. Chief Public Affairs Specialist (PAC). PACs are primarily deputy or assistant public affairs officers at districts and manage a PA staff of at least 2 and as many as 7 depending on the district. They carry out district-level communication plans while training and mentoring their junior members. They manage work schedules and send members TDY within the AOR to gather multimedia content and train units about public affairs. They attend operational briefs and stand in as the district PAO or even district governmental affairs officer when necessary.
7. Senior Chief Public Affairs Specialist (PACS). The three PACSs are the two area deputy public affairs officers and the PA school chief. At the area-level, they are strategic planners who advise the Area PAO and manage staffing for long-term response support and solicit members for area-cutter and high-visibility operations. They manage crisis action teams with all the PAs from their districts and other units in their AOR for response to incidents like hurricane aftermaths and major oil spills. The school chief is also the DOD school liaison and manages logistics for all "A" and "C" school students who attend courses at the Defense Information School.
8. Public Affairs Specialist Rating Force Master Chief (PA RFMC) and Rating Knowledge Manager (RKM). The PA RFMC/RKM is considered the senior most enlisted member in the rating regardless of time in service and the authoritative contact for the MCPOCG, CSELs, Programs, Commands and the Workforce. The PA RFMC serves in multiple roles including coach, role model, rating expert, career counselor, and most importantly – an organizational level manager. The RFMC's role in monitoring rating health cannot be overstated. The PA RFMC will manage the structure of the PA workforce to ensure that personnel are prepared to meet current and future missions. As the RKM, the PACM is the core of management and maintenance of the rating's references; performance support and training; and writes servicewide exams for all testing given throughout the year.
9. Volunteer Public Affairs Specialists. VPAs are Coast Guard non-rated volunteers who wish to learn more about the PA rating by participating in public affairs activities prior to attending PA "A" school. They must follow the same guidelines set forth in the receiving unit's standard operating procedures. Additionally, written

documentation that the member has received/understood the following items, must be signed by the District public affairs officer.

- a. Initial orientation. Each volunteer must have an initial orientation to the public affairs standard operating procedures which must be documented and must include at the minimum:
  - (1) Fire safety. Emergency procedures (e.g., bomb threats, mass casualty, power outages, and hurricanes/tornadoes).
  - (2) Standard office protocol.
  - (3) Proper management of telephone calls, emergency calls.
  - (4) Telephone etiquette, taking messages.
  - (5) Release guidelines in relation to security, accuracy, policy, and propriety.
  - (6) Coast Guard Social Media Guidelines.
  - (7) Email etiquette, proper greetings, no quotes or pictures within signature line, etc.
  
- b. Additional requirements include:
  - (1) Priority should be given to the non-rate (active/reserve) that are on the PA "A" school list. Other non-rate (active/reserve) personnel will be considered by CG-0922 on a case-by-case basis.
  - (2) All non-rates (active/reserve) must obtain written approval by their department supervisor prior to being assigned to the public affairs division or unit.
  - (3) The non-rate (active/reserve) must be supervised at all times within the unit by a senior PA1/PA2 and may not provide independent support to units.
  - (4) The non-rate (active/reserve) will not to be utilized as part of the PA on-call rotation schedule and must work during normal office core hours Monday-Friday while assigned to the unit.
  - (5) VPAs may deploy to incident responses on a case-by-case basis under direct supervision, but should otherwise remain at the initially designated unit while rated members deploy for contingency-based

operations.

(6) VPAs must not work on competencies or rating performance qualifications prior to attending PA “A” school.

(7) VPAs must have their own standard workstation access

E. Civilian Workforce Management.

1. The external affairs civilian workforce consists of a variety of series and grades that provide specialized expertise, continuity, and diversity within the external affairs community.
2. Civilian EA personnel are generally assigned at headquarters, area, and district offices and at headquarters units.
3. Specific job requirements are listed in each civilian’s position description (PD). Performance expectations are explained in the individual’s performance plan. In addition, each civilian should work with their supervisor to develop an individual development plan (IDP), which should include elective training, education, and developmental activities needed by an employee to acquire or build upon the competencies needed to achieve his or her career goals. Specifically, civilian EA personnel are encouraged to pursue the training and certifications specified above for the requisite level of their EAO competency. The extent to which an IDP can be supported is determined by management.

F. Reserve Workforce Management.

1. Reserve public affairs specialists’ primary function is to enhance crisis response and management capability. During operational contingencies, or domestic responses, active duty PA capacity is quickly exhausted. Reserve public affairs specialists provide surge capability, and as such are trained, qualified, and ready for mobilization. Reserve public affairs specialists represent a third of the total PA workforce, and must achieve the same qualifications and competencies as their active duty counterparts.
2. Reserve public affairs specialists (PA) are expected to be fully trained and deployable to respond to contingency operations. To this end, they must be able to demonstrate their ability to assist in a fast-paced response where their rank will indicate their level of proficiency in crisis communication. The reservist PA must achieve the same qualifications and competencies as their active duty counterpart.
3. Senior enlisted, reserve PAs must be ready to lead. Senior enlisted, reserve PAs must maintain proficiency in critical PA skills as technology and practices evolve. Senior enlisted, reserve PAs are directly responsible for the evaluation and professional development of the junior reserve PAs at their command. Senior enlisted, reserve PAs

will retain the same competencies as their active duty counterparts.

