



External Affairs Tactics, Techniques, and Procedures (TTP)



Force Readiness Command
(FORCECOM)

CGTTP 1-04.1
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U.S. Department of
Homeland Security

United States
Coast Guard



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(b) Standards of Ethical Conduct, COMDTINST M5370.8 (series)
(c) Operating Facility Change Orders (OFCO) Procedures, COMDTINST M5440.3
(d) Coast Guard Acquisition Procedures (CGAP), COMDTINST M4200.19 (series)
(e) Coast Guard Legislation, COMDTINST 5860.2 (series)
(f) U.S. Coast Guard Personal Property Management Manual, COMDTINST M4500.5 (series)
(g) Supply Policy and Procedures Manual (SPPM), COMDTINST M4400.19 (series)
(h) Financial Resource Management Manual (FRMM), COMDTINST M7100.3 (series)
(i) Accounting Manual, COMDTINST M7300.4 (series)

1. PURPOSE. To provide useable tactics, techniques, and procedures (TTP) for personnel conducting External Affairs (EA); the combined functions of Public Affairs (PA) and Governmental Affairs (GA).
2. ACTION. The provisions of this CGTTP apply to all Coast Guard units. Internet release authorized.
3. DIRECTIVES/TTP AFFECTED. None.
4. DISCUSSION. This publication provides the step-by-step guidance to perform the many activities of Public Affairs and Governmental Affairs practitioners. EA TTP will evolve as trends in governmental and public communication evolve. The foundations of the TTP within this guide are time-tested practices that support successful External Affairs programs.
5. PROCEDURE. No paper distribution will be made of this publication. An electronic version of this TTP publication will be posted to the CGTTP Library on CGPortal. In CGPortal, navigate to the CGTTP Library by selecting References, Tactics, Techniques, and Procedures (TTP), and then TTP Library.

6. REQUEST FOR CHANGES. Submit recommendations for TTP improvements or corrections by email to:

FORCECOM-PI@uscg.mil

Info COMCOGARD FORCECOM NORFOLK VA//FC-P// on message traffic containing lessons learned applicable to this TTP.

7. RECORDS MANAGEMENT CONSIDERATIONS. This publication has been thoroughly reviewed during the TTP coordinated approval process. It has been determined there are no further records scheduling requirements in accordance with Federal Records Act, 44 U.S.C. 3101 et seq., NARA requirements, and Information and Life Cycle Management Manual, COMDTINST M5212.12 (series). This publication does not have any significant or substantial change to existing records management requirements.
8. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS. Environmental considerations under the National Environmental Policy Act (NEPA) were examined in the development of this publication and have been determined to not be applicable.
9. FORMS/REPORTS. None.

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By Direction of Commander,
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Chapter 1: Introduction to TTP

Introduction This chapter discusses introductory TTP document information.

In This Chapter This chapter contains the following sections:

Section	Title	Page
A	Overview	1-2
B	Notes, Cautions, and Warnings	1-3

Section A: Overview

A.1. Overview

This publication provides the step-by-step guidance to perform the many activities of Public Affairs and Governmental Affairs practitioners. External Affairs TTP will evolve as trends in governmental and public communication evolve. The TTP foundations in this guide are time-tested practices that support successful External Affairs programs.

Section B: Notes, Cautions, and Warnings

B.1. Overview The following definitions apply to notes, cautions, and warnings found in this TTP.

NOTE: **An emphasized statement, procedure, or technique.**

CAUTION: **A procedure, technique, or action which, if not followed, carries the risk of equipment damage.**

WARNING: *A procedure, technique, or action which, if not followed, carries the risk of injury or loss of life.*

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Chapter 2: Public Affairs

Introduction This chapter discusses the different elements of public affairs (PA) and the TTP to accomplish PA missions.

In This Chapter This chapter contains the following sections:

Section	Title	Page
A	Media Relations	2-2
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Section A: Media Relations

A.1. Guidelines for Release

As a spokesperson for the Coast Guard, you have very broad authority to release information about missions and operations. The district Public Affairs Officer (PAO) is available to assist with releasing information.

A.1.a. Maximum Disclosure, Minimum Delay

“Maximum disclosure, minimum delay” is the mantra that encapsulates the Coast Guard’s policy on releasing information, and should guide your decision process.

- **Maximum disclosure** ensures all information concerning the activities of our service is available to the public — except when restricted by law.
- **Minimum delay** ensures the release of information in an expeditious and forthright manner.
- Carefully review all information before release to ensure it is accurate and does not violate policy.

A.1.b. Security, accuracy, propriety, and policy (SAPP)

Public Affairs refers to security, accuracy, propriety, and policy as SAPP. This helpful acronym serves as a reminder of Coast Guard principles when releasing information. Use these SAPP guiding principles to decide whether to release a piece of information:

A.1.b.(1). Security

- Do not release information that violates operational security (OPSEC) or national security.
- Do not release information that endangers lives.

NOTE:

Inaccurate information is difficult to correct after release. Include the “minimum delay” formula (mantra) to encompass the minimum time necessary to ensure the information is accurate.

