

U.S. Department of
Homeland Security

United States
Coast Guard



EMERGENCY MANAGEMENT MANUAL

VOLUME III – EXERCISES



COMDTINST 3010.13D
APRIL 2022

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COMDTINST 3010.13D
11 APR 2022

COMMANDANT INSTRUCTION 3010.13D

Subj: EMERGENCY MANAGEMENT MANUAL VOLUME III – EXERCISES

- Ref:
- (a) Presidential Policy Directive 8, National Preparedness (PPD-8)
 - (b) Homeland Security Exercise and Evaluation Program (HSEEP), January 2020
 - (c) Coast Guard After-Action Program, COMDTINST 3010.19 (series)
 - (d) U.S. Coast Guard Emergency Management Manual, Volume I: Emergency Management Planning Policy, COMDTINST M3010.11 (series)
 - (e) Federal Emergency Management Agency, Federal Continuity Directive 1, Federal Executive Branch National Continuity Program and Requirements, January 17, 2017
 - (f) Federal Emergency Management Agency, Federal Continuity Directive 2, Federal Executive Branch Mission Essential Functions and Candidate Primary Mission Essential Functions Identification and Submission Process, June 13, 2017
 - (g) Federal Emergency Management Agency (FEMA), National Exercise Program Base Plan, October 22, 2018
 - (h) Executive Order 13527: Medical Countermeasures Following a Biological Attack, December 30, 2009
 - (i) Oil Pollution Act of 1990, Pub. L. 101-380
 - (j) 2016 National Preparedness for Response Exercise Program (PREP) Guidelines, Revision 1. June 17, 2017.
 - (k) Maritime Transportation Security Act of 2002, Pub. L. 107-295
 - (l) Navigation and Vessel Inspection Circular (NVIC) No. 9-02, COMDTPUB P16700.4 (series)
 - (m) Continuity of Operations, Policy and Planning, COMDTINST M3010.15 (series)
 - (n) Coast Guard Standard Operational Planning Process/Global Force Management, COMDTINST M3120.4 (series) (FOUO)
 - (o) Intelligence Community Directive 103, Office of the Director of National Intelligence, Intelligence Enterprise Exercise Program, July 14, 2008

1. **PURPOSE.** This Instruction provides policy and guidance for the U.S. Coast Guard's exercise program and for planning, conducting, and evaluating exercises incorporating guidance from References (a) through (o) Related Emergency Management Directive volume series are listed below in paragraph 10.
2. **ACTION.** All Coast Guard unit commanders, commanding officers, officers-in-charge, deputy/assistant commandants, and chiefs of headquarters staff elements must comply with the provisions of this Instruction. Internet release is authorized.

3. DIRECTIVES AFFECTED. Contingency Preparedness Planning Manual Vol 3 - Exercises, COMDTINST M3010.13C is hereby cancelled..
4. DISCUSSION. Exercises are a cornerstone of overall preparedness. They play a vital role in national preparedness by enabling whole community stakeholders to test and validate plans and capabilities and identify gaps and areas for improvement. This revision updates exercise policy and guidance to reflect changes in Coast Guard and DHS requirements.
5. DISCLAIMER. This guidance is not a substitute for applicable legal requirements, nor is it itself a rule. It is intended to provide operational guidance for Coast Guard personnel and is not intended to, nor does it impose legally binding requirements on any party outside the Coast Guard.
6. MAJOR CHANGES. The Instruction has been revised to:
 - a. Incorporate updates from the 2020 revision of HSEEP, including program management changes, exercise design, development, conduct, and evaluation updates; apply the Specific Measurable Achievable Relevant Time-Based (SMART) concept to post-exercise activities; and make terminology modifications.
 - b. Replace the term “Multi-Year Training and Exercise Plan (MTEP)” with “Integrated Preparedness Plan (IPP)”. It also replaces the term “Training & Exercise Planning Workshop (TEPW)” with “Integrated Preparedness Planning Workshop (IPPW)”.
 - c. Renew emphasis on capability-based objectives.
 - d. Replace Contingency Preparedness Assessment/Commander’s Exercise & Training Strategy (CPA/CETS) with Emergency Management Assessment/Exercise & Training Strategy (EMA/ETS).
7. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS. The Office of Environmental Management, Commandant (CG-47) reviewed this Commandant Instruction and the general policies contained within, and determined that this policy falls under the Department of Homeland Security (DHS) categorical exclusion A3. This Commandant Instruction 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 requirements, and the U.S. Coast Guard Environmental Planning Policy, COMDTINST 5090.1 (series).
8. DISTRIBUTION. No paper distribution will be made of this Instruction. Specific Electronic Distribution will be made by the Sponsor. Also, electronic version will be located in the Coast Guard Directives System Library internally, and if applicable on the Internet at www.dcms.uscg.mil/directives , and CGPortal: cg.portal.uscg.mil/library/directives/SitePages/Home.aspx .

9. RECORDS MANAGEMENT CONSIDERATIONS. Records created as a result of this Instruction, regardless of format or media, must be managed in accordance with the records retention schedules located on the Records Resource Center CGPortal site: cg.portal.uscg.mil/units/cg61/CG611/SitePages/Home.aspx.
10. RELATED EMERGENCY MANAGEMENT PLANNING MANUAL VOLUMES.
- a. U.S. Coast Guard Emergency Management Manual, Vol I: Emergency Management Planning Policy, COMDTINST M3010.11 (series). This separately published Instruction provides the basis for USCG planning policy across all Coast Guard missions and contingencies.
 - b. U.S. Coast Guard Emergency Management Manual, Vol II: Resource Management Policy, COMDTINST M3010.12 (series). This separately published Instruction provides the planning factors used in resource management plans and establishes guidance for developing resource management plans to use in Coast Guard planning.
 - c. U.S. Coast Guard Emergency Management Manual, Vol IV: Incident Management and Crisis Response, COMDTINST M3010.24 (series). This separately published Instruction provides the overarching policy for Coast Guard incident management and crisis response activities across all Coast Guard missions and contingencies. This Instruction mandates specific preparedness and response management activities within the Coast Guard to ensure connectivity with all levels of interagency governance during disaster preparedness and response activities.
11. FORMS/REPORTS. None.
12. SECTION 508. This Instruction was created to adhere to Accessibility guidelines and standards as promulgated by the U.S. Access Board. If changes are needed, please communicate with the Coast Guard Section 508 Program Management Office at Section.508@uscg.mil .
13. REQUESTS FOR CHANGES. Direct requests for changes to this Instruction to the Office of Emergency Management and Disaster Response, Commandant (CG-OEM) at preparedness@uscg.mil.

/SCOTT A. BUSCHMAN/
Vice Admiral, U.S. Coast Guard
Deputy Commandant for Operations

External Electronic Distribution by Sponsor:

U.S. Department of Homeland Security (DHS)
U.S. Environmental Protection Agency (EPA)
Federal Emergency Management Agency (FEMA)
National Exercise Division, Washington, DC
Emergency Management Institute, Emmitsburg, MD
U.S. Department of Transportation (DOT)
U.S. Department of the Interior (DOI), Emergency Management Directorate
CNO Washington, DC (OP-605) CMC Washington, DC (MC-PP-5) CSA Washington, DC
(DAMO-ZC) CSAF Washington, DC (AFXOX)
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Chapter 1. INTRODUCTION TO COAST GUARD EXERCISES

A. Purpose. This Instruction provides policy, guidance, and doctrine for the Coast Guard's Exercise Program and assists commands in managing a robust exercise program to ensure effective disaster response and preparedness across the enterprise. The Coast Guard exercise program is consistent with the Homeland Security Exercise and Evaluation Program (HSEEP) (see Figure 1-1 and Table 1-1), as required by Presidential Policy Directive-8 (PPD-8) and the National Exercise Program (NEP). Exercises are used to evaluate current capability levels/targets and identify gaps. Exercises focus on assessing performance against capability-based objectives.

1. Presidential Policy Directive-8 (PPD-8). Reference (a), strengthens the security and resilience of the United States through systematic preparation for threats that pose the greatest risk to the security of the nation, including acts of terrorism, cyber-attacks, pandemics, and catastrophic man-made and natural disasters. To accomplish this, Reference (a) directs Executive departments and agencies with roles in the national planning frameworks (for example, National Prevention Framework, National Protection Framework, National Mitigation Framework, National Response Framework, and the National Disaster Recovery Framework) to develop department-level operational plans to support the interagency operational plans, as needed. The Coast Guard satisfies the requirement of incorporating the PPD-8 mission areas of Prevention, Protection, Mitigation, Response, and Recovery into Area/District All-Hazards Concept Plans (CONPLANS), which serve as all threats – all hazards preparedness backbone for all other Coast Guard contingency plans. There are various operational plans in support of the national frameworks that require regular exercises.
2. National Exercise Program (NEP) Alignment. The NEP is the Nation's overarching exercise program. The NEP received its mandate from the National Security Council/Homeland Security Council (NSC/HSC) and was developed by the Federal Emergency Management Agency (FEMA) National Exercise Division (NED). FEMA manages the NEP and created HSEEP to standardize exercise procedures and terminology. HSEEP provides a set of fundamental principles for exercise programs, as well as a common approach to program management, design and development, conduct, evaluation, and improvement planning. The NEP requires that all federal Departments and Agencies use HSEEP to ensure the U.S. Government (USG) has a single, comprehensive exercise plan. The Coast Guard has adopted HSEEP as the standardized policy and methodology for exercises.

Figure 1-1. Manual Differences from HSEEP

There are occasional differences between the use of HSEEP and this Instruction, for example, capability-based planning and certain exercise evaluation criteria. When these differences occur, follow the guidance in this Instruction. It is for use by Coast Guard personnel to ensure the Coast Guard's exercise program complies with federal statutory requirements and mission mandates, which obligates adherence by the Coast Guard.

The following activities are key to achieve a national standard for all exercises:

- a. Conduct IPPWs and develop, maintain, and update an Integrated Preparedness Plan (IPP).
- b. Plan and conduct exercises that are consistent with HSEEP.
- c. Develop and submit an After-Action Report/Lessons Learned Report (AAR/LLR) for all exercises in accordance with Reference (c). The Remedial Action Management Program (RAMP) within the Contingency Preparedness System (CPS) serves as the Improvement Plan (IP) for the Coast Guard, but specific exercises may benefit from a separate local IP to track stakeholder completion of identified improvement items.
- d. Track and implement remedial actions identified in the AAR/LLR.

Table 1-1: Crosswalk between HSEEP and the Coast Guard Exercise Program

THE STEPS OF EXERCISE DESIGN AND DEVELOPMENT	
HSEEP (2020)	COAST GUARD EXERCISE PROGRAM
<p>Setting the exercise foundation by reviewing senior leader guidance, the IPP, and other factors to develop exercise-specific objectives and align capabilities within a scenario.</p>	<ul style="list-style-type: none"> • Review of Strategic Planning Direction (SPD)/Operational Planning Direction (OPD) for program-level priorities • Review of IPP Guidance Memo for program, Area- and District-level priorities • Review of Emergency Management Assessment (EMA)/Exercise and Training Strategies (ETS) forms for unit-level priorities • Discussions of exercise cycle, goals, and objectives with appropriate committees • Review of IPP • Review of AARs from previous exercises • Review of outstanding Remedial Action Issues (RAIs) • Review of Lessons Learned Summaries for specific contingencies • Review of specific exercise guidance such as NVIC 09-02 (series) or the Preparedness for Response Exercise Program (PREP) Guidelines for required elements/core components and frequency to be tested.
<p>Defining exercise planning activities.</p>	<ul style="list-style-type: none"> • Units complete the Concept of Exercise (COE) using Table C-1 as a guide for determining exercise meeting dates. • Units begin to formulate their Exercise Planning Team (EPT) membership based on key agencies and partners participating in the exercise. • Units request exercise support • Changes are updated on the COE throughout the planning timeline.
<p>Developing the Exercise Planning Team (EPT).</p>	<ul style="list-style-type: none"> • EPT membership depends on type and scope of the exercise and the participating agencies and port partners. Representatives of each major participant should be included as well as Subject Matter Experts (SMEs) necessary to develop a realistic and challenging exercise. • When possible, EPT members should not be exercise players, but should be used to fill roles such as Controller, Evaluator, and Facilitator. <p>For larger exercises there may be a need to develop an EPT Organization as shown in Figure 2 on the CGPortal: cg.portal.uscg.mil/units/cgcpel/HSEEP%20Exercise%20Cycle/Forms/AllItems.aspx.</p>

THE STEPS OF EXERCISE DESIGN AND DEVELOPMENT	
HSEEP (2020)	COAST GUARD EXERCISE PROGRAM
<p>Designing the exercise to include the purpose, scope, capability-based objectives, evaluation parameters, scenario, documentation, and planning for media and public affairs.</p>	<ul style="list-style-type: none"> • The EPT will discuss their purpose, scope, capability-based objectives, scenario, documentation, and evaluation criteria during the design and development of the exercise. The team will develop a specific scenario designed to test each of the capability-based objectives and enter all the exercise information into CPS. <ul style="list-style-type: none"> • The Purpose is a broad statement of the exercise goal (i.e., “The purpose of this exercise is to test the following capabilities ...by involving the port of ... community in a full-scale exercise simulating a major oil spill at ...facility on (date).”) • The scope of the exercise is the exercise type, participation level, exercise location(s), exercise duration, and other considerations useful to participants. Clearly defining the exercise scope early in the design process helps exercise planners keep the exercise to a manageable and realistic level. • Exercises should focus on assessing performance against capability-based objectives. Exercise objectives should follow the SMART guidelines. Sample objectives are available for certain contingencies and may be used to facilitate specific capability-based objective development. In addition to Coast Guard exercise objectives, participating agencies may want to test their own objectives within the exercise and would be responsible for evaluating their own objectives. • The EPT will create the documentation appropriate for the exercise type as shown in Table 5-1. • Planning for media and public affairs may include both exercise and real-world media. The need for press releases and public announcements, as well as a media plan and Very Important Person (VIP)/observer policy should be determined.
<p>Developing the exercise to include planning for discussion-based and operations-based logistics, facilitation, control, exercise evaluation, and exercise conduct.</p>	<p>The EPT, along with the Logistics Department and other support staff, will work together to identify what is needed to execute the exercise (rooms, audio/visual, supplies, IDs, parking, etc.). A tabletop exercise will require less logistical assistance than a full-scale exercise. The team will need to identify controllers/evaluators (C/E), and/or facilitators for the exercise as well as other venue support staff. Typically, evaluators would be SMEs on the particular plan or contingency tested.</p> <p>At the conclusion of the exercise, the unit is required to complete an AAR in CPS and report any RAIs identified during the Exercise Hotwash, the Controller/Evaluator (C/E) Debrief or from participant feedback. The unit should hold an After-Action Meeting prior to submitting the AAR to review the findings and identify who is responsible for corrective actions.</p>

- B. Goal. The goal of the exercise program is to familiarize personnel with roles and responsibilities, foster meaningful interaction and communication, assess and validate plans, policies, procedures, and capabilities, and identify strengths and areas for improvement.
- C. Exercise. An exercise is a simulated emergency in which players discuss or carry out actions, functions, and responsibilities expected of them in a real emergency. Exercises bring

together and strengthen the whole community to prevent, protect against, mitigate, respond to, and recover from all hazards. Overall, exercises help the whole community address the priorities established by leaders; and evaluate progress toward meeting preparedness goals.

D. Purpose of Exercises. The overarching objective of all exercises is to validate and improve plans and procedures. Exercises improve preparedness through:

1. Validation. Validating plans, policies, doctrine, procedures, and the ability to conduct operations.
2. Relationships. Building, clarifying, and strengthening relationships with partners and stakeholders prior to an actual threat or response.
3. Readiness. Assessing preparedness/readiness with an emphasis on identifying shortfalls and closing gaps.
4. Resourcing. Refining plans, identifying available resources and capabilities, conducting training, and evaluating training plans.
5. Training. Providing familiarization and on-the-job training for players in their roles and responsibilities for conducting operations.
6. Familiarization. Familiarizing players with National Incident Management System/Incident Command System (NIMS/ICS) terminology and processes.