4. Reserve PAs will be provided access to standardized equipment for training and deployment. External affairs offices will accommodate the standard equipment needs of their reserve forces equal to that of their active duty staff. External affairs offices must adequately fund their reserve readiness.
5. Reserve PAs are typically assigned to district offices. Those external affairs offices that have reserve PAs assigned to them are responsible for ensuring their members are mobilization ready. No reserve PA is authorized to drill or train outside the supervision of an external affairs office or PADET. Reserve PAs who do not reside within in reasonable commuting distance (RCD) of their assigned positions should refer to the Reserve Policy Manual, COMDTINST M1001.28 (series) for further guidance.
6. Unless enlisted through the direct petty officer program, reserve PAs will attend the Basic Public Affairs Specialist Course at the Defense Information School, Fort George Meade, Maryland, where they will receive introductory journalism and media relations training. Upon graduation, they will advance to PA3 and will be able to answer simple media queries, write news releases, take photographs, write feature stories, and generate simple printed or web publications with supervision. Reservists must seek opportunities to advance their skills through on-the-job training (OJT), correspondence courses, C-schools, and independent study.
7. It is essential that reserve PAs drill together to build cohesion and readiness for contingency operations. Drill time must be used to train to respond. IDT and ADT are to be used to ensure members are trained for mobilization in accordance with Commandant policy.

## CHAPTER 9. STANDARDIZATION

- A. Functional Statement. The external affairs mission is most effectively executed when standardized methods and practices are clearly established and followed. External affairs components do not operate unilaterally or by independent design. Every external affairs practitioner must adhere to standardized methods and best practices across the program as the foundation of an optimized program.
- B. Responsibilities.
1. Commandant (CG-092) establishes the standardization policies for service-wide execution of the external affairs enterprise. Standardization falls into five interdependent categories: staffing, training, equipment, TTP (tactics, techniques, and procedures), and assessment. Commandant (CG-092) will coordinate assistance visits to promote standardization throughout the external affairs enterprise.
  2. Area, district, unit commanders, and headquarters directorates follow prescribed standardization policies, facilitate standardization assessments, and act on assessment reports. They should also make recommendations to Commandant (CG-092) for changes in standardization policy and facilitate improvements by encouraging their practitioners to take part in teams, work groups, and boards that design these policies.
- C. Staffing.
1. Commandant (CG-092) is the technical authority for the external affairs workforce and approves changes to external affairs staffs and to any position where external affairs activities make up the majority of the duties. Units and directorates are encouraged to consult with Commandant (CG-092) early to ensure their external affairs staffing needs are appropriately met.
  2. Commandant (CG-092) should be consulted early in the hiring process for all external affairs civilian positions, except for administrative support staff. Current DHS policy may require further consultation with the Department of Homeland Security before hiring civilian external affairs personnel.
- D. Area External Affairs Offices. An area external affairs office is an element of the area commander's staff, reports directly to the area chief of staff, and ensures compliance with policy that Commandant (CG-092) prescribes as the technical authority for external affairs. The minimum staffing for an area external affairs office is one external affairs officer, one governmental affairs officer, one public affairs officer, one assistant public affairs officer, and three or more public affairs specialists.
- E. District External Affairs Offices. A district external affairs office is an element of the district commander's staff, reports directly to the district chief of staff, and ensures compliance with policy that Commandant (CG-092) prescribes as the technical authority for external affairs. The minimum staffing for a district external affairs office is one external affairs officer, one

governmental affairs officer, one public affairs officer, one assistant public affairs officer, and three or more public affairs specialists

- F. Public Affairs Detachments (PADET). The PADET is a field-based office detached from a district external affairs office. The PADET provides public affairs support to a sector or region on behalf of the district public affairs officer and must report directly to the district assistant public affairs officer. The minimum staffing requirement for a PADET is one supervisory public affairs specialist 1st class and one or more junior public affairs specialists.
- G. Unit External Affairs Officers. Every unit must have an assigned collateral duty public affairs officer to manage the public affairs activities for the command. Unit commanders are encouraged to appoint a collateral duty governmental affairs officer to assist them in managing outreach to local congressional staffs and state, local, and tribal leadership.
- H. Training.
1. The Public Affairs Programs Division, Commandant (CG-0922), will establish and coordinate training for external affairs officers, governmental affairs officers, public affairs officers, public information specialty chief warrant officers, enlisted public affairs specialists, and for personnel assigned as collateral duty external affairs officers.
  2. Commandant (CG-0922) will oversee the professional development of external affairs officers, governmental affairs officers, public affairs officers, public information specialty chief warrant officers (INF), and enlisted public affairs specialists (PA).
  3. Commandant (CG-0922) will serve as the Commandant (CG-092) liaison to the Coast Guard Institute and the Defense Information School (DINFOS).
  4. Commandant (CG-0922) will coordinate all external affairs awards, advanced education, workforce professional health management, and program evaluation.
  5. Commandant (CG-0922) will coordinate across multiple directorates to address issues impacting workforce readiness, training, staffing, career development, and form strategies that match the needs of the service with the needs and capabilities of the workforce.
- I. Equipment.
1. The use of standardized equipment to conduct external affairs activities is critical to maintaining efficiency, proficiency, and the ability to surge forces to effectively respond to contingencies. Commandant (CG-0922) will establish and promulgate annually a standard equipment list (SEL) for public affairs offices and specialists. Units are prohibited from procuring public affairs equipment that is not on the SEL, unless a waiver is obtained from Commandant (CG-0922).

2. Commandant (CG-0922) must convene an annual equipment standards board (ESB) to determine which equipment will be required and authorized for use in each external affairs office or staff. Each equipment area will be reviewed on a tri-annual basis or when prescribed standard equipment becomes obsolete. Approved equipment, including but not limited to cameras, public affairs specific telecommunications and satellite systems, imagery editing systems, stand-alone computers and software, will be prescribed on the SEL.
- J. Tactics, Techniques, and Procedures (TTP). Commandant (CG-092) must establish TTP for external affairs operations. Commandant (CG-0922) serves as project manager for external affairs TTP and must work with Force Readiness Command (FORCECOM) to develop and maintain TTP.