A.1.b.(2). Accuracy

- Verify the accuracy of information.

A.1.b.(3). Propriety

- Appropriateness

A.1.b.(4). Policy

- Determine if the release of information violates existing policy such as the Privacy Act.

- Identify other policy that may affect the release of information. This may include next of kin notification (NOK) or related ongoing law enforcement operations.
- Process information using the “maximum disclosure, minimum delay” formula (mantra) and the principles of SAPP.
- Determine your authority to release the information.

A.1.b.(5). Release Authority

The Assistant Secretary of Homeland Security for Public Affairs is the authority for release of information. Responsibilities for coordinating the release of information include:

- Releases originating in Washington, D.C. that directly involve the Secretary of Homeland Security.
- Releases on contract awards and grants of more than \$1 million that may draw significant public and congressional interest (i.e., Deepwater).
- Releases with policy-making implications.

The Department of Homeland Security (DHS) PA Secretary delegates release authority to Commandant (CG-0922) Headquarters Public Affairs Staff for the following:

- Subjects of potential controversy among the military services.
- Policy of other federal agencies.
- Public statements on foreign or military policy.
- Information on non-military incidents (i.e., hijacking, terrorist attack).
- Information reflecting the degree of effectiveness of intelligence efforts.
- Subjects of national interest or involving more than one district.
- Information on the commissioning, decommissioning, relocation or other significant changes to Coast Guard units. This type of information is vetted through HQ Congressional Affairs.
- HQ PA delegates release authority to the areas and districts, who delegate authority to unit commanders. Unit commanders can delegate release authority to individuals in their unit, including the unit PAO.

A.1.c. ACA principles

Follow Coast Guard release authority and apply the ability, competency, and authority (ACA) principles. Area, district and unit commanders are authorized to release information about their command’s world of work.

- Consult the next highest release authority when in doubt about release authority.
- Apply the ACA principles when deciding who must release the information.

The ACA principles include: ability, competency, and authority.

A.1.c.(1). Ability

- Ensure the ability to release the information.
 - Analyze completion and incorporation of all facts.
 - Check details for accuracy.
 - Speak intelligently on camera.
 - Review personal work load to ensure proper effort.
-

A.1.c.(2).
Competency

- Designate subject matter experts (SMEs) and competent speakers.
-

NOTE:

A BM can talk more competently about small boat operations than an HH-60 pilot (and vice versa).

- Determine if the designated speaker is familiar with the area of responsibility (AOR).

A.1.c.(3).
Authority

- Determine the release authority when the information is a multi-agency response.
 - Limit comments to unit activity without extending information about the larger operation
-

A.1.d.
UCMJ Offenses
Special
Circumstances

The role of the PAO during a Uniform Code of Military Justice (UCMJ) action often includes reviewing and releasing information in special circumstances. Follow these guidelines:

- Do not release information pertaining to accused persons.
- Release information pertaining to accused person only upon specific request. Consult the prosecuting attorney prior to any release.
- Protect information on criminal suspects until there is confirmation the person is formally charged with a violation of the UCMJ.
- Validate the suspect has been charged to ensure the case is a matter of public record before providing information.
- Proceed with normal guidelines for the release and follow Privacy Act restrictions when the suspect has been charged.

- The release of authorized information only occurs after a suspect is formally charged. Follow these guidelines:
 - Limit information confirming only that a suspect is in custody.
 - Ensure information is released by the PAO.
 - Request a trained attorney to assist in high-profile cases.
- Avoid implying an accused has committed an offense.
- Limit terms to “suspected”, “accused”, or “alleged”.
- Increase efforts to protect the privacy of members punished under administrative proceedings at non-judicial punishment (NJP).
- NJP is an administrative hearing and not a criminal proceeding, so protect the individual’s privacy to a greater degree. Maintain the following awareness:
 - Disclosure of the NJP disposition is not endorsed even under freedom of information act (FOIA).
 - Interest in routine administrative dispositions of employee misconduct rarely outweighs an individual’s privacy interest.
 - Guard the release of information from a command in high profile cases as doing so sends the message that we hold our members accountable.
 - Determine the public’s right to know after examining any compelling arguments for public access to information.
 - Release information on cases handled administratively without providing the names of service members.

A.1.e. Family
Members

- Follow guidance limiting the Coast Guard’s legal authority to release information on family members.
 - Respect the Coast Guard’s long-standing tradition prohibiting the release of information on family members.
 - Coordinate the release of information on surviving family members in times of accidents and incidents with the family via the casualty assistance officer.
 - Do not release information if family members decline consent.
-

A.2. Pollution Incidents

The National Oil and Hazardous Substances Pollution Contingency Plan (40 CFR Part 300) is the general guidance reference for public information following spills. It specifies that the federal on scene coordinator (FOSC) is the sole releasing authority for all official statements from participating agencies concerning federal cleanup actions.

Anticipate stand up of a unified command using the incident command system (ICS) as directed by the FOSC and a joint information center (JIC) established to conduct public information operations for the response.