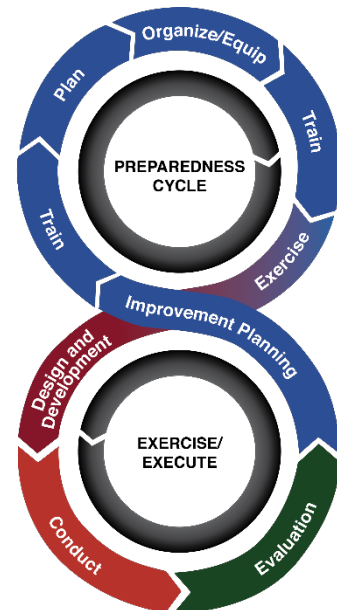
E. Relationship between the Exercise Cycle and the Preparedness Cycle. Figure 1-2 depicts the relationship between the Exercise Cycle and the Preparedness Cycle. The Exercise phase of the Preparedness Cycle includes all the steps of the Exercise Cycle. The Exercise Cycle starts with Design / Development and ends with the Improvement Planning phase. The AAR/LLR provides input to the Evaluate/Improve phase of the Preparedness Cycle. Each year, hundreds of exercises are conducted, evaluated, and AAR/LLR submitted. The analysis of exercise AAR/LLR is one input into the Evaluate/Improve phase of the Preparedness Cycle. Complete the Preparedness Cycle phases and resolve issues before exercising them again to gain the most from the Exercise Program.

F. Managing the Exercise and Preparedness Cycles. The CPS is the Coast Guard's primary application to manage the Preparedness Cycle and Exercise Cycle. CPS is accessible to users throughout the Coast Guard via the CGPortal. CPS provides an efficient means of entering, integrating, managing, and monitoring Contingency Plans, Concepts of Exercise (COE), spend plans, and AARs, from real-world and planned events, incidents, and exercises.

CPS is comprised of four distinct but connected modules:

1. Plans. The PLANS module contains the unit's various contingency plans.

Figure 1-2. Preparedness and Exercise Cycle



2. Concept of Exercise. The COE module links COEs to the plan(s) intended to be exercised. Use COEs as a tool for scheduling, requesting support, basic exercise design (objectives/goals), and budgeting.
3. Coast Guard Standard After-Action Information and Lessons Learned System (CGSAILS). CGSAILS is the Coast Guard's AAR/LLR builder, which links back to the COE and PLANS modules. Use CGSAILS to capture after-action information from real-world and planned events without a COE.
4. Remedial Action Management Program (RAMP). RAMP is the Coast Guard's corrective action system linked back to the other three modules. RAMP functions include identifying, analyzing, validating, assigning responsibility for, and monitoring the remediation of issues and problems resulting from operations, exercises, or training events.

Units are required to enter all exercises into CPS. This includes Coast Guard-sponsored exercises, and any non-Coast Guard-sponsored exercise with participation by Coast Guard personnel (for example, the Department of Defense's BOLD ALLIGATOR exercise series).

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Chapter 2. EXERCISE REQUIREMENTS

- A. Overview. This Chapter summarizes the sources of exercise requirements. Internal Coast Guard Program Sponsors (i.e., Headquarters program offices) and interagency (Executive, Legislative, and Department) mandates set these requirements. For a more detailed list of exercise requirements, see Appendix A.
- B. Internal. Each Sponsor establishes exercise requirements for their program. Required plans are in Reference (d), along with a list of contingencies that should be minimally included in Area/District Contingency Plans CONPLANS. The required frequency and type of exercises varies with each contingency (see Appendix A). Each operational level (Areas, Districts, Sectors, and Units) may establish additional planning and exercise requirements to address their specific preparedness needs and risks.
- C. Federal Interagency. As directed by the Secretary of Homeland Security through References (e) and (f) and in close collaboration with the National Security Staff and National Advisory Council, federal agency participation in the NEP is encouraged for all threats and all hazards. Congress mandates that the Coast Guard manage programs with exercises for oil and hazardous material and maritime security. As an agency under the Department of Homeland Security (DHS), the Coast Guard participates in Homeland Security operations and supports the National Response Framework (NRF), which requires regular all threats and all hazards' exercises. The Coast Guard has traditionally participated in some Homeland Defense exercises sponsored by the Department of Defense (DoD). As a member of the Intelligence Community, the Coast Guard participates per Reference (o) in some national security and intelligence exercises sponsored by the Director of National Intelligence (DNI).
- D. DHS National Exercise Program (NEP). The NEP is a two-year cycle of exercises focused on Principals Objectives established by the Principals Committee of the National Security Council. FEMA recommends to the NSC certain exercises that address at least one Principals Objective to become a part of the NEP. The National Level Exercise is the cornerstone exercise of the NEP and is the culmination of the two-year cycle. The Coast Guard participates in the NEP by nominating certain exercises to become part of the NEP and by participating in the National Level Exercise and other senior leadership exercises sponsored by either FEMA or DHS directly. Coast Guard units that would like to nominate an exercise for incorporation into the NEP should submit a recommendation through the chain of command to the Office of Emergency Management and Disaster Response, Commandant (CG-OEM). Commandant (CG-OEM) also reviews COE entries for potential nominations and coordinates those nominations with the respective Area.
- E. Medical Counter Measures. Reference (h) directs the federal government to develop the capacity to rapidly distribute Medical Countermeasures (MCMs) following a biological attack. MCMs include possible use of antibiotics, antivirals, or vaccines in the event of a pandemic or bioterrorism event. In the case of a biological event (such as anthrax or a pandemic), DHS policy identifies Points of Dispensing (PODs) as the method for DHS components to distribute MCMs to DHS personnel, mission-critical contractors, and others necessary to ensure mission essential functions continue. DHS policy directs the use of Closed PODs (CPODs) to dispense Coast Guard MCMs to a restricted Coast Guard client base (as opposed to open PODs, which are available to the public). This client base is

generally limited to active-duty members, civilian employees, reservists, military dependents, and mission-critical contractors. The Coast Guard will establish CPOD sites by Memoranda of Understanding (MOU) with local public health agencies. Per the Department of Homeland Security Pandemic and Emerging Infectious Disease Workforce Protection Plan (PEIDWPP), Annex D Section 4 states that Component MCM programs must exercise at least 25% of component's POD locations, or meet the requirement through real-world activations, at least annually and preferably twice per year. All of a Component's POD location are required to have conducted an exercise or participated in a real-world activation over a four-year period.

- F. National Preparedness for Response Exercise Program (PREP). To meet the exercise requirements of Reference (i), PREP was established. PREP is a unified federal effort that focuses on preparedness for prevention, response, and recovery. It satisfies the oil and hazardous material exercise requirements of the Coast Guard, Environmental Protection Agency (EPA), Department of Transportation Office of Pipeline and Hazardous Materials Safety Administration (DOT PHMSA) and the Department of Interior (DOI) Bureau of Safety and Environmental Enforcement (BSEE). These agencies, with industry input, developed Reference (j).
- G. Area Maritime Security Training and Exercise Program (AMSTEP). AMSTEP meets the exercise requirements of Reference (k), as codified in 33 Code of Federal Regulation (CFR) 103 and the Security and Accountability for Every (SAFE) Port Act. It supports the Port, Waterways, Coastal Security (PWCS) mission and its full spectrum of prevention, protection, response, and recovery efforts. AMSTEP focuses on preparedness for community-based, anti-terrorism measures covered by Area Maritime Security (AMS) Plans. Reference (l), which includes guidance for conducting multiple-objective exercises in conjunction with other contingencies.

The Navigation and Vessel Inspection Circular (NVIC) No. 04-18 Guidelines for Drafting the Marine Transportation System Recovery Plan (MTSRP) was created and removed the MTSRP requirements from the NVIC 09-02 except for a Transportation Security Incident. Enclosure 2 in MTSRP Exercise Guidance Section 3 states that the MTSRP must be exercised at least twice in a four-year period with one operation-based and one discussion-based exercise. In addition, no more than two years may pass between exercises. Enclosure 4 of NVIC 09-02 recovery sections of the AMSTEP still need to be tested as well.

- H. Continuity of Operations (COOP). References (e) and (f) are the source of COOP requirements to establish and maintain comprehensive and effective national continuity capabilities, which ensure resilience and the preservation of our form of Government under the Constitution and the continuing performance of National Essential Functions under all conditions. Federal Continuity Directive 1 provides guidance for Federal agencies to identify and carry out their Primary Mission Essential Functions and Mission Essential Functions. Effective continuity planning and programs enhance the resilience of organizations and facilitate the performance of essential functions during all-hazards emergencies or other situations that may disrupt normal operations. Coast Guard policy for COOP exercises can be found in Reference (m).
- I. DoD Sponsored. The Coast Guard has a unique relationship with the DoD, the U.S. Navy (USN), and Combatant Command (CCMD). Through a series of DoD-DHS Memoranda of

Agreement (MOAs), DoD and DHS have recognized that some Coast Guard assets are appropriate for use by the CCMD for certain defense roles, missions, and functions in support of the National Military Strategy; established that Coast Guard Area Commanders are the supported Commanders for Maritime Homeland Security (MHS). Commander, U.S. Northern Command (CDRUSNORTHCOM) and Commander, U.S. Indo-Pacific Command (CDRUSINDOPACOM) are the supported commands for Maritime Homeland Defense (MHD); and mechanisms enabling the rapid transfer of forces between DoD and the Coast Guard to support MHS or MHD mission execution are established. The Coast Guard and the DoD periodically exercise these command relationships and mechanisms. Additionally, Area Commanders have MOAs/MOUs with the USN Numbered Fleets that may require exercises. This Instruction does not address all Coast Guard involvement with DoD exercises, especially those that are operational training events, rather than exercises.

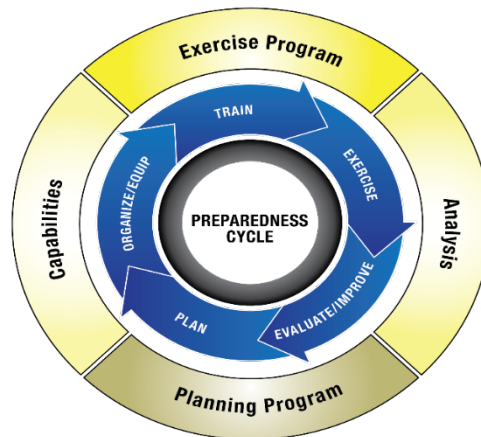
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Chapter 3. COAST GUARD EXERCISE PROGRAM ROLES AND RESPONSIBILITIES

- A. Coast Guard Preparedness. Preparedness is a cycle with many linked phases. The Coast Guard's Exercise Program provides a system to identify, analyze, and monitor improvements to Coast Guard preparedness. The Exercise Program is a key component of the Coast Guard's Preparedness Program.

Responsibilities and functions of the Coast Guard Preparedness Program are the outer ring of Figure 3-1. The five phases shown in the inner ring of Figure 3-1 are consistent with the National Planning Frameworks. Using this common preparedness approach improves the Coast Guard's ability to synchronize with Other Government Agencies (OGAs) and private sector capabilities to manage the Coast Guard's Exercise Program.

Figure 3-1. Coast Guard's Preparedness Program



- B. Exercise Roles and Responsibilities. Preparedness is an enterprise-wide effort at all levels of the Coast Guard. Each echelon within the Coast Guard is responsible for the development and maintenance of specific contingency exercises listed in Appendix A. The overarching program manager for the Coast Guard's Exercise Program is the Assistant Commandant for Response Policy (CG-5R).
1. Commandant's Leadership Council. The Commandant's Leadership Council establishes Coast Guard strategic preparedness priorities.
 2. Deputy Commandant for Operations (DCO). Commandant (CG-DCO) provides response policy for all levels of the Coast Guard. Commandant (CG-DCO) is responsible for the development of, and overseeing the execution of, operational planning, policy, and international engagement at the strategic level. Additionally, Commandant (CG-DCO) and subordinate headquarters offices establish and maintain relations with interagency partners and maritime stakeholders to support policy development and implementation.
 3. Director, Emergency Management (CG-5RI). Director of Emergency Management, Commandant (CG-5RI), with input from the Commandant (CG-OEM) and Coast Guard

Mission Program Offices / Exercise Sponsors, will oversee the Coast Guard's Exercise Program.

4. Coast Guard Office of Emergency Management and Disaster Response, Commandant (CG-OEM). Commandant (CG-OEM) serves as the Program Office directly responsible for the development of contingency exercise service-wide policy. Furthermore, Commandant (CG-OEM) manages national-level exercises, exercise-related training, and the Coast Guard After-Action Program. Commandant (CG-OEM) must:
 - a. Develop and maintain this Instruction.
 - b. Oversee the Integrated Preparedness Plan (IPP) process:
 - (1) Host the annual IPPW and publish the CG IPP; and
 - (2) Coordinate a review of Area IPP exercise schedules by Commandant Exercise Sponsors.
 - c. Provide strategic exercise priorities for inclusion in the Strategic Planning Direction and IPP guidance.
 - d. Ensure continued program alignment with the NEP, HSEEP, PREP, AMSTEP, DoD, and other Coast Guard Contingency programs as appropriate:
 - (1) Negotiate Coast Guard participation in National Level Exercises with the National Exercise Division; and
 - (2) Recommend exercises for inclusion to the NEP to the National Exercise Division.
 - e. Establish preparedness program training requirements in coordination with the Office of Marine Environmental Response Policy, Commandant (CG-MER).
 - f. Sponsor the Emergency Management Summit.
 - g. Develop a Coast Guard-wide exercise program management budget:
 - (1) Manage and disburse funding for exercises, exercise-specific training, and exercise program management; and
 - (2) Monitor exercise spending.
 - h. Provide direction on and administer the Coast Guard After-Action Program and processes for gathering event and exercise AARs, cataloging lessons learned, and pursuing remedial actions to improve preparedness.
 - i. Serve as the manager for the design, development, training, and maintenance of CPS:
 - (1) Coordinate and manage the Coast Guard After-Action Program;
 - (2) Coordinate with applicable Exercise Sponsors to review AAR submissions;
 - (3) Manage the issues requiring corrective actions through RAMP; and
 - (4) Assign RAIs from exercise and real-world AAR/LLR.
 - j. Coordinate the sharing of exercise AAR/LLR across Coast Guard organizational levels:

- (1) Facilitate and oversee, as appropriate, the transfer of AARs to DoD, DHS, and other agencies, when necessary; and
 - (2) Submit pertinent portions of the published AAR for wider distribution.
 - k. Act as the Coast Guard AAR liaison to DHS, FEMA, and other federal entities.
 - l. Continue development and modifications of Coast Guard exercise management tools.
 - m. Provide exercise project management for Coast Guard participation in NEP.
5. Coast Guard Judge Advocate General. Ensures all Coast Guard missions, operations and activities can be achieved within the spirit, as well as the letter, of the law. The Judge Advocate General will provide legal counsel and assist in creating guidance for the exercise program.
- a. CG-LMI (CG-0941). Primary legal advisor to CG-DCO, CG-5RI, and CG-OEM; will coordinate with programs to ensure operations are conducted lawfully during exercise programs.
6. Areas. Areas coordinate schedules with regional partners and CCMD. Areas are the Principal Planning Agent for CCMD contingency planning and exercise coordination. Areas must:
- a. Augment exercise guidance provided in IPP guidance and Strategic Planning Direction by promulgating the Operational Planning Direction to Districts.
 - b. IPP specific responsibilities:
 - (1) Host an annual internal IPPW with Districts;
 - (2) Participate in national- and regional-level IPPWs; and
 - (3) Review and approve IPPs for each District and submit Area IPP to Commandant (CG-OEM).
 - c. Review and approve requests for exercises that fall outside of the IPP Cycle, after notifying Commandant (CG-OEM).
 - d. Participate in the DoD semi-annual Worldwide Joint Training and Scheduling Conference.
 - e. Ensure all their subordinate units are capturing all exercises (sponsored or participated in) in CPS.
 - f. Ensure quality of COEs; use them as a tool for scheduling, requesting support, basic exercise design (objectives/goals), and budgeting.
 - g. Maintain all required information that will assist Program Managers during the IPP Process.
 - h. For the National Exercise Program:
 - (1) Participate in Coast Guard EPTs to represent the interest of the operational commander;
 - (2) Provide input on strategic and policy objectives through Commandant (CG-OEM);

- (3) Translate strategic objectives into operational/tactical objectives; and
 - (4) Act as the Venue Exercise Planning Team Leader (EPTL) for exercises.
 - i. Formally document Area approval of District exercise schedules, exercise support, exercise budgets, and training requests in IPP process.
 - j. Fulfill Area roles for exercises.
 - k. Assign Exercise Director (ED) for Area-hosted exercises.
 - l. Assign Coast Guard EPTL and Venue EPTL for all Area-directed exercises.
 - m. Assign Area assets and resources to support exercises as appropriate.
 - n. Provide Area support resources (e.g., communications, Coast Guard Incident Management Assistance Team (CG-IMAT)) to fill priority requests.
 - o. Provide Deployable Specialized Forces (DSF) upon request, to support the design, development, conduct, and evaluation of exercises when approved.
 - p. Request resource support from appropriate organizational elements.
 - q. Participate in national- and regional-level exercises.
 - r. Maintain list of experienced evaluators.
7. Districts. Districts provide staff to accomplish their own exercise requirements, and to assist Sectors in exercise development, conduct, evaluation, and improvement planning. Each District has a staff that can assist with both program and project management. Most districts have Master Exercise Practitioners and Certified Emergency Managers. These members are a valuable resource for exercises and support. Districts must:
- a. Augment Area exercise guidance through IPP guidance and/or District OPD to Sectors.
 - b. IPP specific responsibilities:
 - (1) Host an annual internal workshop with Sectors;
 - (2) Attend state-level and/or FEMA regional IPPWs;
 - (3) Coordinate exercise schedule with international and regional partners and domestic stakeholders;
 - (4) Assist Sectors in preparation of their EMA and ETS;
 - (5) Review Sector EMAs and ETSs;
 - (6) Assist Sectors in selecting the most appropriate type of exercises to support EMA results;
 - (7) Ensure their subordinate units are entering all exercises into CPS; and
 - (8) Ensure the use and quality of COEs, which are tools for scheduling, requesting support, basic exercise design (objectives/goals), and budgeting.
 - c. Formally document District approval of Sector exercise schedules, exercise support, exercise budgets, and training requests in the IPP process.