A.3. Search and Rescue

Most information is releasable in search and rescue (SAR) scenarios, but follow these guidelines:

- Release only confirmed factual information.
- Stick to the facts.
- Do not speculate.
- Do not offer opinions.
- Do not offer theories on the cause.

Release names of missing in overdue cases as soon as possible:

- Notify NOK as soon as possible.
- Assume the NOK are the reporting source.
- Assume NOK contact by the SAR mission coordinator for information.
- Anticipate NOK may not actually be overdue and will contact us with this information.
- Release names of people known to be in distress only after notifying NOK.
- Release names of people after a reasonable period of time has passed and you have not received verification.
- Releasing names in this case may prompt NOK to contact us possibly with float plans or other info.
- Estimate “reasonable time” by using six to twelve hours as a guide for routine cases.
- Recognize reasonable time may be different for each case.
- Provide a status change as victims are classified either as sighted or recovered, but not yet positively identified.
- Do not release names of survivors until positive ID has been made and names of the dead and injured have been released by local authorities.

Follow these guidelines to prevent reporter speculation on names of the dead:

- Indicate types of injuries rather than specific injuries.
- Prevent violating propriety by describing injuries in general terms.
- Remember that, as releasing authority you, are not a medical expert and attribute whenever possible.
- Speak using specific terms such as “dead,” “deceased,” “wounded,” “injured (seriously, slightly),” and “missing.”
- Avoid the following phrases:
 - “No comment.”
 - “Missing and presumed dead.”
 - “90 percent probability of detection.”
 - “If they’re out there, we’ll find them.”
 - “It appears that...”

NOTE:

You are authorized to release names while a case is still open. Once the case is officially closed, members of the media and the public must submit a FOIA request to get the information.

A.4. Law Enforcement

The legal aspects of law enforcement naturally put limits on the timing and content of information released to the media. Coordinate all information release with the servicing legal office.

While a law enforcement action is in progress:

- Guard against releasing information that enables unlawful activity or avoidance of prosecution and punishment.
- Protect the innocent and safeguard sources of intelligence information.
- Do not release information.
- Do not confirm operations underway.

High profile operations are of interest to the media and public:

- Be aware news media aggressively develops information from private sources.
- Confirm current operations only in general terms.
- Respond to law enforcement operations in general terms.

- Use the phrase “As a matter of Coast Guard policy, I am not at liberty to discuss ongoing law enforcement operations or judicial proceedings.”

District commanders coordinate the release of information when the Coast Guard is the lead agency. The applicable district commander:

- Coordinates with, and gains approval from, all concerned agencies.
- Coordinates with district and headquarters PAOs on all access requests.
- Requests authorization from district and headquarters PAOs prior to permitting reporters on Coast Guard counter-narcotics and/or Alien Migrant Interdiction Operations (AMIO) air and sea patrols.

During normal operation, security, and safety conditions, the commanding officer (CO) and officer in charge (OIC):

- May embark reporters on other law enforcement patrols, such as fisheries, without prior approval.
- Determine the need for demonstration patrols, as they are only appropriate when they are clearly in the public interest.
- Coordinate demonstration patrols first with district or headquarters PAO.

Situations presenting unique guidelines and restrictions are:

- Fisheries catch and seizures.
- Non-military incidents.
- Marine casualty investigations.
- Joint mission releases.

A.5. Tools and Tactics

Release information using the best tools and tactics based on:

- Specific situations.
- Communication goals.
- Audience.

Determine delivery method based on:

- Tools.
 - Objectives.
 - Audience.
 - Expected response.
-

A.5.a. News
Media

Leverage the news media to disseminate information to the public as a global audience.

A.5.b. Social
Media

- Integrate information technology (IT) communities of interest using:
 - Blogs (web logs).
 - Wikis.
 - Social networks.
 - Really simple syndication (RSS) feeds.
 - Social bookmarking.
 - Podcasts.
 - Online media.
 - Promote transparent and change-centric organizational relevance using social media.
 - Leverage social media as a means for direct communication to the intended audience.
 - Apply accepted policy, principles, and standard guidelines to releasing information using social media.
 - Adhere to Coast Guard guidelines when communications identify official Coast Guard service. Exhibit vigilance regarding:
 - Written communications.
 - Personal imagery.
 - Non-Coast Guard sponsored events.
 - Networks and association.
 - Units maintain communication with local PAOs to meet policy objectives.
-

A.5.b.(1). Tips for
Successful Social
Media

- Establish a project-level communication plan that includes:
 - A well defined message.
 - Intended audience.
 - Delivery method.

- Objective for social presence.
- Support of existing social media efforts.
- Site maintenance.
- Communicating in professional language.
- Identifying yourself to instill credibility.
- Protecting credibility when communicating with the public.
- Not lying.
- Clearly differentiating between opinion and fact.
- Identifying personal opinion as individual perspective.

Present a professional and credible image through:

- Tone.
- Vocabulary.
- Personal affects.
- Attention to detail.

A.5.c. Coast
Guard Blog

The Coast Guard Compass is the official web log site. It provides an opportunity to explore conversations with the public and provides:

- Opportunities to understand challenges from a personal perspective and how these challenges are being addressed.
- Insight to the human side of service and complexity of missions.
- Opportunities to blog are excluded from anonymous comments.

A.5.c.(1). Coast
Guard Blog
Standards

- Request that bloggers post comments using their real names.
 - Moderate and review all submitted comments before posting.
 - Review content for appropriateness.
 - Post only after a thorough content review.
 - Retain posts that are not a measure of Coast Guard discretion.
 - Refer to Coast Guard or other employees by name.
 - Eliminate posts with offensive terms and vulgar language.
 - Discard posts that target specific ethnic or racial groups.
-

A.5.d. Tactics

-
- Recognize no one tool meets all communication requirements.
 - Determine use based on the situation and communication goals.
 - Prepare an initial release with effective information.
 - Anticipate interest and write a follow-up release.
 - Evaluate the need for on-camera interviews based on interest.
 - Support potential news conferences based on response.
 - Cultivate interest in the story line by providing imagery.
 - Review the possibility of providing media access to the operation.
 - Be aware of deadlines for various media outlets in your area when scheduling a news conference or writing a release.
 - Expedite information by contacting the local Associated Press (AP) wire service with basic facts related to the story when you don't have time to draft a release.
 - Develop media pooling when response is greater than expected.
 - Designate a primary media rep and grant access to this point of contact.
 - Inform the primary media representative of their responsibilities for sharing the information and imagery with the rest of the media.

A.6. News Releases

Writing a news release provides information to the media in a clear and easily understood manner.

- The fundamental reasons to write a news release are to:
 - Inform the media about a newsworthy event.
 - Update newsworthy details of an ongoing case.
- Developing newsworthy releases helps to meet the following goals:
 - Send clear and accurate messages to newsrooms.
 - Filter non-newsworthy press releases from being sent to newsrooms.
 - Minimize effort on the part of very busy newsrooms.
 - Establish credibility as an information source.
 - Focus on newsworthy information with the greatest value.
 - Refine time management and information sorting.

- Notifying a series of media outlets simultaneously about newsworthy events helps to:
 - Organize information in a single news release.
 - Provide parallel information to several media groups.
 - Establish a proactive position in news delivery.
 - Prevent overwhelming requests and demands for information.
 - Minimize complaints about favoritism.

A.6.a. ABC's of Journalism Accuracy, brevity, and clarity are the ABC's of journalism. Align message style to flow as written by a journalist and follow the ABC's of journalism:

A.6.a.(1). Accuracy • Deliver correct information.

A.6.a.(2). Brevity • Remove extraneous facts that do not pertain to the event.

A.6.a.(3). Clarity • Aim for clarity by using simple easy to understand words.
• Replace elevated words with simpler text to target an eighth grade reading level.

A.6.a.(4). Consult AP Style Guide AP's style guide helps delivers a professional message:

- Use AP style guide as a professional reference to create news releases in the same style as newspaper articles.
- Managing the message helps to ensure it runs verbatim in the next day's paper.

A.6.b. Parts of a news release The DHS issued a template for use by all DHS agencies.

Releasing information to the media requires the following template elements: required template elements, headlines, and datelines.

A.6.b.(1). Required Template Elements • DHS/USCG header.
• Contact name, phone number, and/or email address.
• "FOR IMMEDIATE RELEASE" and date.
• Headline.
• Story (one page only, if possible).
• "###" "uscg" or "30" at end.

A.6.b.(2).
Headlines

Developing the headline ensures the information is newsworthy. When developing a headline keep these recommendations in mind:

- Understand that the Coast Guard is not why the story is newsworthy.
- Find the news hook and put it in the headline.
- Make maximum use of space.
- Use abbreviations and acronyms only if the general public understands them, but using numbers and eliminating unnecessary words (e.g., articles like “a,” “an,” and “the”) helps get the most information in the least amount of space.
- Do not tell the whole story in the headline – create a hook for the story.
- Apply regular writing to news headline writing:
 - Use simple construction and words.
 - Subject – verb – object (who does what).
 - No complex words or acronyms.
 - Use active, vivid verbs.
 - Be specific.

A.6.b.(3).
Datelines

A dateline:

- Provides necessary information.
- Tells the story’s origin.
- Identifies the release location.
- Provides a city name - entirely in capital letters, followed by the name of the state, country or territory where the city is located.

Add a geographic location as an alternative –this is particularly useful for cutters operating in the Gulf of Mexico or other locations where there is not an actual city.

A.6.c. The
inverted pyramid
style

Writing in the media inverted pyramid style presents the facts arranged in order of importance – most to least. Unlike Coast Guard military messages written in chronological order, pyramid style writing is supported for two primary reasons: space, and tradition.