- d. Provide District resources to support Sector exercises.
 - e. Coordinate intra-District Sector resources to support Sector exercises.
 - f. Fulfill District roles for exercises.
 - g. Assign EPTL or Venue EPTL for District directed exercises.
 - h. Approve AAR/LLR for District-led exercises.
 - i. Coordinate delivery of exercise preparatory ICS courses to units as approved in the IPP.
 - j. Designate assignments for all non-District resources.
 - k. Maintain list of experienced evaluators.
8. Sectors and Commands with Contingency Plans. Sectors, Marine Safety Units (MSUs) with Captain of the Port (COTP) authority and other plan holders must:
- a. Ensure their unit has entered all exercises into CPS. Units who sponsor or participate in an exercise are required to enter a COE into CPS. Units are also required to submit an AAR after a Type I or Type II real-world event in their Area of Responsibility (AOR). While an AAR is not required for a Type III event, units are highly encouraged to enter an AAR for information-sharing purposes.
 - b. Develop and maintain stakeholder lists and face-to-face relationships.
 - c. Attend or host port-level IPPWs for units and stakeholders.
 - d. Attend state-level IPPWs.
 - e. For local exercises:
 - (1) Serve as the Exercise Director; and
 - (2) Assign the EPTL or Venue EPTL to all Sector-directed contingency plan exercises.
 - f. Designate assignments for all non-Sector/MSU resources.
9. Exercise Sponsors. Exercise Sponsors provide direction, much like an agency executive. They serve as the Exercise Sponsors for the Coast Guard's Exercise Program. Exercise Sponsors must:
- a. Update policy and organizational doctrine.
 - b. Propose exercise and training requirements to Commandant (CG-OEM).
 - c. Notify Commandant (CG-OEM) of any new international/interagency agreements to conduct joint exercises.
 - d. Develop Resource Proposals (RPs) to improve preparedness and to meet the strategic intent and Congressional initiatives.
 - e. Coordinate with Commandant (CG-OEM) to provide exercise priorities for inclusion in the Strategic Planning Direction and IPP planning guidance.

- f. Ensure the exercise schedule proposed through the IPP meets policy and legislative requirements.
 - g. Review AARs and take action on issues related to policy and resources.
 - h. Coordinate and work with Commands/Units and other programs, as necessary, to resolve any open RAIs requiring their subject matter expertise and attention.
10. Coast Guard Program Offices. It is important to understand that the Coast Guard Preparedness Program, depicted in Figure 3-1, crosses multiple missions with responsibilities residing in several Commandant Program Offices within Commandant CG-DCO and the Deputy Commandant for Mission Support (CG-DCMS). Coast Guard Program Offices provide resources and mission area training to increase capabilities. Program Offices are responsible for taking actions to improve their program’s preparedness. Furthermore, these Program Offices share responsibility for preparedness with the operational commanders. Program Offices are also typically the Exercise Sponsor.

Table 3-1: Coast Guard's Preparedness Program Offices

EMERGENCY OR PROGRAM	PROGRAM OFFICE
Chemical, Biological, Radiological, or Nuclear (CBRN) Attack	Commandant (CG-721)
Civil Disturbance	Commandant (CG-MLE)
Communicable Disease	Commandant (CG-OEM), Commandant (CG-112)
Short Notice Maritime Response	Commandant (CG-ODO)
Cyber Incident Response	Commandant (CG-791), Commandant (CG-FAC)
Foreign Humanitarian Assistance/Disaster Response	Commandant (CG-DCO-I), Commandant (CG-ODO), Commandant (CG-OEM)
Homeland Defense	Commandant (CG-ODO)
Marine Transportation System Disruption	Commandant (CG-FAC)
Mass Migration	Commandant (CG-MLE)
Mass Rescue Operations	Commandant (CG-SAR)
Military Outload (MOL)	Commandant (CG-MSR)
Natural/Manmade Disaster	Commandant (CG-OEM)
Oil and Hazardous Substances	Commandant (CG-MER)
Combatant Commander Support	Commandant (CG-ODO)
PWCS Anti-Terrorism	Commandant (CG-MSR)
COOP	Commandant (CG-OEM)

- a. The Office of Emergency Management and Disaster Response (CG-OEM).
- (1) Commandant (CG-OEM) oversees the overall Coast Guard exercise program and the COOP and Natural/Manmade Disaster programs. Communicable Disease and Natural/Manmade Disaster are two of the 14 contingencies that fall under the annual CONPLAN exercise requirement. Exercises for both programs would fit well as standalone Coast Guard exercises, but the exercise requirement could be met through incorporating unit exercise objectives into a broader interagency exercise that contribute to community and national preparedness as per Reference (a). The contingency exercised and the exercise type and scope should be dependent on the risk posed by that contingency, the length of time since exercising that contingency, and the requirement to validate those Appendices of the CONPLAN.

- (a) Exercise Support Team (EST). Provide Exercise Support for the design, development, conduct, and evaluation of exercises, as requested through the IPP process and described in more detail below.

This program supports exercise design, conduct, evaluation, and AAR/LLR preparation. An EST is typically comprised of at least three members with exercise and preparedness experience. The ESTs provide exercise subject matter expertise and development skills to assist the EPT Leader with all phases of an exercise. During the initial meeting, the EST Leader and Exercise Director and/or EPT Leader determine exactly what support will be provided (e.g., which meetings and conferences require support and facilitation, which documents will be developed, and how the ESTs will support exercise control and evaluation). The EST signs an agreement with the Exercise Director that lists the services it will provide along with deadlines. It is important that the ESTs and the EPT Leader honor this agreement. Each EST supports multiple exercises at the same time; they have limited capacity to perform functions beyond those listed in the agreement. ESTs may assist with the following specific items:

- [1] Support and facilitation of:
- [a] Plan Review
 - [b] Concept and Objectives (C&O) Meeting
 - [c] Initial Planning Meeting (IPM)
 - [d] Mid-term Planning Meeting (MPM)
 - [e] Master Scenario Events List (MSEL) Meeting
 - [f] Final Planning Meeting (FPM)
 - [g] Controller/Evaluator Orientation and Briefing
 - [h] Player Briefing
 - [i] Hot-Wash

[j] After-Action Meeting

[2] Management of:

[a] Exercise Control Staff

[b] Exercise Simulation Cell (SimCell)

[c] Exercise Evaluation Team

[d] Very Important Personnel (VIP) and Observers

[3] Creation and dissemination of:

[a] Exercise Plan (ExPlan)

[b] Situation Manual (SitMan)

[c] Controller and Evaluator (C/E) Handbook

[d] Evaluation Plan (EvalPlan) and Exercise Evaluation Guides (EEGs)

[e] Draft AAR/LLR

[4] Follow-up on:

[a] Planning meeting participant feedback

[b] Exercise program improvements

[c] Assistance with the exercise selection process during the next IPP

- b. The Office of Maritime Security Response Policy (CG-MSR). All Commanders of Units with COTP authority that have Commander, Military Surface Deployment and Distribution Command-designated National Port Readiness Network (NPRN) Strategic Commercial Seaports within their AOR are required to maintain a Military Outload (MOL) Plan as an Appendix to the Concept Plan (9700/9800 CONPLAN). These plans require annual review and update as needed. At a minimum, units should hold a discussion-based exercise every three years. Maritime Security and Response Operations (MSRO) Manual, COMDTINST M16600.6 (series) requires Area, District, and Commanders of Units with COTP authority to develop, maintain, and exercise comprehensive contingency plans for PWCS Anti-Terrorism (AT) activities at elevated MARSEC levels. The process for receiving exercise credit for Real-World Events can be found in Appendix B.
- c. The Office of Counterterrorism and Defense Operations Policy (CG-ODO). Commandant (CG-ODO) oversees the Short-Notice Maritime, Homeland Defense and Combatant Commander Support programs and coordinates with other programs for the CBRN Attack and Foreign Humanitarian Assistance/Disaster Response programs.

It is incumbent upon Principal Planning Agents (PPA) to ensure that Coast Guard participation in DoD exercises is in line with Headquarters strategic objectives. PPAs should also carefully review the cost/benefit of Coast Guard participation in DoD-

sponsored exercises, to include requests from Combatant Commander, Joint Staffs, and Service Chiefs to ensure resources are available and exercise objectives are met. Request funding for participation in planning meetings, as well as exercise execution, from the requesting entity. Coast Guard exercise funding may be available as a secondary source for DoD engagements with significant Coast Guard equities. Districts, Sectors, and Coast Guard Liaisons should inform Commandant (CG-ODO) and PPA of their intent to participate in DoD exercises.

The respective PPA should approve DoD exercises requesting participation by Coast Guard Emergency Preparedness Liaison Officers (EPLO). EPLO participation should be included in the IPP process with submittal of a COE into CPS.

- d. The Office of Port and Facility Compliance (CG-FAC). Commandant (CG-FAC) oversees the AMSTEP program, which includes the exercise requirements for the Maritime Transportation Security Act (MTSA) of 2002 and the SAFE Port Act. It supports the PWCS mission and its full spectrum of prevention, protection, response, and recovery. Multiple program offices have incorporated cyber security and resiliency issues into their planning documents following the release of the Coast Guard Cyber Strategy. Units should strive to incorporate cyber objectives into other exercise programs where possible (including AMSTEP). Pending resource availability and operational demands, units are strongly encouraged to be proactive in participating in other local exercises with a cyber-nexus. While these may not be traditional Coast Guard exercises, they provide valuable insight into cyber response capabilities.
- e. The Office of Search and Rescue Policy (CG-SAR). Commandant (CG-SAR) oversees the Mass Rescue Operations (MRO) program. Real-world events, along with MRO exercises, have highlighted key lessons learned which should be included as objectives when designing MRO exercises. These include, but are not limited to, landing site management, survivor accountability, On-Scene Coordinator roles and responsibilities, transportation needs, media relations, and medical surge operations. The following link provides further guidance on MRO exercise core objectives: cg.portal.uscg.mil/units/cgce/cgce3/Shared%20Documents/Forms/AllItems.aspx.

Districts and Sector must work with their respective Passenger Vessel Safety / MRO subject matter expert to identify the greatest risk potential for an MRO (e.g., cruise ship, passenger ferry, aircraft) and to determine the scope and breadth of the exercises, to meet plausible and realistic objectives. Additionally, in support of MRO response and preparedness goals, Districts, at a minimum, must conduct and/or participate in one discussion-based (e.g., seminar, workshop, game, or tabletop) and one operation-based (e.g., drills, functional, or full scale) MRO exercise over a five-year period. Frequency of exercises should be based on a risk analysis at the District- and Sector-level and additional exercises may need to be incorporated into the IPP process based on those associated risks.

- f. The Office of Marine Environmental Response Policy (CG-MER). Commandant (CG-MER) serves as the Oil and Hazardous Substance program office, coordinates with Commandant (CG-ODO) for the CBRN Attack program, and serves as the Coast

Guard representative to the Preparedness for Response Exercise Program Compliance, Coordination, and Consistency Committee (PREP 4C).

- (1) PREP 4C. The establishment of PREP was to meet the exercise requirements of the Oil Pollution Act of 1990. The establishment of PREP 4C was to replace the legacy National Scheduling Coordination Committee (NSCC) and assumes all responsibilities of the former NSCC but expands and formalizes its roles.

Primary roles and responsibilities of the PREP 4C include:

- (a) Review incidents and exercises that have national-level PREP policy and program implications. Grant exercise credit when appropriate;
- (b) Discuss emerging trends in industry's response planning, exercise performance and preparedness, and share lessons learned as appropriate;
- (c) Develop unified recommendations and best practices for exercise planning, execution, and evaluation, agency compliance activities, and response;
- (d) Create a national-level common operating picture with respect to all operations-based exercises; and
- (e) Publish a common national exercise schedule for EPA and Coast Guard-led exercises.

- (2) National PREP Schedule. Commandant (CG-OEM) and Commandant (CG-MER) distribute the Coast Guard Area Exercise schedule via IPP memo. Commandant (CG-MER) generates the schedule from CPS. Submit requests to receive PREP credit for real world events to PREP 4C for consideration at one of its quarterly meetings. Additionally, the PREP 4C will require a live briefing from the requesting unit (via web/teleconference). This will allow the committee to engage in real-time questions and answers to address concerns more quickly. Additional information regarding the PREP exercise requirements is in Reference (j).

- g. The Office of Maritime Law Enforcement (CG-MLE). The Coast Guard participates as one component in a nationwide response plan for Mass Migration. This response is coordinated and exercised using two DHS operations plans: Operation Vigilant Sentry and the DHS Southern Border and Approaches Maritime Migration Contingency Plan. Both plans achieve DHS unity of effort in preparation for, and execution of, a response to a maritime migration surge or mass migration event by establishing well-coordinated and synchronized key responsibilities for DHS Components, Task Forces, Directorates, and Offices.
- h. Assistant Commandant for Intelligence (CG-2). Commandant (CG-2) oversees the Coast Guard intelligence program, including planning, policy, programming, budgeting, training, security, and information systems support. Commandant (CG-2) serves as the primary interface between the Coast Guard and the Intelligence Community. The following components within Commandant (CG-2) are responsible for specific aspects of the Coast Guard's intelligence efforts: the Coast Guard Counterintelligence Service, the Intelligence Coordination Center (ICC), and the Coast Guard Cryptologic Group.