-
- A.6.c.(1). Space
- Let the facts tell the story. Space is money in the news business and editors do not have time for flowery language.
 - Be economical in choice of words.
 - Deliver the most important facts first.
-

A.6.c.(2). Tradition

The inverted pyramid style originates from the time when reporters sent copy from the West to newsrooms back east across telegraph machines that were unreliable and would often quit mid-story. Putting the important facts up front allowed editors to get the gist of the story.

- Answer who, what, when and where first. These are the initial questions readers ask about any given event. A good lead tells the gist of the story and keeps the reader interested.
 - Let secondary facts appear in the bridge and body.
 - Give the most important first, then give details in the bridge and body.
 - Keep the lead to one sentence, thirty words or less.
 - Lead with the most important “W” - whichever of the “who,” “what,” “where,” or “when” is most pivotal to the story.
 - Use the impersonal who – a generic description – in the lead, unless the story is about well-known individuals, officials, organizations, or corporations. If the story is about several people, more generic terms can be used (“Three people were rescued and ...”)
-

A.6.c.(3). The Bridge

The bridge is the paragraph that connects the lead to the body of the story.

- The acronym WAITS outlines what type of information belongs in the bridge:
 - Ws not in the lead (Why or How).
 - Atribution.
 - Identification of impersonal who(s) from the lead.
 - Tie-back information, if the story is a follow-up.
 - Secondary information.
- Ideally, the bridge is one sentence of thirty words or less.
- If you have one or more impersonal “whos” in the lead, the bridge identifies the individual(s), unless NOK have not been notified or there is another SAPP issue. This is when you might have to break the one sentence with thirty words or fewer rules.

- List deaths or injuries in alphabetical order by last name, regardless of rank or position.
- If NOK have not yet been notified, include “Names of the dead and injured are being withheld until their families have been notified.”
- Specify the remaining releasable information in the copy.
- Do not leave out a piece of releasable information just because it appears unimportant.
- Provide more material than less, in case the editor has a larger spot to fill. More news = good news!
- Contact the media person after sending a release to verify receipt and offer any additional details.
- Do not “sit” on the news, for the following two reasons:
 - News does not age well. At some point, it is just not newsworthy anymore.
 - Reporters have deadlines and the easier you make it for them, the easier it will be on you.

A.7. Media Interviews

The media prefers to interview operators, engineers, decision makers, and technical experts in the field instead of the public affairs specialist (PAS). Conduct interviews:

- In-person.
- On the phone.
- Via web-based communication (e.g., Skype).

Public Affairs personnel either:

- Participate as the interviewee.
- Prepare others to be interviewed.

A.7.a. Preparing for an interview

Interviews communicate beyond the presented content. When preparing for the interview:

- Pay attention to non-verbal communication cues like posture, tone, and facial expression.
- Require the selected interviewee to have extensive knowledge of the subject being discussed.
- Select the interviewee based on competency in the subject matter – regardless of rank.

- Focus the interview effort on an effective response that includes facts, with an appropriate command message.
- Develop a command message.
 - A command message is a theme or bigger-picture idea that the command feels is important to reinforce. Examples include: “wearing life jackets saves lives” or “the Coast Guard is America’s first responder.”
- Connect the requested facts with the command message using “bridging phrases” like:
 - “...but what I want to emphasize is...”
 - “...what’s important to remember is...”
 - “...and this is further proof that...”

A.7.b. Types of interviews

The following sections discuss aspects of the three types of interviews.

A.7.b.(1). Print

- In-person or over the phone.
 - More in-depth.
 - Non-verbals still matter.
-

A.7.b.(2). On-Camera

- Live or taped.
 - Be brief (10-20 second response)!
 - Emotional medium – showing too much or too little can make or break your interview.
 - Look at reporter, not the camera.
-

A.7.b.(3). Live Talk Back

- Immediate coverage.
 - Host is not in same vicinity as interviewee.
 - Look straight at camera.
-

A.7.c. Process

Use the following process elements for conducting an interview:

A.7.c.(1). Preparation

- Develop a written list of possible questions and answers, bridging phrases, and command messages.
- Memorize!
- Pre-interview:

- Introduce yourself.
 - Be personable.
 - Evaluate the reporter's understanding of the subject.
 - Give a brief summary of the subject including a command message.
 - Ask for a deadline.
 - Explain ground rules (e.g., SAPP, on the record, time/length, etc.).
-

A.7.c.(2).
Interview

- Listen – pause – think – respond.
 - Maintain eye contact.
 - Be aware of body language during all interviews.
 - Anticipate questions.
 - Prepare ten to twenty responses for on-camera, live-talk back interviews.
 - Provide answers that include a related command message.
-

A.7.c.(3). Post
Interview

- Ask the reporter if you met his or her needs.
 - Confirm broadcast and/or print date.
 - Give contact information.
 - Be cordial.
 - Thank the reporter and crew.
 - Re-emphasize the command message.
-

A.7.d. Negative
Questions

- When a reporter asks a question with a negative tone, do not repeat the negative.
 - Respond with confidence and reframe the question to present a command perspective.
 - Example: “The Coast Guard didn’t even have the capability to save those people, did they?” Response: “Our sailors and airmen put themselves in harm’s way against daring odds to protect life, but what’s important to remember is that we don’t control the circumstances to which we respond.”
-

**A.8. Public
Affairs Guidance
(PAG)**

The appropriate command level HQ, area, district, or public affairs detachment supervisor (PADET) develops public affairs guidance (PAG) as a mechanism for aligning messages and information.

This guidance ensures that all authorized spokespersons and SMEs:

- Speak with one voice.
- Understand the sequence of release of information.
- Know how to respond to inquiries from the media and public.
- Maintain a consistent message throughout all levels of the organization.

A.8.a. Discussion

PAG is not a communications plan or other strategic product, but a tactical media relations tool supporting an overall communications plan or related strategic product.

Spokespersons or SMEs use PAG primarily to prepare for an interview or by a PAO or PAS who is preparing a spokesperson or SME.

Subordinate commands can use PAG to guide the localization of their media engagement efforts. PAG ensures messaging is consistent with elements used by spokespersons throughout the chain of command.

PAOs coordinate with relevant stakeholders, edit the final document, and own the PAG.

A.8.b. Triggers

PAG triggers include any plan, operation, situation, or issue that needs to sequence and align communication efforts across multiple audiences or groups of stakeholders. Coordination of key messages across various organizational levels triggers PAG creation.

Detachment, district, area and HQ levels can generate PAG, as appropriate.

Areas may request PAG from CG-09222 for emerging issues in their AOR when those issues have Coast Guard-wide implications.

To request PAG from HQ, areas and districts, submit:

- Proposed language and messaging for PAG.
- A written description of the situation or issue requiring PAG.

NOTE:

Not every situation or issue requires PAG.

- Before drafting and routing a PAG, assess the situation's scope.
- When guidance is simple or narrow in scope (i.e., forward all queries to CG-09222) and/or subjects are clearly covered by existing doctrine or guidance (i.e., Guidelines for Release, Privacy Act, FOIA, etc.), follow the most efficient avenues for accomplishing the task.

- Emergent issues are often supported by Fragmentary PAG (FRAGPAG).
 - FRAG PAG guidance contained in appendix (m).

NOTE:

Remember PAG is a tool, not a requirement for conducting public affairs.

A.8.c. Content

Use the standardized PAG template to provide customers a consistent product in form and function.

Aside from the header, footer, and masthead, format PAGs using Times New Roman 12 to remain compatible with other PA products.

- Use AP style guide when writing
 - Public statements.
 - Key messages.
 - Talking points.
 - Questions.
 - Responses.
- Include the following elements in a PAG
 - Subject of guidance.
 - Effective date.
 - Date the PAG becomes authorized for use.
 - Termination date.
 - Date this version of the PAG is no longer valid.
 - Date the PAG is due review or update.
 - Label items with an ongoing issue as “indefinite.”
 - Point(s) of contact – list all relevant points of contact (POCs) including:
 - PA POC.
 - Designated SME(s).

- Partner agency POCs.
- Field unit POCs.
- Designate spokespersons who are qualified to speak on the record as authorized POC spokespersons.
- Background.
 - Detail the “who,” “what,” “where,” “when,” “how,” and “why” for the audience assuming they lack basic information on the subject issue, incident, or operation.
 - Collect the bulk of information from the relevant program, department, division and/or SME.
 - Write for an internal audience as the intended audience for this section is internal to the Coast Guard (AP style not required).
- Situation.
 - Provide an overview and assessment of the condition and discuss the information environment surrounding the PAG subject.
 - Assemble a relevant and informed assessment of media coverage by including:
 - What is being said.
 - Public perception.
 - Areas of concern.
 - Areas of opportunity.
 - Provide links or excerpts from any previous subject-related communication including:
 - News releases.
 - Social media engagement.
 - Relevant websites.
 - Blogs.
 - Other online content.

- Both the background information and situation provide the user with the rationale driving the PA posture and messaging strategy.
- Coordinating Instructions outlines:
 - Instructions for handling information.
 - Levels of release authority.
 - Details for handling inquiries (e.g. “Send all inquiries to CG-09222”).
- Posture.
 - Designates the desired media posture.
- Public/Contingency statement.
 - Create a one paragraph statement with the 5 Ws and H.
 - Define a key message that is releasable.
 - Craft message language suitable for:
 - Opening statements.
 - Release via email.
 - Phone interviews.
 - Message alignment during an interview.
 - Prepare messages in advance as a response tactic for scenarios where:
 - Media requires a quick comment.
 - Availability of an authorized speaker is not possible under short notice.
 - Write in the AP style.
- Key Messages.
 - Key messages are position statements that describe our stance, belief, and viewpoint on a subject.