11. Additional Exercise Stakeholders.

- a. Deputy Commandant for Mission Support (CG-DCMS). Commandant (CG-DCMS) is the emergency management support manager. Commandant (CG-DCMS) is charged with the development and maintenance of emergency management support doctrine, an All-Hazards Contingency Support Plan (9930 Plan), and operational support Tactics, Techniques, and Procedures (TTP) and training in coordination with Force Readiness Command (FORCECOM). Additionally, Commandant (CG-DCMS) will direct DCMS units to provide emergency management support to operational commanders in coordination with FORCECOM.
- b. FORCECOM. FORCECOM enhances mission execution by providing clear tactics, techniques, and procedures (TTP), relevant training and quality assessments of unit preparedness, and will:
 - (1) Manage Coast Guard preparedness training courses;
 - (2) Analyze AAR/LLR for shortfalls related to doctrine and TTP.
- c. Areas. Areas, as PPAs to the CCMD, must ensure Coast Guard participation in DoD exercises is in line with Headquarters' strategic objectives and should carefully review the cost/benefit of all Combatant Command requests for Coast Guard exercise participation by meeting Coast Guard exercise objectives, balanced against the cost of providing resources with the benefits of participation. Areas are also the resource providers for DSFs and therefore approve and coordinate DSF exercise participation. Specifically, Pacific Area coordinates all Coast Guard Port Security Units (PSUs) and Regional Dive Lockers (RDL), while Atlantic Area coordinates the National Strike Force (NSF), Public Information Assist Team (PIAT), CG-IMAT, the Maritime Security Response Team (MSRT) and Tactical Law Enforcement Teams (TACLETs). Areas coordinate the Maritime Safety and Security Teams (MSSTs) within their respective Areas. Areas may require a formal Request for Forces (RFF) submission in addition to the IPP request, to ensure understanding of exercise needs and the match with available resources.
- d. Deployable Specialized Force (DSF).
 - (1) National Strike Force. Deployable elements of the NSF include three Strike Teams, CG-IMAT, and the PIAT, described below.
 - (a) Strike Teams. The Strike Teams are highly trained specialists in spill response techniques, Incident Command System (ICS), and operations documentation. NSF personnel are recognized experts in preparedness and response to mitigate the effects of CBRN incidents, hazardous substance releases, oil discharges, and other emergencies. The NSF supports oil and hazardous substance response exercises at all levels.
 - (b) Coast Guard Incident Management Assistance Team (CG-IMAT). The CG-IMAT provides qualified and proficient NIMS Type 1 and Type 2 Incident Management Assistance Teams and individuals to assist operational commanders in managing incidents. CG-IMAT supports exercises at all levels as ICS coaches.

- (c) Public Information Assist Team (PIAT). The PIAT is composed of experienced public affairs specialists who coordinate interaction with the media during major incidents or operations-based exercises. The PIAT is an especially useful resource for Sectors without a full-time Public Affairs Officer (PAO). The PIAT supports exercises at all levels.
- (2) Maritime Safety and Security Teams (MSSTs). MSSTs specialize in protecting harbors from terrorist attacks and other security threats. The Team augments local Coast Guard commands to safeguard the public and protect vessels and port facilities and cargo in waters subject to the jurisdiction of the United States from destruction, loss of injury from crime, or sabotage due to terrorist activity and to respond to such activity. MSSTs can enforce moving and fixed security zones, conduct high-speed intercepts and boarding's, respond to criminal or terrorist acts, and supplement U.S. Armed Forces. Units can call upon MSSTs to conduct missions usually performed by TACLETs. MSSTs often support anti-terrorism/counter-terrorism exercises.
- (3) Maritime Security Response Teams (MSRTs). MSRTs conduct a full spectrum of maritime security and law enforcement. MSRTs are the Coast Guard's advanced interdiction force for higher-risk law enforcement and counter-terrorism operations. MSRTs conduct maritime threat response unilaterally or as part of an interagency adaptive force package. MSRTs are capable of interdicting, boarding, verifying threats, and engaging in offensive operations against a hostile threat. MSRT resources include tactical aviation and boat delivery; CBRN response; precision marksmen; canine teams; and explosive ordnance detection equipment. MSRTs support Coast Guard and national-level and international-level anti-terrorism/counter-terrorism exercises.
- (4) Port Security Units (PSUs). PSUs are Coast Guard Reserve forces that conduct port security and defense operations in support of Combatant Commanders' operations worldwide. They provide security and protection for military and critical logistics material and handling. PSUs also provide waterborne and limited land-based anti-terrorism and force protection for shipping and critical port facilities. PSUs can deploy PSUs for domestic security or natural disaster operations. PSUs participate in Coast Guard security and DoD exercises.
- (5) Tactical Law Enforcement Teams (TACLETs). TACLETs support Coast Guard and OGA operational commanders. TACLETs perform counter-drug, national defense, proliferation security initiative, and national maritime security operations. TACLETs are primarily involved in international and DoD exercises.
- (6) Regional Dive Lockers (RDL). These units conduct military diving operations in support of PWCS, ATON, and Polar Operations missions. RDLs operate primarily in the inland operational area and are capable of conducting SCUBA operations, water search, inspection, light repair and recovery, light salvage, ship husbandry and providing Remotely Operated Vehicle (ROV) and limited SONAR capability. RDLs do not conduct explosive ordnance disposal.

- (7) Coast Guard Cyber Command (CGCYBER) Cyber Protection Teams (CPTs). CPTs specialize in hunting and clearing malicious cyber activity as well as performing in-depth vulnerability assessments and providing direction on hardening and securing computer systems and networks. CPTs are able to complete missions on the Department of Defense Information Network (DoDIN), Coast Guard Enterprise Mission Platform (EMP), or on systems owned/operated by Marine Transportation System (MTS) Critical Infrastructure entities. CPTs are worldwide deployable in support of Coast Guard Operational Commanders, or by request of DoD, OGA, or state, local, territorial, or tribal partners. CPTs also can respond to emergent cyber incidents in the MTS by integrating into interagency technical response efforts.

12. Additional Emergency Management Support.

- a. Incident Management Preparedness Advisor (IMPA). District IMPAs primarily serve as the Regional Response Team Co-chair and the district representative to the FEMA Regional Interagency Steering Committee (RISC). IMPAs are leading experts on Coast Guard operations and connectivity under the National Contingency Plan (NCP) and NRF. They serve as a vital link between the district and the RISC, a deployable response resource coordinator, and technical advisor to the District Commander. IMPAs oversee the integration of Coast Guard plans with regional intergovernmental plans and ensure the implementation of the preparedness cycle of planning, training, exercising, evaluating, and revising is continually making steady improvements in district response capabilities.
- b. District Response Groups (DRGs). Districts form DRGs to assist Federal On-Scene Coordinators (FOSCs) with oil spill technical assistance, personnel, and equipment. The DRG includes a District Response Advisory Team (DRAT) that consists of full-time spill professionals who can assist the FOSC with pre-positioned equipment and oil/hazardous materials response. Individuals from the DRG or DRAT may provide subject matter expertise during the design and development of an exercise and/or participate as players, controllers, or evaluators.
- c. Port Security Specialist (PSS). Civilian security specialists within a Sector's Emergency Management and Force Readiness (EMFR), Prevention Department, or District staff support PWCS operations and support emergency response efforts. A PSS's responsibilities include administration of Port Readiness Committees, maintenance of 9700/9800 plans and unit-level MOL plans, and exercise planning. Specifically, they review and maintain Area Maritime Security Plans (AMSPs) and provide strategic and tactical port security expertise. They are also responsible for the Maritime Security Risk Analysis Model (MSRAM), which provides unit commanders the ability to assess the risk of attacks on maritime infrastructure and transportation systems. Security specialists are an essential part of the EPT for security exercises; PSSs leverage their experience for any exercise. They are also new MTS Cyber Specialists at Districts and COTP zones that have a role in Cyber exercises.
- d. Emergency Management Specialist. Emergency Management Specialists within a Sector's EMFR staff are responsible for working on existing plans including the Area Contingency Plan (ACP), Geographic Response Strategies (GRS), and Salvage and

- Marine Firefighting (SMFF) Plan, assisting in the coordination of the local Area Committee (AC) and subcommittees, and the formulation and preparation of all-hazards incident response plans.
- e. Intelligence Coordination Center (ICC). The Intelligence Coordination Center (ICC) is the Coast Guard's National-level Coordinator for collection, analysis, production, and dissemination of intelligence. The ICC provides all-source, tailored, and integrated intelligence services to DHS, the Commandant, senior decision makers, field commanders, the Intelligence Community, Combatant Commanders, and other services and agencies. The ICC's primary functions are providing global situational awareness, strategic intelligence analysis, vessel and person screening, and interagency intelligence collaboration. The ICC reports to Commandant (CG-2).
 - f. Maritime Intelligence Fusion Centers (MIFCs). MIFC Atlantic Area (LANT) and MIFC Pacific Area (PAC) provide timely, actionable intelligence to Coast Guard forces to drive mission execution and rapidly fuse and report Coast Guard-gathered intelligence to the respective Area, DHS, the Intelligence Community, DoD, and foreign partners. The Coast Guard Counterintelligence Service has responsibility within the Coast Guard for counterintelligence support to force protection and the MTS; CGIS also investigates national security crimes targeting the Coast Guard Cyber Command (CG CYBERCOM). The Coast Guard is responsible for defending its information and communication systems and networks. The Coast Guard monitors its computer networks for malicious or anomalous activity and takes steps to mitigate the vulnerabilities and consequences of malicious cyber activity. Coast Guard networks are part of the DoD Information Network and are subject to compliance with DoD information assurance policies on network security. The Coast Guard also uses National Security Systems, which are subject to the regulations that govern the Intelligence Community. CG CYBERCOM staff can provide cyber-related subject matter expertise during the design and development of an exercise and/or participate as players, controllers, or evaluators during exercise conduct.

Chapter 4. EXERCISE PROGRAM MANAGEMENT

A. Exercise Program Management. Managing exercises is primarily planning and resource management. The HSEEP IPP process provides the basic structure for Coast Guard program management planning; emergency managers should develop a multi-year training and exercise schedule to meet Coast Guard strategic priorities, meet mandated exercise requirements, and address capability shortfalls in the IPP process. Financial, operational, personnel and equipment resources are all available for exercise support through this process.

Proper program management will ensure the development of the best exercise regime for improving preparedness. The Coast Guard IPP is a four-year rolling schedule of exercises which identifies Allotment Fund Code (AFC-30) funding requests, preparatory training, and exercise support requests. The Coast Guard IPP ensures the Coast Guard Emergency Management Program satisfies both congressionally mandated and Commandant-directed exercises and ensures exercise integration with FEMA's NEP.

The Coast Guard's IPP EMA/ETS form enables operational commanders to accurately assess the current state of command preparedness, set priorities, and develop a tailored training and exercise schedule for their units. Table 4-1 below identifies the Exercise Program Management components and key elements.

Table 4-1: Exercise Program Management Components and Key Elements

COMPONENT	KEY ELEMENTS
Emergency Management Assessment (EMA)	Emergency Management Assessment Checklist Emergency Management Assessment Visit
Exercise and Training Strategy (ETS)	Command Priorities IPP Planning Guidance Exercise Requirements
Integrated Preparedness Plan (IPP)	EMA ETS Exercise Schedule Exercise Support IPP Review and Approval IPP Memorandum IPPW

Figure 4-1. IPP Sequential Process

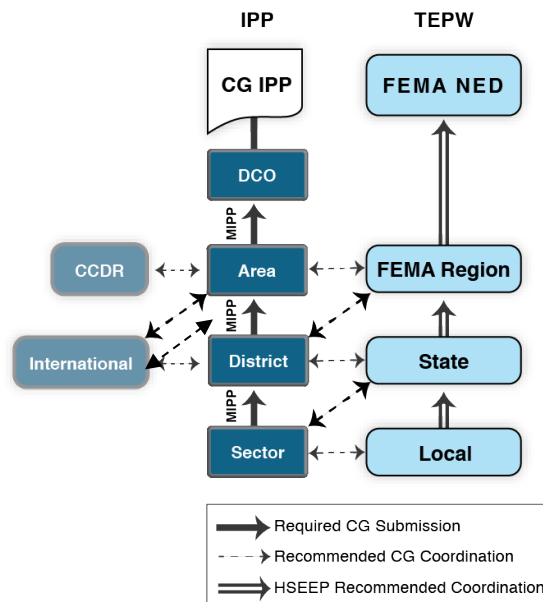


1. Emergency Management Assessment (EMA). The first process loop in Figure 4-1 is an internal unit appraisal designed to identify gaps in preparedness. The EMA is a self-evaluation of command preparedness made from a standardized checklist of measurable parameters or indicators. The checklist consists of questions about 1) risk estimate; 2) standards of preparedness; and 3) capabilities shortfalls / best practices. Areas, Districts, Sectors and MSUs with COTP authority conduct these assessments annually. The command's staff completes the EMA as part of the IPP process which should result in identification of standard and capability shortfalls.
 - a. Risk Assessment. Operational Commanders should conduct a risk estimate of threats by considering the probability, vulnerability, and impact of a threat in their AOR. Units should utilize the Maritime Security Risk Assessment Model (MSRAM), the DHS Threat and Hazard Identification Risk Assessment (THIRA) Model or other methods to inform this risk assessment. The THIRA incorporates the whole community throughout the threat assessment process and includes the Reference (a)-directed core-capabilities focus. State and local agencies are familiar with the THIRA model.
 - b. AAR Review. The EMFR staff should review AAR/LLR and RAIs to identify uncorrected shortfalls. Field commands are aware of the capabilities needed to successfully execute an operation and should specify those critical capabilities that

need improvement. Capability shortfalls for normal operations impair the ability to execute an operation. Units should indicate these shortfalls on the capabilities portion of the EMA.

The EMA template with instructions may be refined based on field input. The EMA template is located on the CG-OEM portal: <https://cglink.uscg.mil/2675947f>

Figure 4-2. IPP Review and Synchronization Process



- c. FEMA Regions, States, and Local IPPWs. IPPWs are workshops attended by potential public and private exercise participants from a given geographic area. Participants have the opportunity to combine exercises, participate in another entity's exercise, or garner support for exercises they sponsor. During IPPWs, the exercise participants present their training and exercise requirements, proposed schedules or IPPs, exercise objectives, and available resources. The regional IPPWs sponsored by FEMA provide the opportunity to coordinate efforts that may affect the command's IPP annual revisions (see Figure 4-2). Regions host IPPWs annually by FEMA Regions and by most States. IPPWs are held throughout the year, but the majority are in the first and fourth quarters of the fiscal year. Local-level IPPWs are held less often. They occur whenever a local entity chooses to host one. All three levels involve stakeholders.

The Coast Guard should have representation at all IPPWs with maritime components on their agenda. It is important that Coast Guard commands make early contact with agency partners to obtain IPPW schedules and initiate participation. Prior to attending a partner's IPPW, commands should have their updated IPP schedule with exercise types and objectives they need to conduct. Coast Guard commands should disperse the responsibility for attending throughout the Coast Guard chain of command.

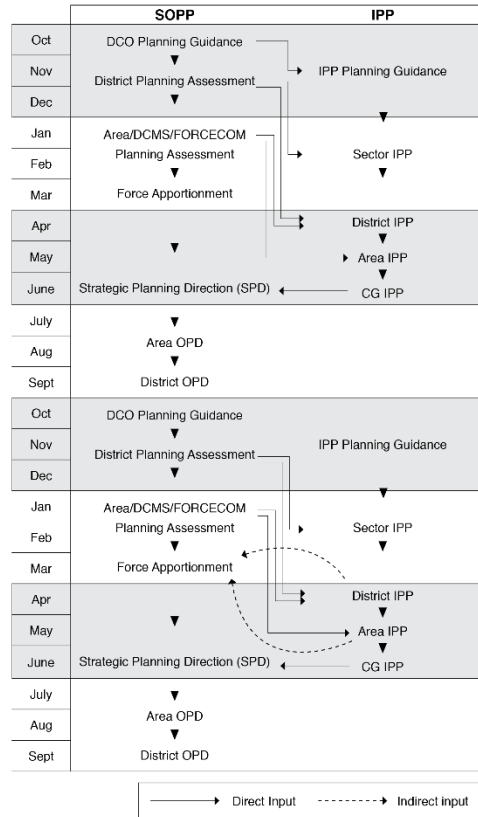
- (1) Sectors. Sectors participate in local and/or state sponsored IPPWs. A local IPPW should include participation of maritime partners and stakeholders. When appropriate, use existing port-level committee meetings to gather information for the IPP. The local IPPW should address all required or proposed exercises and vet the Sector's draft IPP schedule through the local and State IPPWs before sending to the District (See Figure 4-2). However, the State IPPW schedule may not line up with the CG-IPP timeline. In these cases, units submit their IPPs as directed by the chain of command.
 - (2) Districts. Districts coordinate their IPP schedules by attending IPPWs hosted by the States and/or FEMA Regions. Districts should also coordinate with international partners to ensure international exercise requirements are included in the Coast Guard IPP process.
 - (3) Areas. Areas coordinate schedules with regional partners, CCMD and certain international partners such as the North Pacific Coast Guard Forum (NPCGF) and Arctic Council. Areas may also consider participating in their FEMA Region's IPPW. Areas are the Principal Planning Agent for CCMD emergency management and exercise coordination.
 - (4) Deputy Commandant for Operations (CG-DCO). Commandant CG-DCO coordinates schedules with the NEP, the Joint Staff, and other federal departments/agencies.
2. Exercise and Training Strategy (ETS). Units should combine EMA results (Risk Estimates, Standards, and Capability shortfalls) with Required Exercise and IPP guidance to develop an overall ETS. This strategy ensures the incorporation of training and exercise goals into the multi-year schedule.
- B. Standard Operational Planning Process (SOPP) and the IPP Process. Required operations and exercises are in the SOPP and the IPP process. The interactions between the IPP process and SOPP are in Figure 4-3.

For more information on the SOPP process, see Reference (n) which also manages all resources for apportionment, allocation, and assignment across the Coast Guard. A description of the SOPP and its relationship with the IPP process follows.

1. Office of Coast Guard Deputy Commandant for Operations (Commandant CG-DCO) Planning Guidance. Commandant (CG-DCO) initiates the SOPP cycle annually with the release of Commandant (CG-DCO) Planning Guidance in October. The Planning Guidance sets the timeline for the various SOPP product submissions and contains preliminary operational and preparedness planning direction. It outlines strategic level policies and priorities for two years that inform the IPP Planning Guidance (Figure 4-3).
2. Planning Assessments. Districts, Areas, DCMS-53, and FORCECOM will submit SOPP Planning Assessments in the first and second quarters of the FY to inform Commandant (CG-DCO) of current and future operational, support and training mission area challenges. Each district solicits input from field commands to develop individual District Planning Assessments for inclusion in the Area Planning Assessment. District and Area Planning Assessments identify operational challenges (readiness shortfalls)

which may also affect preparedness and are a direct input during the development of the IPPs.

Figure 4-3. SOPP and IPP Process Relationships (Months may vary)



3. Force Apportionment. The draft District and Area IPPs provide major exercises and planned event schedules to the Force Apportionment workshop.
 4. Strategic Planning Direction / Operational Planning Direction (SPD/OPD). The CG-IPP provides an approved schedule of events and exercises. It sets annual mission and emergency management preparedness priorities, apportions resources, and provides performance targets to the Area Commanders. The SPD guides operations and contingency preparedness efforts for the next two FYs. This direction is further refined by areas and districts as Operational Planning Directions.
- C. Exercise Program Resource Management. Resources are essential to successful multi-year exercise program management. This Section describes the typical resources available, how to request them, and their suggested use. Resource considerations include Financial Management and Operational / Support Resources.
1. Financial Management. Commandant (CG-OEM) distributes funding based on needs clearly articulated in CPS.
 - a. Fund Sources. The sources of funding for Coast Guard emergency management activities are:

- (1) Oil Pollution Act of 1990 (OPA-90) funds
 - (2) Maritime Transportation Security Act of 2002 (MTSA) funds
 - (3) Area “GAC” funds for annual Contingency Preparedness Support
 - (4) DoD funds for participation in DoD-sponsored exercises
 - (5) Reserve Training funds (Allotment Fund Code (AFC-90)
 - (6) Unit AFC-30 funds
- b. Financial Management. Effective financial management is the responsibility of all levels of the Coast Guard. The objective of the budget process is effective and efficient use of preparedness funds. It is important for program managers to maintain awareness of available resources and expected expenditures. Preliminary budget requests must be based on input from field commands. Funding allocations must be based on program priorities as indicated in the annual IPP Planning Guidance as well as stated priorities by Sectors/Districts/Areas.

The fund sources collectively form the primary funding source for the exercise program. Funds are prioritized, approved, and allocated based on well-documented spend plans attached to the COEs.

Districts and Areas document funding requests for exercise program management activities in one unique COE, with an attached spend plan, titled “Program Management Activities.”

Beyond initial exercise funding allocations, commands may request additional funds through the chain of command. Additionally, Area and District program representatives may make backlog/fallout funding available at the end of the fiscal year.

- c. Spend Plan Development. The IPP contains COEs with spend plans, which are the primary method of requesting financial support. A well-documented COE and spend plan greatly enhances the likelihood of approval. Likewise, an incomplete COE or spend plan will not fare well against submittals that clearly articulate and support their requests. A Spend Plan template is located on the Commandant (CG-OEM) portal page at cg.portal.uscg.mil/units/cgce/cgce3/Shared%20Documents/Forms/AllItems.aspx

Funding requests could include consumable items that are necessary for successful execution of the exercise, travel and per diem, and rental space for exercise execution. Requests for funding to upgrade commercially owned facilities will be carefully scrutinized and rarely approved.

Well-supported COEs with spend plans must be entered into CPS at least two years before the scheduled start date of the exercise. COE submissions must have command approval.

- (1) Approval. Preparedness staffs present the proposed unit’s IPP to the Commander and key staff in an internal meeting for their review and approval. Internal reviews occur at all Coast Guard command levels.

Each level of the chain of command must approve their subordinate's IPP submissions before submitting their IPP Memorandum to the next level of command. Districts must review command-approved COEs, including spend plans, to ensure Sectors and MSUs with COTP Authority submit well-documented requests. If the District does not approve the COE and spend plan, enter \$0.00 in the "District Reviewed AFC-30" column and comment on why the COE was not approved. **Enter a COE for all units that participate in or sponsor an exercise.** Well-documented COEs with detailed spend plans assist the next level of review for approval (see Figure 4-4). Exercises expected to be executed within two years must have a firm list of participants, dates, objectives, and exercise support requests. The unit must reflect any changes in CPS and notify their chain of command and any exercise support provider they requested (e.g., CG-IMAT, EST)

Commandant (CG-OEM) and Program Managers will review all submitted COEs to ensure units are meeting exercise requirements and submitting appropriate spend plans. Upon the conclusion of the annual Integrated Preparedness Planning Workshop, Commandant (CG-OEM) will publish the IPP schedule with final approval of emergency management exercises, training, support, and funding.

- (2) Funds Transfers. After receiving funds from Commandant (CG-OEM), the Area Exercise Funds Manager initiates funds transfer through the chain of command and send the detailed Funds Transfer Authorization (FTA) to each district for further distribution to field units. The FTA specifically identifies the receiving unit, the total amount earmarked for the exercise, and associated COE number. The linkage of funds to the COE number helps guide the movement of support through the Coast Guard accounting systems and facilitates communications through all levels of the service. Commandant (CG-OEM) will make an entry in CPS that reflects the amount transferred to the corresponding unit for each specific exercise. This entry provides visibility of funding to the Exercise Director, EPT Leader, and appropriate Contingency Sponsors. A spend plan template can be found on Commandant (CG-OEM) portal site at the link below.

Figure 4-4. Poorly Written COEs

Poorly written COEs will not receive funding or external support for the exercise.

- (3) Expenditure Reports. Exercise expenditure reports provide Commandant (CG-OEM) the information needed to support exercise budget model adjustments. Units are required to attach an expenditure report for all exercises. An Expenditure report template can be located on the Commandant (CG-OEM) Portal page at cg.portal.uscg.mil/units/cgcpe/cgcpe3/Shared%20Documents/Forms/AllItems.aspx.
2. Operational/Support Resources. Exercise planners must consider the need for operational resources, including resources under the control of other Coast Guard commands, the Coast Guard Auxiliary, and exercise participants (for example, federal, state, local, and private sector). This Section provides an overview of operational resources commonly used in exercises. Requested operational resources should support exercise objectives.

- a. Coast Guard Resources. The EPT Leader should discuss with the Exercise Director and Exercise Sponsor how much, if any, of the unit's Contingency Requirements Resource List (CRRL) to use for the exercise, based on exercise scope, objectives, and funding. The CRRL contains a listing of Coast Guard personnel requirements needed to respond to a given contingency operation or exercise scenario.

Emergency Managers should request reserve personnel, as needed, through the Reserve Forces Readiness System (RFRS) staff at Sectors or Districts. If personnel from outside the unit need to be activated, then travel funding may be required and should be requested within the COE spend plan.

- (1) Resource Request Process. Units should make resource requests in the COE, document them in the IPP, and clearly tie them to specific exercise objectives. Update requests, as needed, and reflect in the appropriate COE upon approval of the IPP. Give each level of the chain of command an opportunity to provide input to the resource scheduling process. Resource providers (for example, ESTs, operational assets/teams) must have final input in resource allocations in the CG-IPP, in conjunction with Commandant (CG-OEM) and Areas.

Submit initial requests for Coast Guard operational assets, including DSF, PIAT, CG-IMAT, and NSF Strike Teams, through the IPP process. Approved requests at the annual IPPW will not require an RFF while any requests not approved at the IPPW will require an RFF.

- (2) Quality COE Submissions. The development and review/approval of COEs is critical to the success of the IPP. Discovery during the approval of an AAR that an exercise did not fulfill the expectations of given exercise requirement indicates poor use of limited preparedness resources. Thorough development of the COE by the unit conducting the exercise, including well-crafted exercise objectives and an appropriate level of anticipated play helps avoid an exercise that falls short of expectations. Equally important is the review of submitted COEs by District, Area, and Headquarters IPP-coordinating staffs and by appropriate Program Offices, to ensure exercises placed on the IPP are likely to fulfill the expectations of the exercise requirement. Incomplete COEs missing critical information such as objectives, participants, spend plans, etc. will not be funded/supported through the IPP process. Units should socialize actual planning meeting dates with stakeholders and enter into the COE rather than leaving the default CPS-generated dates.

- b. DoD Resources. To obtain DoD assets not covered by an existing agreement, Area Commanders must initiate a Request for Assistance (RFA). Commandant (CG-ODO) reviews and routes the RFA through Commandant (CG-DCO) to the Joint Staff and Office of the Secretary of Defense Staff (OSD) Executive Secretary. RFAs ultimately require a Secretary of Defense decision before DoD assets can be allocated to the Coast Guard through the DoD Global Force Management Process.

Chapter 5. EXERCISE METHODOLOGY

- A. Overview. This Chapter focuses on exercise project management and the methodology used to plan, conduct, and evaluate an exercise. Coast Guard exercises involve participants from many different entities including representatives of federal, state, tribal and local governments/agencies, as well as non-government organizations, private industry, and the public. In order to facilitate coordinated planning between the Coast Guard and other exercise participants, the HSEEP methodology for planning, conducting, and evaluating exercises is the foundation for Coast Guard exercise policies and procedures.
- B. Exercise Types. Table 5-1 describes the seven types of exercises utilized by the Coast Guard.

Table 5-1: Exercise Types

DISCUSSION-BASED EXERCISES	
Seminar: A discussion-based exercise that orients participants to, or provides an overview of, authorities, strategies, plans, policies, procedures, protocols, resources, concepts, and ideas.	
Element	Considerations and Activities
Purpose	<ul style="list-style-type: none"> • Provide a common framework of understanding • Provide a good starting point for developing or making major changes to existing plans, policies, or procedures
Structure	<ul style="list-style-type: none"> • Usually in the form of multiple presentations, subject-matter expert (SME) panels, or case-study discussions • Lecture-based • Led by a seminar facilitator/presenter • Limited feedback or interaction from participants
Participant Goals	<ul style="list-style-type: none"> • Gain awareness of or assess interagency capabilities or inter-jurisdictional operations • Set objectives for future capabilities
Conduct Characteristics	<ul style="list-style-type: none"> • Minimal time constraints • Effective for small or large groups
Outcomes	<ul style="list-style-type: none"> • A report that captures the discussion, issues raised, and (if appropriate) action items that will address these issues • An AAR/Improvement Plan (IP)
Workshop: A discussion-based exercise often employed to develop policy, plans, or procedures.	
Element	Consideration and Activities
Purpose	<ul style="list-style-type: none"> • Increased participant interaction with a focus on achieving or building a product • Should have clearly defined objectives, products, or goals and focus on a specific issue
Structure	<ul style="list-style-type: none"> • A group of individuals in a venue conducive to discussion • Lectures, presentations, panel or case-study discussions, or decision support tools • Facilitated working breakout sessions • Led by a workshop facilitator/presenter

DISCUSSION-BASED EXERCISES	
Workshop (Continued)	
Element	Consideration and Activities
Participant Goals	<ul style="list-style-type: none"> • Develop a product as a group • Obtain consensus • Collect or share information
Conduct Characteristics	<ul style="list-style-type: none"> • Effective for small and large groups • Broad attendance by relevant stakeholders • Conducted based on clear objectives/goals • More participant discussion than lecture-based • Frequently uses breakout sessions to explore parts of an issue with similar groups
Outcomes	<ul style="list-style-type: none"> • Emergency Operations Plans • Mutual Aid Agreements • Standard Operating Procedures • Continuity of Operations plans • Workshop Summary Report • An AAR/IP
<p>Tabletop Exercise (TTX): A discussion-based exercise in response to a scenario, intended to generate a dialogue of various issues to facilitate a conceptual understanding, identify strengths and areas for improvement, and/or achieve changes in perceptions about plans, policies, or procedures.</p>	
Element	Consideration and Activities
Purpose	<ul style="list-style-type: none"> • Generate discussion of various issues regarding an exercise scenario • Facilitate conceptual understanding, identify strengths and areas for improvement, and/or achieve changes in perceptions
Structure	<ul style="list-style-type: none"> • Scenario is presented to describe an event at a simulated time • Players apply their knowledge and skills to a list of problems presented by the facilitator • Problems are discussed as a group, and resolution may be reached and documented for later analysis • Plenary or breakout session(s) • Discussion led by a facilitator(s) • Presentation
Participant Goals	<ul style="list-style-type: none"> • Enhance general awareness • Enhance roles and responsibility understanding • Validate plans and procedures • Discuss concepts and/or assess types of systems in a defined incident
Conduct Characteristics	<ul style="list-style-type: none"> • Requires an experienced facilitator • In-depth discussion • Problem-solving environment • All participants should be encouraged to contribute to the discussion and be reminded that they are making decisions in a no-fault environment

DISCUSSION-BASED EXERCISES	
Outcomes	<ul style="list-style-type: none"> • Recommended revisions to current plans, policies, and procedures • An AAR/IP
<p>Game: A discussion-based exercise that is a structured form of play designed for individuals or teams in a competitive or noncompetitive environment. It is an event players take part in and are guided by clear rules, data, and procedures for its execution. Games are designed to depict an actual or hypothetical situation to ensure that the participants make decisions and take actions that would be plausible. Games can be used to reinforce training, stimulate team-building, or enhance operational and tactical capabilities.</p>	
Element	Consideration and Activities
Purpose	<ul style="list-style-type: none"> • Simulation of operations that explore the consequences of player decisions and actions • Identification of critical decision-making points is a major factor in the success of evaluating a game
Structure	<ul style="list-style-type: none"> • Usually in an environment that can involve two or more teams, using rules, data, and procedures designed to depict an actual or hypothetical situation • Decision-making may be either slow and deliberate or rapid and more stressful, depending on the exercise design and objectives • The open, decision-based format of a game can incorporate “what-if” questions that expand exercise benefits • Depending on the game’s design, the consequences of player actions can be either pre-scripted or decided dynamically
Participant Goals	<ul style="list-style-type: none"> • Explore decision-making processes and consequences • Conduct “what-if” analyses of existing plans • Evaluate existing and potential strategies
Conduct Characteristics	<ul style="list-style-type: none"> • No actual resources used • Often involves two or more teams • May include models and simulations of increasing complexity as the game progresses • May or may not include pre-scripted activities
Outcomes	<ul style="list-style-type: none"> • Validate plans, policies, and procedures or evaluating resource requirements • An AAR/IP

OPERATIONS-BASED EXERCISES	
<p>Drill: An operations-based exercise that orients participants to, or provides an overview of, authorities, strategies, plans, policies, procedures, protocols, resources, concepts, and ideas.</p>	
Element	Considerations and Activities
Purpose	<ul style="list-style-type: none"> • Coordinated, supervised activity to validate a specific function or capability in a single agency/organization, often employed to validate a single operation or function • Provide training on new equipment, validate procedures, or practice and maintain current skills
Structure	<ul style="list-style-type: none"> • Can be stand-alone or used as a series of drills • Clearly defined plans, procedures, and protocols need to be in place

OPERATIONS-BASED EXERCISES	
Participant Goals	<ul style="list-style-type: none"> • Evaluate new procedures, policies, and/or equipment • Practice and maintain skills • Prepare for future exercises