- Examples:
 - “We are committed to securing our ports.”
 - “We have great working relationships with our federal state and local partners”.
 - “The public can rest assured we will clean this beach and get it back to the condition it once was before the spill.”
- Present information in a 10-second sound bite.
- Provide memorable audience “take-aways”.
- Elements of a good key message.
 - Short.
 - Memorable.
 - Relevant.
 - Positive.
 - Newsworthy.
 - Understandable.
 - Meaningful to the audience - not just the Coast Guard.
- Write in the AP style.
- PAG contains a minimum of three key messages and a maximum of five key messages.
- Talking Points.
 - Serves to support the position presented in our key message.
 - Provides additional amplifying information such as:
 - Timelines.
 - Dates.
 - Resources.

- Avoid listing excessive facts that do not support the message strategy.
- Write talking points in the AP style.
- Questions and Responses (Q&R).
 - Developing a list of potential media questions and responses.
 - Anticipate tough questions.
 - Vet the tough questions through the appropriate chain of command.
 - Prepare the spokespersons with cleared and vetted responses to questions that pose the greatest threat to the organization.
 - Evaluate and define questions beyond the information normally available in releases or fact sheets.
 - Do not waste white space on overly obvious or easy questions.
Examples:
 - “How many people were rescued?”
 - “How many assets were involved in the search?”
 - Include information and a key message for each response.
 - Provide direct answers to questions.
 - Support the key message with a talking point.
 - Use messages and talking points already in your PAG.

NOTE:

This gives the reader an example of what an effective response may look like.

- Write talking points in the AP style

NOTE:

If the posture guidance directs the release of a contingency statement or statements in lieu of media interviews, the Q&R section might not be necessary.

A.8.d.
Coordination and
Clearance

During development and before publishing, PAG authors:

- Establish a process to ensure proper coordination of appropriate staff elements (i.e., OLE, OPS, response, etc.).
- Provide a copy of all final PAG documents to CG-09222.

NOTE:

CG-09222 maintains a central PAG library for reference and archiving.

A.8.e.
Fragmented
Public Affairs
Guidance
(FRAGPAG)

FRAGPAG is an abbreviated, less detailed form of PAG.

- Format one page but no more than two.
- Follow procedures outlined above for a PAG.
- Understand FRAGPAG authors have more flexibility.
- Use the FRAGPAG approach when contents require a more agile, flexible tool.

Use FRAGPAG to:

- Augment existing PAG.
 - Assist Coast Guard personnel in responding to media queries.
 - Provide information when formal PAG is not required.
 - Respond when a specific incident, accident, or emergency requires timely coordination of messaging and dissemination to the field.
 - Guide the field when they need some but not all guidance outlined in a formal PAG or comms plan.
 - Example: When district PAOs are authorized to provide a statement but are directed to forward interview requests to HQ, they would receive the statement but TPs and Q&As would be removed.
 - Use the standard FRAGPAG template attached to this SOP to provide customers a consistent product in form and function.
-

**A.9. SME
Preparation**

Prepare the spokesperson for an interview using the established ground rules in the following section.

A.9.a. Selecting a
spokesperson

A spokesperson is often not the PAO. When selecting a spokesperson, incorporate these elements in the selection strategy:

- Criteria
 - Strategic focus.
 - Big picture awareness.
 - Well rounded.
 - Leadership role.
- Technical focus
 - Topic expert.
 - Close to the issue.
 - Well versed on subject.
- Human interest
 - Personable.
 - Relatable.

A.9.b.
Characteristics of
an effective
spokesperson

- Appropriate level of knowledge
 - Effective communicator.
 - SME.
 - Speaks on topic.
 - Informed of related current events.
- Understands command strategy
 - Focused on a command strategy.
 - Supports global command goals.
- Delivers a story in context
 - Avoids providing personal opinion.
- Confidence of leadership
 - Recognized for positive personal and professional attributes.
 - Accepted representative.

- Desire
 - Ensure SME’s comfort-level with on-camera presentations.
 - Effective presenter.
 - Eagerness is not a primary characteristic.
-

A.9.c. Prepare the spokesperson

Prepare the spokesperson for an interview by including these elements:

- Provide a date, time, and location.
 - Focus of story.
 - Reporter’s bias, topic perspective, and individual reporting background.
 - Interview goals.
 - Requests for information, location, b-roll.
 - Information already provided to reporter.
 - Photography/video: prepare your SME!
 - Message development plan.
 - Use to prep SME.
 - Include news releases, fact sheets, Q&A.
 - Interview techniques.
 - Guidelines or ground rules. Folks debate about which to use.
-

A.9.d. “Murder board”

- “Role play” as the reporter and interview the SME.
 - Develop five interview questions from each topic list:
 - Anticipated and obvious.
 - Positive and service promoting.
 - Negative and provoking.
 - Provide feedback and advice.
-

A.9.e. Pre-interview

- Meet and greet with the reporter
 - Determine knowledge level.
 - Review, correct, and clarify information.

- Inquire as to the primary interview question.
- Provide professional background on SME.
- Define brief guidelines for interview.
- Time, topic, SAPP, on the record, deadlines and broadcast time.
- Provide a press kit.
- Meet with SME
 - Reveal the reporter's focus.
 - Provide any specific questions.
 - Confirm deadline, publication/broadcast time and date.
 - Provide other sources used.
 - SAPP check.