Drill (Continued)	
Element	Considerations and Activities
Conduct Characteristics	<ul style="list-style-type: none"> • Immediate feedback • Realistic environment • Narrow focus • Performance in isolation • Results are measured against established standards
Outcomes	<ul style="list-style-type: none"> • Determine if plans can be executed as designed • Assess whether more training is required • Reinforce best practices • An AAR/IP
<p>Functional Exercise (FE): An operations-based exercise is designed to test and evaluate capabilities and functions while in a realistic, real-time environment; however, movement of resources is usually simulated.</p>	
Element	Considerations and Activities
Purpose	<ul style="list-style-type: none"> • Validate and evaluate capabilities, multiple functions and/or sub-functions, or interdependent groups of activities • Exercise plans, policies, procedures, and staff involved in management, direction command, and control functions • Apply established plans, policies, and procedures under crisis conditions
Structure	<ul style="list-style-type: none"> • Events are projected through a realistic exercise scenario with event updates that drive activity typically at the management level • Controllers typically use a Master Scenario Events List (MSEL) to ensure participant activity remains within predefined boundaries • Evaluators observe behaviors and compare them against established plans, policies, procedures, and standard practices (if applicable)
Participant Goals	<ul style="list-style-type: none"> • Validate and evaluate capabilities • Focused on plans, policies, and procedures
Conduct Characteristics	<ul style="list-style-type: none"> • Conducted in a realistic environment • Usually, simulated deployment of resources and personnel • Use of SimCell and MSEL • Simulators can inject scenario elements • Include controller and evaluators

Drill (Continued)	
Outcomes	<ul style="list-style-type: none"> • Management evaluation of Emergency Operations Center (EOCs), command post, headquarters, and staffs • Performance analysis • Cooperative relationships are strengthened • An AAR/IP

Full-Scale Exercise (FSE): An operations-based exercise that is typically the most complex and resource-intensive of the exercise types and often involves multiple agencies, jurisdictions, organizations, and real-time movement of resources.	
Element	Considerations and Activities
Purpose	<ul style="list-style-type: none"> • Often includes many players operating under cooperative systems such as the ICS Unified Command • Focus on implementing and analyzing the plans, policies, and procedures that may have been developed in discussion-based exercises and honed during previous, smaller exercises
Structure	<ul style="list-style-type: none"> • Events are projected through an exercise scenario with event updates that drive activity at the operational level • Involves multiple agencies, organizations, and jurisdictions • Use of a MSEL drives player actions • SimCell controllers inject scenario elements • The level of support needed may be greater than that needed for other types of exercises • Conducted in a realistic environment to mirror a real incident by presenting complex problems
Participant Goals	<ul style="list-style-type: none"> • Demonstrate roles and responsibilities as addressed in plans and procedures • Coordinate between multiple agencies and organizations
Conduct Characteristics	<ul style="list-style-type: none"> • Rapid problem-solving; critical thinking • Mobilization of personnel and resources • Exercise site is usually large with many activities occurring simultaneously • Site logistics require close monitoring • Safety issues, particularly regarding the use of props and special effects, must be monitored • Demonstrate roles and responsibilities as addressed in plans and procedures
Outcomes	<ul style="list-style-type: none"> • Validate plans, policies, and procedures • Evaluate resource requirements • An AAR/IP

C. Exercise Cycle Phases. Details regarding the four phases of the HSEEP Exercise Cycle (as shown in Figure 1-2 of this document) can be found on the CG-OEM Portal: cg.portal.uscg.mil/units/cgcpel/HSEEP%20Exercise%20Cycle/Forms/AllItems.aspx.

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Chapter 6. EMERGENCY MANAGEMENT TRAINING AND TECHNOLOGY

A. Overview. This Chapter identifies exercise training and technology support for Coast Guard emergency management specialists. Coast Guard emergency managers gain the skills necessary through on-the-job and structured training. There are various Coast Guard Emergency Management training and competency opportunities including:

1. Emergency Management Specialist (EMS) Qualification;
2. Coast Guard Emergency Management Credential (CG EMC);
3. Coast Guard Emergency Management Specialist Officer Subspecialty (CG-OAR18);
4. Coast Guard Emergency Management Specialist Course (EMSC);
5. Coast Guard Emergency Management Exercise Course (EMEC).

More information can be found in the U.S. Coast Guard Emergency Management Manual, Volume I: Emergency Management Planning Policy, COMDTINST M3010.11 (series).

B. Emergency Management Exercise Training. Emergency Managers need the skills to facilitate the planning process and to understand the various emergency management structures the Coast Guard uses. Additional training and resources that support continued professional growth of an Emergency Management Specialist are also included in this Instruction.

1. External Exercise Training Management. FEMA's EMI serves as a secondary source for resident training for Coast Guard emergency management personnel and is the primary source for self-paced online independent study correspondence courses.
 - a. HSEEP. Coast Guard exercises are required to be consistent with HSEEP guidance. HSEEP is an intermediate-level course that provides a comprehensive overview of exercise design along with practical skills development in accordance with the HSEEP Doctrine. The three-day course uses activities that give participants an opportunity to interact with many of the templates and other materials provided by the National Exercise Division to ensure exercises are consistent. Members must complete the prerequisite course, IS 120 (series) - An Introduction to Exercises, before submitting an application for the HSEEP resident course. HSEEP is a prerequisite for the Master Exercise Practitioner Program.
 - b. Master Exercise Practitioner. The EMI created the Master Exercise Practitioner Program (MEPP) specifically to improve capabilities of state and local emergency management personnel involved in all aspects of All Hazards, All Threats exercises. The MEPP is the senior-most course offered by the federal government for the design and conduct of exercises. The MEPP is a three-week instruction block divided into one-week sessions. Find additional information about MEPP on the FEMA web site: training.fema.gov/mepp/. The design of MEPP is to raise proficiency of Coast Guard Preparedness Staff nationwide. Master Exercise Practitioner skills complement the various Coast Guard and DoD preparedness courses taken by planning and exercise staffs. The combined competencies guide unit commands to more meaningful exercises that improve preparedness for All Threats, All Hazards. Commandant (CG-OEM) has sponsored members to participate in the MEPP since 2005, with the goal

of having all Exercise Support Team members graduate and at least one MEPP graduate at each Sector, MSU with COTP Authority, District, Area, and National Strike Force.

- C. Professional Development. There are numerous opportunities available to Emergency Managers at each competency level to support their professional development and to enhance their planning skills, in addition to required courses. For example, an Emergency Manager could serve as a Lead Controller or Lead Evaluator in an FSE or an FE and actively participate drafting the Exercise AAR. The EMI offers resident and self-paced courses designed for planners and exercise practitioners. Many of the courses link directly to Coast Guard Personnel Qualification Standards, Officer Specialty Codes, HSEEP, and other professional development paths such as Certified Emergency Manager. Find additional courses at FEMA EMI, both resident and IS courses (training.fema.gov/programs/) and Department of Defense Joint Knowledge Online Site: jko.jten.mil/.
- D. Exercise Technology. Using technology during exercises improves realism. The development of several software and mapping tools for oil spill response and planning better prepare response communities for real-world incidents. These tools include the Oil Spill Model and Response System (OILMAP); GNOME, a trajectory-forecasting tool; Automated Data Inquiry for Oil Spills (ADIOS), an oil weathering model and Environmental Sensitivity Index (ESI), maps that identify vulnerable resources and habitats. Additional tools include ERMA[®], a GIS-based tool that consolidates key response data; Incident Management System Software (IMSS), a Coast Guard incident management tool; and information management tools including WebEOC and the Homeland Security Information Network (HSIN). Other tools assist during exercise play and creating a common operating picture.
1. OILMAP. This software provides rapid predictions of the movement of spilled oil. In addition to trajectories, it also has the capability to integrate response plans, display dispersant applications, and more. This software is available to units when the Exercise Support Teams are supporting the exercise: asascience.com/software/oilmap/
 2. General National Oceanic and Atmospheric Administration (NOAA) Oil Modeling Environment (GNOME). The GNOME Trajectory Import Tool imports GNOME "spots" or National Oceanic and Atmospheric Administration (NOAA) trajectory products into ArcMap 9.x and 10.x. Spots are point information showing movement of the individual Lagrangian elements used in GNOME: response.restoration.noaa.gov/oil-and-chemical-spills/oil-spills/response-tools/gnome.html .
 3. Automated Data Inquiry for Oil Spills (ADIOS). ADIOS is NOAA's oil weathering model, an oil spill response tool that models how different types of oil weather (undergo physical and chemical changes) in the marine environment. Working from a database of more than a thousand different crude oils and refined products, ADIOS quickly estimates the expected characteristics and behavior of spilled oil: response.restoration.noaa.gov/oil-and-chemical-spills/oil-spills/response-tools/adios.html .
 4. Environmental Sensitivity Index (ESI). These maps provide a concise summary of coastal resources that are at risk if an oil spill occurs nearby. Examples of at-risk resources include biological resources (such as birds and shellfish beds), sensitive shorelines (such as marshes and tidal flats), and human-use resources (such as public beaches and parks). When an oil spill occurs, ESI maps can help responders meet one of

the main response objectives: reducing the environmental consequences of the spill and the cleanup efforts. Additionally, planners can use ESI maps—before a spill happens—to identify vulnerable locations, establish protection priorities, and identify cleanup strategies: response.restoration.noaa.gov/esi .

5. Environmental Response Management Application® (ERMA). ERMA® is an online mapping tool that integrates both static and real-time data, such as ESI maps, ship locations, weather, and ocean currents, in a centralized, easy-to-use format for environmental responders and decision makers. ERMA® enables a user to upload, manipulate, export, and display spatial data in a Geographic Information System (GIS) map quickly and securely: response.restoration.noaa.gov/maps-and-spatial-data/environmental-response-management-application-erma .
6. Incident Management System Software (IMSS). This software has the ability to support all functional areas of Coast Guard Incident Management, Incident Action Plan (IAP) development, and incident preparedness. IMSS is a proven incident management tool that improves response operations and dramatically enhances information-sharing by helping incident management teams expedite the creation of an IAP and other forms used during ICS operations. Commandant (CG-OEM) provides computer-based training for IMSS via: imss.iapsoftware.com/.
7. WebEOC. Crisis information is immediately and universally available to authorized users everywhere using WebEOC. Configure WebEOC based on local requirements, while giving agencies and organizations the ability to link to a wide assortment of different systems. A web-based product, WebEOC ushered in the era of “virtual” EOCs, making it possible to monitor and manage an emergency response from anywhere in the world. Use it during the planning, mitigation, response, and recovery phases of any emergency. Agencies and organizations can use it for during day-to-day activities to manage routine, non-emergency operations: www.juvare.com/webeoc/ .
8. Homeland Security Information Network (HSIN). HSIN serves as the DHS network for operational information sharing and collaboration to maintain situational awareness, and monitoring response and recovery efforts resulting from terrorist, natural and human-caused disasters. The Coast Guard can use HSIN as a coordination tool during exercises and/or missions that require large-scale and real-time collaboration: www.dhs.gov/homeland-security-information-network-hsin .
9. Preparedness Toolkit (Prep Toolkit). The Preparedness Toolkit is a FEMA online portal that provides the whole community with tools to aid in implementing all six areas of the National Preparedness System: preptoolkit.fema.gov/ .

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Appendix A. **CONTINGENCY EXERCISE REQUIREMENTS**

Table A-1: Contingency Exercises

PLAN	CONTINGENCIES	OPERATIONAL UNIT	EXERCISE TYPE / FREQUENCY ¹	SOURCE REQUIREMENT
CG CONPLAN (9700/9800 series)	Natural/Manmade Disasters	Areas and Districts; Sectors/MSUs, as directed	Any Type / Annually	COMDTINST M3010.11 (series)
	Communicable Diseases			
	Oil and Hazardous Substances			
	Mass Rescue Operations (MRO)			
	Marine Transportation System Disruption			
	Foreign Humanitarian Assistance and Disaster Response			
	Chemical, Biological, Radiological, or Nuclear Attack			
	Mass Migration			
	Civil Disturbance			
	Ports, Waterways and Coastal Security (PWCS) Anti-Terrorism			
	Short-Notice Maritime Response (SNMR) (Areas only)			
	Cyber Incident Response			
	Homeland Defense			
	Combatant Commander Support			
Military Outload (MOL)				
CG CONPLAN Annex or MOL (standalone)	Military Outload (MOL)	Sectors/MSUs with NPRN designated Strategic Commercial Seaports	Discussion-based / Triennially	COMDTINST M16600.6 (series) and COMDTINST M3010.11 (series)
CG CONPLAN Annex or COOP (standalone)	Continuity of Operations (COOP)	Areas, Districts, Sectors	<ul style="list-style-type: none"> Any Type / Annually Reconstitution and Devolution: Any type / Every two years 	Federal Continuity Directive -1 and COMDTINST M3010.15 (series)
CG CONPLAN Annex or MRO (standalone)	Mass Rescue Operations (MRO)	Districts	1 Discussion-based and 1 Operations-based over 5-year cycle	COMDTINST 16711.2 (series) Enc. (2)
Area Maritime Security Plan (AMSP)	PWCS Anti-Terrorism	District Eight and Sectors and MSUs with COTP Authority	1 Operations-based and 3 discussion-based over 4-year cycle	MTSA 2002, NVIC 09-02 (series), and 33 CFR 103.515

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PLAN	CONTINGENCIES	OPERATIONAL UNIT	EXERCISE TYPE / FREQUENCY ¹	SOURCE REQUIREMENT
OVS / MOTR	National Level Exercises (NLEs) and CAPSTONE exercise	As Directed	As Directed	Scenario Specific
CPOD MOU	Closed Points of Dispensing (CPOD)	Units with signed CPOD MOU with external Health Agency	Any type / Annually	COMDTINST M3121.2 (series)
Area Contingency Plan (ACP)	Oil and Hazardous Substances	Sectors and MSUs with COTP Authority	<ul style="list-style-type: none"> • Minimum of 1 Operations-based and 3 discussion-based over 4-year cycle^{2,3} • Notification drills / Quarterly 	OPA90/FWPCA and PREP Guidelines (2016) ⁴
National Contingency Plan (NCP) / Regional Contingency Plan (RCP)		Areas and Districts	FSE / Quadrennial, for example, Spill of National Significance (SONS)	
Canada-United States Joint Marine Pollution Contingency Plan (CANUS JCP). Encompasses 5 geographic annexes		National Level or As Directed	Every 5-yrs for each Annex. One must be national-level.	CAN-US Joint Marine Contingency Plan
Joint Contingency Plan Between Mexico and the United States Regarding Pollution of the Marine Environment by Discharges of Hydrocarbons and Other Hazardous Substances (MEXUS Plan). Encompasses 2 geographic annexes		Border Districts	Any Type/ Triennially	MEX-US Joint Marine Contingency Plan

Notes:

1. Base all exercises on a calendar year, unless noted.
2. Vessel of Opportunity Skimming System (VOSS) annual exercise requirements remain in effect for District 7 (San Juan), District 14, District 17, and the NSF.
3. Spilled Oil Recovery System (SORS) annual exercise requirements remain in effect for all 225' Coast Guard buoy tenders (WLBs) outfitted with SORS.
4. Find specifics in the Preparedness for Response Exercise Program Compliance, Coordination and Consistency Committee Guidelines (2016.1).

Appendix B. **CREDIT FOR REAL-WORLD OPERATIONS**

- A. Planned Event. Planned events provide enough lead-time to plan for a structured evaluation of objectives. Make a request to use an event for credit in lieu of an exercise when event operations meet or exceed the required objectives for an exercise. A recurring event or one planned far enough in advance, such as a National Special Security Event (NSSE) or intelligence-driven surge operation, can be included in a unit's Integrated Preparedness Plan (IPP). Plan and evaluate an event included in the IPP like an exercise. If an event is not scheduled far enough in advance to be included in the IPP, then the process for receiving credit should follow that of an incident.
- B. Incident/Threat. Request exercise credit for evaluated and reported incidents by the procedures listed below. The exercise credit process for an incident is standard for most contingency operations. Ports, Waterways, and Coastal Security (PWCS), Military Outload (MOL), and Oil and Hazardous Material contingencies have additional criteria and approval requirements described below.
- C. Exercise Credit Process. The request for credit, Concept of Exercise (COE) (for planned events), and After-Action Report/Lessons Learned Report (AAR/LLR) must be submitted to the Operational Commander for approval within six months of the operation's completion.
1. Ports, Waterways, and Coastal Security (PWCS). Tab C, of Enclosure (4) of the Navigation and Vessel Inspection Circular (NVIC) 9-02 (series) outlines the requirements and process to obtain credit for exercises and real-world operations that are not entered into the Contingency Preparedness System (CPS) as an Area Maritime Security Training and Exercise Program (AMSTEP) exercise, or as a crisis management exercise conducted by another governmental agency. Elements of other exercises and actual security operations such as Maritime Security (MARSEC) level increases, NSSE, and Department of Defense (DoD) military exercises may adequately test elements of the Area Maritime Security Plan (AMSP) and would therefore be eligible for credit towards meeting AMSTEP exercise requirements.
 2. Military Outload (MOL). To be eligible for credit, multiple approvals are required before and the after the event for it to be considered.
 - a. The Port Readiness Committee must agree prior to the event that it adequately meets or exceeds the required objective of a MOL exercise as outlined in the requirements of the local MOL Plan.
 - b. The National Port Readiness Network Working Group (NPRNWG) must have no objection to exercise credit. To satisfy this step, email the entire package for the Area Commander's approval, to Commandant (CG-MSR-2). Commandant (CG-MSR-2) will distribute the package to the NPRNWG for review. If necessary, Commandant (CG-MSR-2) will assist in resolving any submitted objections. No contrary NPRNWG feedback within ten business days will fulfill the "no objection" requirement. Commandant (CG-MSR-2) will advise the Port Readiness Committee point of contact of the "no objection" status.
 - c. The Port Readiness Committee must approve the AAR prior to submittal to the Operational Commander for approval and submission in CPS.

3. Oil and Hazardous Substances. Real-world credit for FE/Full Scale Exercises (FSEs) must involve a Type 3 incident or greater (Incident Action Plan (IAP) required). Submit requests for credit to PREP4C within one year of the incident. For deviations, contact Commandant (CG-MER-2) PREP Program manager.
 - a. The process for a RWE Credit Request for Prep FE/FSE is:
 - Incident occurs
 - Unit determines it wants to request RWE credit for its Concept of Exercise (COE).
 - Unit completes AAR in CPS as option “1. Real event not linked to a COE”.
 - Commandant (CG-OEM-3) adds remark to COE saying, “Unit has submitted for RWE credit for this COE, pends PREP4C approval”.
 - Unit completes Credit Request memo.
 - Unit obtains Area Committee approval for AAR and Credit Request Memo.
 - Unit obtains command approval for AAR and final Credit Request Memo signature.
 - Unit submits AAR in CPS with Credit Request Memo attached (and Expenditure Report if required).
 - Unit submits Credit Request Memo with AAR attached to District for approval.
 - District approves and forwards Credit Request Memo with AAR attached to Area for approval.
 - Area approves and forwards Credit Request Memo with AAR attached to Commandant (CG-MER) for PREP4C approval.
 - Commandant (CG-OEM-3) reviews AAR in CPS and provides final copy to Commandant (CG-MER) and Unit marked “OEM reviewed pending PREP4C approval.”
 - Unit presents incident summary to PREP4C.
 - b. If PREP4C approves RWE Credit Request:
 - Commandant (CG-MER) notifies CG-OEM-3 of approval.
 - Commandant (CG-OEM-3) links AAR to COE in CPS; attaches PREP4C approval; and releases AAR in CPS.
 - c. If PREP4C disapproves RWE Credit Request:
 - Review and approve an AAR as a RWE incident.
 - Unit is responsible for conducting the scheduled exercise (COE) for which they claimed credit.
 - Unit submits AAR for COE as required.

CHECKLIST FOR CREDIT OF REAL-WORLD OPERATIONS	
Planned Event	
<input type="checkbox"/>	Determine what capabilities used in event operations match the objectives of the exercise requirement
<input type="checkbox"/>	Complete a COE in CPS
<input type="checkbox"/>	During the IPP process, request evaluators be present during the event
<input type="checkbox"/>	Evaluate designated objectives
<input type="checkbox"/>	Note capability areas needing improvement
<input type="checkbox"/>	Prepare an AAR
<input type="checkbox"/>	Obtain AAR approval
<input type="checkbox"/>	Submit AAR into CPS
<input type="checkbox"/>	Retain credit record for three years
Incident/Threat	
<input type="checkbox"/>	Determine appropriate objectives to be evaluated based upon record of incident operations
<input type="checkbox"/>	Review incident situation reports and Hotwash to determine the eligibility of the incident being credited towards an exercise requirement
<input type="checkbox"/>	Discuss incident with key Coast Guard personnel who participated in the incident
<input type="checkbox"/>	Develop a memo requesting credit for real-world operations including; <ul style="list-style-type: none"> • Incident name, date and plan(s) used • Mission areas and objectives evaluated • Level of port community participation
<input type="checkbox"/>	Modify relevant COE in CPS to describe incident
<input type="checkbox"/>	Prepare an AAR
<input type="checkbox"/>	Obtain AAR approval from the Operational Commander and, if appropriate, a committee
<input type="checkbox"/>	Submit AAR into CPS
<input type="checkbox"/>	Retain credit record for 3 years

Note: When working through the checklist for MOL credit, keep in mind that the National Port Readiness Network is a multi-agency network. Members may need to discuss the incident with key personnel who participated in the event.

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Appendix C. **EXERCISE PLANNING MEETINGS**

A. **Overview.** The following Section provides information on the primary exercise planning meetings: Concept and Objectives (C&O) Meeting; Initial Planning Meeting (IPM); Mid-term Planning Meeting (MPM); Master Scenario Events List (MSEL) Meeting; Final Planning Meeting (FPM); and the After-Action Meeting used in the exercise development cycle. It provides information on tools (agendas, draft documents, presentations) used to assist the Exercise Planning Team (EPT) in developing, conducting, and evaluating an exercise. Not every meeting listed is necessary for every exercise. For simple discussion-based exercises and drills, only an IPM and FPM may be necessary. Meetings may also occur via telephone conference or video teleconference (VTC). Access checklists for each of the meetings on the Commandant (CG-OEM) Portal site cg.portal.uscg.mil/units/cgcppe/Shared%20Documents/ExCklist_with_instructions.xlsx. The Table below lists suggested Timelines for Exercise Planning Meetings.

Table C-1: Timelines for Exercise Planning Meetings

EXERCISE PLANNING MEETING TIMELINES		
EXERCISE PLANNING MEETINGS	LARGE SCALE / COMPLEX	SMALL SCALE / ROUTINE
Seminar		
Concept and Objectives (C&O) Meeting	6 months	Concurrently with IPM
Initial Planning Meeting (IPM)	4 months	3 months
Mid-term Planning Meeting (MPM)	N/A	N/A
Master Scenario Events List (MSEL) Meeting	N/A	N/A
Final Planning Meeting (FPM)	1 month	3 weeks
After-Action Meeting	N/A	N/A
Workshop		
Concept and Objectives (C&O) Meeting	6 months	Concurrently with IPM
Initial Planning Meeting (IPM)	4 months	3 months
Mid-term Planning Meeting (MPM)	N/A	N/A
Master Scenario Events List (MSEL) Meeting	N/A	N/A
Final Planning Meeting (FPM)	1 month	3 weeks
After-Action Meeting	N/A	N/A
Tabletop Exercise (TTX)		
Concept and Objectives (C&O) Meeting	8 months	4 months, or concurrently with IPM
Initial Planning Meeting (IPM)	6 months	3 months
Mid-term Planning Meeting (MPM)	N/A	N/A
Master Scenario Events List (MSEL) Meeting	N/A	N/A
Final Planning Meeting (FPM)	2 months	1 month
After-Action Meeting	To be determined (TBD)	NLT 30 days after EndEx

EXERCISE PLANNING MEETING TIMELINES		
EXERCISE PLANNING MEETINGS	LARGE SCALE / COMPLEX	SMALL SCALE / ROUTINE
Game		
Concept and Objectives (C&O) Meeting	9 months	5 months or concurrently with IPM
Initial Planning Meeting (IPM)	7 months	4 months
Mid-term Planning Meeting (MPM)	5 months	4 months
Master Scenario Events List (MSEL) Meeting	N/A	N/A
Final Planning Meeting (FPM)	2 months	3 weeks
After-Action Meeting	N/A	N/a
Drill		
Concept and Objectives (C&O) Meeting	N/A	Concurrently with IPM
Initial Planning Meeting (IPM)		3 months
Mid-term Planning Meeting (MPM)		N/A
Master Scenario Events List (MSEL) Meeting		N/A
Final Planning Meeting (FPM)		3 weeks
After-Action Meeting		N/A
Functional Exercise (FE)		
Concept and Objectives (C&O) Meeting	12 months	8 months
Initial Planning Meeting (IPM)	8 months	6 months
Mid-term Planning Meeting (MPM)	5 months	4 months
Master Scenario Events List (MSEL) Meeting	4 months	3 months
Final Planning Meeting (FPM)	2 months	1 month
After-Action Meeting	TBD	NLT 30 days after EndEx
Full-Scale Exercise (FSE)		
Concept and Objectives (C&O) Meeting	18 months	9 months
Initial Planning Meeting (IPM)	13 months	7 months
Mid-term Planning Meeting (MPM)	8 months	4 months
Master Scenario Events List (MSEL) Meeting	5 months	3 months
Final Planning Meeting (FPM)	2 months	1 month
After-Action Meeting	TBD	NLT 30 days after EndEx

1. Meeting Preparation. In preparation for the IPM, the Exercise Director must provide the EPT Leader with information on the exercise goals and scope, draft objectives, capabilities, and limitations. The EPT Leader (EPTL) and team members should decide on the number of meetings needed to plan a successful exercise. Providing information to planning team members prior to meetings can significantly enhance the efficiency and effectiveness of planning meetings. Materials should be provided to all meeting participants in a read-ahead packet. The packet typically includes a proposed agenda, relevant background information (e.g., rationale for conducting the exercise), and expected meeting outcomes.
- B. Concept & Objectives Meeting. The C&O Meeting is the formal start of the exercise planning process. The goals of this meeting are to verify the purpose of the exercise, location, commitments of resources (personnel, equipment, funding), exercise objectives, and more specific dates and duration. Attendees include the Exercise Director, the EPTL, representatives of the sponsoring organization, and officials from participating and potentially participating organizations. The C&O meeting is a good opportunity to recruit additional entities and confirm commitments for participation and support.

For small exercises, the C&O meeting can be combined with the IPM. For large-scale exercises, complex FSEs, or high-profile exercises that necessitate a high level of support from executives or authorities, the C&O Meeting should be held before the IPM.

1. Length. Depending on the scope of the exercise, the C&O Meeting can range from two to eight hours.
2. Location. The Exercise Director determines the location of the meeting in consideration of the senior officials in attendance. The C&O Meeting can be held via teleconference if expenses or schedules preclude a face-to-face meeting.
3. Discussion Points. Possible topics or issues for a C&O Meeting include the following:
 - a. Exercise purpose
 - b. Review of all previous exercise After-Action Reports (AARs), lessons learned, and appropriate Remedial Action Management Program (RAMP) items
 - c. Proposed exercise scenario, capabilities, tasks, and objectives
 - d. Available exercise resources
 - e. Proposed exercise location, date, and duration
 - f. EPT and exercise participants
 - g. Exercise assumptions and artificialities
 - h. Exercise control and evaluation
 - i. Exercise-related training
 - j. Exercise security organization and structure
 - k. Local issues, concerns, and sensitivities
 - l. Exercise logistics

4. Tools. The primary tools for the C&O Meeting are a read-ahead packet containing the Concept of Exercise (COE), entity goals and objectives, AAR/Lessons Learned Report (LLR) and Remedial Action Items (RAIs) from previous exercises, a meeting agenda, and background/rationale for conducting the exercise. Briefings are useful for presenting the preliminary commitments made by participating entities as well as the proposed exercise methodology for those unfamiliar with Homeland Security Exercise and Evaluation Program (HSEEP).
5. Outcomes. The EPT should accomplish the following:
 - a. Review the risk assessments for the port or jurisdictional area
 - b. Discuss the exercise purpose
 - c. Agree on exercise name, type, scenario, portion of plan to be exercised, capabilities, tasks, objectives, and assumptions and artificialities
 - d. Address local issues and concerns
 - e. Discuss exercise security, organization, and structure
 - f. Determine basic cost and resource-sharing agreements
 - g. Identify training needs
 - h. Update the COE
 - i. Determine which other entities should be invited to the IPM
 - j. Agree on exercise location, approximate date, and duration
 - k. Confirm planning team membership and participants
 - l. Assign roles and responsibilities to planning team members
 - m. Distribute meeting minutes
 - n. Prepare IPM agenda
 - o. Invite potential participating entities to the IPM
- C. Initial Planning Meeting. The Initial Planning Meeting marks the beginning of the exercise development phase. The primary purpose for the IPM is to verify the exercise scope by seeking input from the participating entities represented on the EPT. Exercise scope includes threat/hazard, duration, location(s), objectives, and participating entities. The capabilities, tasks, and objectives should be developed in sufficient detail to drive the design of an exercise scenario. The IPM is an opportunity to assign members of the EPT with specific tasks and due dates for each task.
 1. Length. Depending on the type and scope of the exercise, the IPM can range from four hours to three full working days.
 2. Location. The Exercise Director determines the location for the IPM with input from Planning Team members. The meeting facilities should be accessible to all participants, have computer workstation, and provide a work environment free from distraction.
 3. Discussion Points. Possible topics or issues for an IPM include the following:

- a. Understand the rationale for exercise development
 - b. Ensure clearly defined and measurable capabilities, tasks, and objectives
 - c. Incorporate community Emergency Operations Plans (EOPs), Memoranda of Agreement (MOAs), participating agency Standard Operating Procedures (SOPs), and/or other relevant policy into the exercise design
 - d. Identify local issues, concerns, or sensitivities
 - e. Determine the extent of play for each participating entity by establishing what each entity will demonstrate and be evaluated on at the exercise, allowing appropriate logistical needs to be arranged in order to support those activities
 - f. Develop a schedule for training and briefings
 - g. Ensure that exercise planners consider themselves trusted agents and understand that, in most cases, they will participate as facilitators, controllers, or evaluators (rather than as players)
 - h. Choose subjects for photographs and/or audio/visual (A/V) recordings to incorporate into exercise documents and multimedia presentations (to enhance realism)
 - i. Decide whether to record exercise proceedings
 - j. Determine the optimum duration of the exercise
 - k. Ensure that exercise planners understand that the exercise is conducted in a no-fault environment intended to validate plans and procedures and identify problems and potential solutions
 - l. Select or customize the appropriate Exercise Evaluation Guides (EEGs) to determine whether exercise capabilities, tasks, and objectives were achieved and to allow participants to provide feedback
 - m. Reach a consensus regarding the date, time, and location for the next meeting
4. Tools. The primary tools for the IPM are the agenda, the list of capabilities to be exercised, hazard information (if applicable), a proposed room layout (for discussion-based exercises), maps and/or charts of proposed exercise area (for operations-based exercises), the exercise development timeline, and an overview of the exercise.
5. Outcomes. The EPT should accomplish the following:
- a. Confirm exercise development schedule
 - b. Develop clearly defined, realistic, and measurable capabilities, tasks, and objectives
 - c. Select and customize EEGs
 - d. Determine the extent of play, the objectives to be evaluated, and the appropriate scenario events for each participating entity
 - e. Identify exercise scenario variables (for example, scope of hazard, venue, and conditions)
 - f. Confirm a list of exercise participants, individuals or organizations, and their assignments; ensure these are listed in an Extent of Play document

- g. Confirm training schedule
 - h. Update COE
 - i. Identify the availability of subject matter experts (SMEs) and presenters for scenario event and inject drafting, vetting, control, and/or evaluation
 - j. Prepare draft exercise scenario and injects prior to MPM or MSEL synchronization meeting
 - k. Select subjects for photographs and/or A/V recordings to incorporate into exercise documents and presentations to enhance realism (optional)
 - l. Determine whether to record exercise play
 - m. Confirm roles of exercise planners as controllers, evaluators, or facilitators during the exercise
 - n. Determine which exercise documents and presentations must be developed and give assignments for drafting each with associated timelines
 - o. Review and ensure availability of all documents (for example, policies, plans, procedures) needed to draft exercise documents and presentations, and a source for each
 - p. Assign responsibility for exercise logistical issues (for example, messing, berthing, registration, badges, and invitations)
 - q. Agree on date, time, agenda and location for the next meeting and the exercise
 - r. Complete or schedule a visit to all facilities that will be used for exercise play and control to ensure adequate space for the participants and exercise staff
 - s. Identify IT needs to allow sufficient time to meet contracting timelines
 - t. Disseminate IPM minutes
- D. Mid-Term Planning Meeting. Mid-term Planning Meetings are typically used only in FEs and FSEs. MPMs provide an additional opportunity to resolve logistical and organizational issues that arise during planning process. The MPM is a working session to discuss: 1) exercise participant organization and staffing; 2) scenario and timeline development; 3) draft documentation (for example, Exercise Plan (ExPlan), Controller and Evaluator (C/E) Handbook, and MSEL); 4) scheduling; 5) training; 6) logistics; and 7) administrative requirements. A time-consuming aspect is the development of the MSEL. For large, complex exercises, a separate MSEL meeting should be held. See the section on MSEL Meeting for more information.
1. Length. Depending on the agenda, the MPM is generally a one- to two-day meeting (usually two if no separate MSEL planning meeting is scheduled).
 2. Location. The MPM should be held at or near the exercise site to facilitate a walk-through with the EPT.
 3. Discussion Points. Possible topics or issues for an MPM include the following:
 - a. Comments on draft exercise documentation

- b. Identification of exercise venue artificialities and/or limitations
 - c. Agreement on final logistical items
 - d. Assignment of additional responsibilities
 - e. If an additional MSEL planning meeting will not be held, construction of the scenario timeline and MSEL
4. Tools. MPM tools include, at minimum, a status briefing, an agenda, IPM minutes, a draft scenario timeline, draft documentation (e.g., ExPlan, C/E Handbook), and other documentation needed to illustrate exercise concepts. These documents should be distributed to the EPT at least three to four working days in advance.
5. Outcomes. The EPT should accomplish the following:
- a. Determine exercise venue artificialities and/or limitations
 - b. Finalize exercise MSEL with well-developed scenario injects (imperative if no additional meetings are scheduled)
 - c. Finalize exercise documentation (e.g., ExPlan, scenario, C/E Handbook)
 - d. Agree on the exercise site(s)
 - e. Perform a walk-through of the exercise site
 - f. Assign outstanding tasks to planning team members with associated timelines
 - g. Finalize date, time, agenda, and location of the FPM
 - h. Finalize COE
 - i. Finalize procurement or contracting needs for IT and other support
 - j. Disseminate MPM minutes
- E. Master Scenario Events List Planning Meeting. The MSEL Meeting focuses on developing the exercise events. In developing a MSEL, the EPT should consider the capabilities, tasks and conditions, and construct the MSEL to ensure the exercise focuses on the objectives.
- 1. Length. The length of a MSEL Meeting will vary based on the scope of the exercise. MSEL Meetings typically range between one to three days in length.
 - 2. Location. The location of the MSEL meeting should have adequate workstations and room to project the draft MSEL on a large screen to facilitate editing.
 - 3. Discussion Points. In developing a MSEL, the EPT must first consider the tasks, conditions, and standards set forth by each exercise objective. Completing a task is one step towards demonstrating a capability. Conditions are the environment in which a task is performed and provided by the scenario or through the MSEL.
- If scenario conditions do not stimulate performance of the appropriate task, the EPT must develop a MSEL entry to simulate the desired situation. A well-written entry considers the following questions:
- a. Is the event key (e.g., is it directly related to meeting an exercise objective?)
 - b. What is the desired task? Who will demonstrate the task?

- c. What puts the inject into play (for example, course of play, phone call, victim/actor, video?) Who receives it and how?
 - d. What action is the player expected to complete?
 - e. Should a contingency inject be developed in case the players fail to demonstrate the task?
4. Tools. MSEL Meeting tools include, but are not limited to, previous planning meeting minutes, draft exercise documentation, computer, and projector, and an agreed-upon MSEL template.
 5. Outcomes. Following a MSEL Meeting, the status of the MSEL's completion may vary. At a minimum, key events and the time of inject delivery are identified. Once the MSEL draft is complete, the EPT coordinates and sequences the event entries to resolve conflicts and ensure the smooth progression of events throughout the exercise. The final MSEL should be completed at least one month prior to the exercise in order to allow enough time for the simulation staff to review the injects.
- F. Final Planning Meeting. The Final Planning Meeting is the final forum for reviewing exercise processes and procedures, and should be held at least one month prior to the StartEx. Prior to the FPM, the EPT should complete final drafts of all exercise materials. The FPM addresses any outstanding logistical requirements and seeks to resolve those issues. The FPM is also a good opportunity to ensure that all exercise products are ready to be printed. There should be no major changes to the design or scope of the exercise at or after the FPM.
1. Length. Generally, the FPM is a half-day meeting for discussion-based exercises and a one- to three-day meeting for operations-based exercises.
 2. Location. The FPM should be located in close proximity to the planned exercise site to allow for a final walk-through. The facility should be accessible to all participants and conducive to discussing and accomplishing work.
 3. Discussion Points. Address the following items during the FPM:
 - a. Any open issues related to exercise planning and last-minute concerns that may arise
 - b. Exercise logistical activities review (e.g., equipment, supplies, contracts, schedule, registration, attire, messing and berthing (if needed), special needs)
 - c. Comprehensive, final review and approval of all exercise documents (e.g., SitMan, ExPlan, MSEL, C/E Handbook, presentation materials)
 - d. MSEL review by Controllers/SimCell
 4. Tools. The primary tools for the FPM include IPM and/or MPM minutes, an agenda, and final draft exercise documents. If possible, these materials should be delivered to the EPT at least five days prior to the FPM.
 5. Outcomes. The EPT should accomplish the following:
 - a. Give final approval for exercise processes and procedures
 - b. Have a clear understanding of participants' roles for exercise conduct (e.g., players, controllers, evaluators, and check-in personnel)

- c. Finalize and approve exercise documents and materials for production
 - d. Identify and resolve last minute issues
 - e. Schedule and confirm logistical elements, including A/V equipment, contracts, supplies, room configuration and setup, refreshments, and schedule
 - f. Disseminate FPM minutes
 - g. Disseminate exercise documentation to appropriate personnel prior to the exercise
- G. After-Action Meeting (AAM). The purpose of the AAM is to serve as an interactive forum to discuss, review and revise the draft AAR/IP. Participants should seek to reach final consensus on strengths, areas for improvement, corrective actions, concrete deadlines, and owners/assignees for implementation of corrective actions.
- 1. Length. The AAM is an interactive session providing attendees the opportunity to discuss and validate the analytical findings and corrective actions in the draft AAR/IP. Depending on the size and scope of the exercise, the AAM is generally a one- to two-day meeting.
 - 2. Location. The AAM should be located in a facility that is accessible to all participants and conducive to holding a discussion.
 - 3. Discussion Points. The following items should be addressed during the AAM:
 - a. Review and revise the draft AAR/IP
 - b. Discuss exercise results
 - c. Identify areas for improvement
 - d. Identify corrective actions
 - 4. Tools. A draft AAR and IP.
 - 5. Outcomes. The AAR should accomplish the following:
 - a. Reach final consensus on the AAR/IP
 - b. Reach consensus on draft corrective actions
 - c. Determine concrete deadlines for the implementation of corrective actions
 - d. Reach consensus on the assigned corrective actions for preparedness stakeholders
 - 6. Follow Up. Coast Guard units are responsible for developing implementation processes and timelines, and keeping their chain of command informed of the implementation status (through tracking in CPS). Coast Guard units are also responsible for working with other participating jurisdictions/organizations to identify issues and corrective actions which are not Coast Guard-related and belong to those outside agencies for their information/action. Final deliverables include the distribution of the finalized AAR/IP and tracking/reporting corrective actions.

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Appendix D. **ACRONYM LIST****A**

AAR/LLR	After-Action Report/Lessons Learned Report
AC	Area Committee
ACP	Area Contingency Plan
ADOS	Active-Duty Operational Support
ADIOS	Automated Data Inquiry for Oil Spills
AFC	Allotment Fund Code
AMS	Area Maritime Security
AMSC	Area Maritime Security Committee
AMSP	Area Maritime Security Plan
AMSTEP	Area Maritime Security Training and Exercise Program
AOR	Area of Responsibility
AT	Anti-Terrorism
A/V	Audio/Visual

B

BPEC	Basic Preparedness Exercise Course
BSEE	Bureau of Safety and Environmental Enforcement

C

C2	Command and Control
C3	Command, Control, and Communications
CANUS	Canada - United States
CAP	Communications Action Plan
CBRN	Chemical, Biological, Radiological, Nuclear
CCMD	Combatant Command
CE	Categorical Exclusion
CDP	Center for Domestic Preparedness
CPA	Contingency Preparedness Assessment
CPS	Contingency Preparedness System

C/E	Controller/Evaluator
CFR	Code of Federal Regulation
CG	Coast Guard
CG-DCO	Deputy Commandant for Operations
CG-IMAT	Coast Guard Incident Management Assistance Team
CG-MER	Commandant-Office of Marine Environmental Response Policy
CG-OEM	Commandant Office of Emergency Management and Disaster Response
CG-ODO	Commandant-Office of Counterterrorism and Defense Operations
CGSAILS	Coast Guard Standard After-Action Information and Lessons Learned System
CGAAP	Coast Guard After-Action Program
CPOD	Closed Point of Dispensing
C&O	Concept and Objectives
COE	Concept of Exercise
COMDT	Commandant
COMDINST	Commandant Instruction
CONPLANS	Concept Plans
COOP	Continuity of Operations
COTP	Captain of the Port
CPX (DoD term)	Command Post Exercise
CRRL	Contingency Requirements Resource List

D

DCMS	Deputy Commandant for Mission Support
DCO	Deputy Commandant for Operations
DHS	Department of Homeland Security
DNI	Director of National Intelligence
DoD	Department of Defense
DOI	Department of Interior
DOT	U.S. Department of Transportation
DOT PHMSA	Department of Transportation Office of Pipeline and Hazardous Materials Safety Administration

DRAT	District Response Advisory Team
DRG	District Response Group
DSCA	Defense Support of Civil Authorities
DSF	Deployable Specialized Forces

E

ED	Exercise Director
EEG	Exercise Evaluation Guide
EMFR	Emergency Management and Force Readiness
EMI	Emergency Management Institute
EMA	Emergency Management Assessment
EMP	Enterprise Mission Platform
EndEx	End of Exercise
EOC	Emergency Operations Center
EOP	Emergency Operation Plans
EPA	Environmental Protection Agency
EPLO	Emergency Preparedness Liaison Officer
EPT	Exercise Planning Team
EPTL	Exercise Planning Team Leader
ERMA	Environmental Response Management Application
ES	Exercise Sponsor
ETS	Exercise and Training Strategy
ESF	Emergency Support Function
ESI	Environmental Sensitivity Index
EST	Exercise Support Team
EvalPlan	Evaluation Plan
ExPlan	Exercise Plan

F

FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FORCECOM	(FC)Force Readiness Command
FOSC	Federal On-Scene Coordinator

FOUO	For Official Use Only
FPM	Final Planning Meeting
FSE	Full-Scale Exercise
FTA	Funds Transfer Authorization
FTX (DoD term)	Field Training Exercise
FY	Fiscal Year

G

GAC	Governmental Affairs Committee
GIS	Geographic Information System
GNOME	General NOAA Oil Modeling Environment
GRP	Geographic Response Plan
GRS	Geographic Response Strategy

H

HSC	Homeland Security Council
HSEEP	Homeland Security Exercise and Evaluation Program
HSIN	Homeland Security Information Network
HSPD	Homeland Security Presidential Directive

I

IAP	Incident Action Plan
IAW	In Accordance With
ICC	Intelligence Coordination Center
ICS	Incident Command System
IMAT	Incident Management Assist Team
IMPA	Incident Management Preparedness Advisor
IMSS	Incident Management System Software
I-PLAN	National Exercise Program Implementation Plan
IPM	Initial Planning Meeting
IPP	Integrated Preparedness Plan
IPPW	Integrated Preparedness Plan Workshop
IS	Independent Study

J

JCP Joint Contingency Plan

M

MARECP Contingency Preparedness Qualification
 MARMEP Master Exercise Practitioner
 MCM Medical Countermeasures
 MEP Marine Environmental Protection
 MEPP Master Exercise Practitioner Program
 MEXUS Mexico – United States
 MHS Maritime Homeland Security
 MIFC Maritime Intelligence Fusion Center
 MLE Maritime Law Enforcement
 MOA Memorandum of Agreement
 MOL Military Outload
 MOTR Maritime Operational Threat Response
 MOU Memorandum of Understanding
 MPM Mid-term Planning Meeting
 MRO Mass Rescue Operations
 MSEL Master Scenario Events List
 MSRAM Maritime Security Risk Analysis Model
 MSRO Maritime Security and Response Operations
 MSRT Maritime Security Response Team
 MSST Maritime Safety and Security Team
 MSU Marine Safety Unit
 MTSA Maritime Transportation Security Act
 MTSRP Marine Transportation System Recovery Plan

N

NCP National Contingency Plan
 NED National Exercise Division
 NEP National Exercise Program

NEPA	National Environmental Policy Act
NEXS	National Exercise Schedule
NIMS	National Incident Management System
NLE	National Level Exercise
NLT	No Later Than
NOAA	National Oceanic and Atmospheric Administration
NPCGF	North Pacific Coast Guard Forum
NPRN	National Port Readiness Network
NPRNWG	National Port Readiness Network Working Group
NRF	National Response Framework
NSC	National Security Council
NSCC	National Schedule Coordination Committee
NSF	National Strike Force
NSSE	National Special Security Event
NVIC	Navigation and Vessel Inspection Circular

O

OGA	Other Government Agency
OPA-90	Oil Pollution Act of 1990
OPD	Operational Planning Direction
OPFOR	Opposing Forces
OPSEC	Operations Security
ORM	Operational Risk Management
OSD	Office of the Secretary of Defense
OSMS	Officer Specialty Management System

P

PAC	Pacific Area
PAO	Public Affairs Officer
PEIDWPP	Pandemic and Emerging Infectious Disease Workforce Protection Plan
PIAT	Public Information Assist Team
POC	Point of Contact
POD	Points of Dispensing

PPA	Principal Planning Agent
PPD	Presidential Policy Directive
PREP	National Preparedness for Response Exercise Program
PREP 4C	Preparedness for Response Exercise Program Compliance, Coordination and Consistency Committee
PSS	Port Security Specialist
PSU	Port Security Unit
PWCS	Ports, Waterways, and Coastal Security
PWPP	DHS Pandemic Workforce Protection Plan

Q

QLR	Quick Look Report
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R

RAI	Remedial Action Issues
RAMP	Remedial Action Management Program
RCP	Regional Contingency Plan
RDL	Regional Dive Locker
RFA	Request for Assistance
RFF	Request for Forces
RFRS	Reserve Forces Readiness System
RISC	Regional Interagency Steering Committee
ROV	Remotely Operated Vehicle

S

SAFE	Security and Accountability for Every Port
SAR	Search and Rescue
SimCell	Simulation Cell
SitMan	Situation Manual
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
SME	Subject Matter Expert
SMFF	Salvage and Marine Firefighting
SONS	Spill of National Significance

SOP	Standard Operating Procedures
SOPP	Standard Operational Planning Process
SORS	Spilled Oil Recovery System
SPC	Strategic Preparedness Course
SPD	Strategic Planning Direction
SSI	Sensitive Security Information
StartEx	Start of Exercise

T

TACLET	Tactical Law Enforcement Team
TBD	To Be Determined
THIRA	Threat and Hazard Identification Risk Assessment
TTP	Tactics, Techniques, and Procedures
TTX	Tabletop Exercise
TWIC	Transportation Worker Identification Credential

U

UC	Unified Command
USCG	United States Coast Guard
USG	United States Government
USN	United States Navy
UTL	Universal Task List

V

VIP	Very Important Personnel
VOSS	Vessel of Opportunity Skimming System
VTC	Video Tele-Conference

W

WLB	Coast Guard Buoy Tender, Seagoing
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X

XPA	Extent of Play Agreement
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