A.9.f. Monitor the interview

- Establish a professional climate.
- Restate guidelines.
- Maintain role as facilitator.
- Turn over interview to SME.
- Watch the time.
- Record and take notes.
- Clear up misunderstandings.
- Remain aware of potential problems during the interview:
 - Inaccuracies.
 - Reporter straying from ground rules.
- Evaluate before interjecting:
 - How sensitive was the information released?
 - How egregious was the trampling of the ground rules?
- Recommended damage control strategy:
 - Protect and maintain the SME's credibility.

- Wait until after the interview to diffuse any issues with the journalist.
 - Remember: superior officers have the discretion to articulate information in his\her preferred management style.
-

A.9.g. Reporter follow-up

- Correct factual errors.
 - Ensure needs are met.
 - Clear up misunderstandings.
 - Follow-up questions.
 - Confirm publication/broadcast time and date.
 - Provide contact info – leave a business card!
 - Reinforce the SME’s key command messages.
-

A.9.h. SME follow-up

- Measure of performance
 - Interview skills.
 - Ability to deliver responses.
 - Measure of impact
 - Include tone, content, and impact in story analysis.
 - Relate effect on audience and command.
 - Provide publication/broadcast time.
-

A.9.i. SME prep - print interview procedure

- Initial call has already occurred.
- Meet with the reporter (who we’ve already met).
- Introduce yourself and explain your role.
- Determine knowledge and deadline.
- Review press kit with reporter.
- Find out what they are looking for, what they are hoping to answer.
- Deliver command message.
- Explain ground rules:
 - Time.
 - Attribution.

- Topic.
- SAPP.
- Follow-up requests go to PAO, not SME.
- Share intel with SME and prep for interview.
 - Explain our role and how we add value before, during, after interview.
 - Provide background on reporter.
 - Ground rules.
 - If there are tough questions, SME can just refer the question to PAO.
 - Review press kit with SME.
 - Answer most important question.
 - Check area for security violations and badges.
- Escort reporter into interview location.
 - Take positive control and make introductions.
 - Review ground rules again in front of both parties.
 - Notify that the interview is being recorded.
 - “The commander’s ready for the first question.”
- During interview:
 - Monitor and take notes during interview.
 - Responses.
 - Non-verbal communication.
- Escort reporter out of the interview.
 - Correct any misunderstandings.
 - Any more information?
 - Date of publication?

- Re-emphasize command message.
 - Debrief SME
 - Self-assess.
 - Go over each question (what was good, what could be better).
 - Publication date.
 - Prediction of impact (manage expectations because the story is larger than the interview).
-

A.10. Editorial Boards

An editorial board is a 45 to 60 minute meeting between an operational commander and a newspaper's editorial board or other media organization to provide in-depth background on-the-record. The outlet often writes a news article and/or editorial on the meeting, but not in every case. Hosting or conducting an editorial boards can achieve several objectives.

An editorial board can:

- Update media outlets on the status of an operation or Coast Guard command.
- Provide a general briefing on a Coast Guard issue and articulate future way-ahead initiatives.
- Educate people who consume the media outlet's information on the challenges and opportunities associated with a Coast guard operation of command.
- Fully explain and articulate the context surrounding a Coast Guard issue in the news.

Editorial boards normally open with a brief statement or overview, followed by a question and answer (Q&A) period. Senior Coast Guard leaders use these to communicate their positions on timely, sensitive, high-interest topics to regional, national or international media.

- Examples of issues that could be the subject of an editorial board include:
 - Communicating a new regulation for the Coast Guard to enforce.
 - Mission execution concerns.
 - Commander's intent.
 - Budget constraints and its effect on operations.

- Any other sensitive subject that cannot be communicated through a news conference or time constrained interview.

The editorial board can consist of, but is not limited to:

- The editor.
- The editorial page editor.
- An editorial board member (writer).
- A reporter who covers relevant issues for the newspaper.
- The editor of the newspaper's relevant section.
- A local citizen.

To prepare for editorial boards, anticipate the issues important to the media and prepare to answer tough questions. Be sure to prepare brief, informal opening and closing statements, and then prepare to open the meeting for dynamic discussions. It is important to take minutes or record the meeting to reconcile any information discrepancies. Commands can initiate an editorial board with a media outlet in their AOR.

A.11. Interview Techniques

Many times, Coast Guard operations spark interest from the news media. Operational commanders must communicate with the news media and public about the operations for which they are responsible. It is Coast Guard policy that those responsible for mission execution should deliver the information about Coast Guard missions to the public and news media. Interviews are the main method journalists use to collect information about Coast Guard operations. When responding to inquires from the news media, be proactive. The following is a guide for a successful interview.

A.11.a. Preparation

Regardless of the information the news media is requesting, the interest for information would not exist if a newsworthy event or issue did not exist. Being proactive means preparing for the interview. Preparation is the key to a good interview. Being in control of the requested information is key to having a successful interview. It is not likely that a person can know all the questions a reporter will ask, but it is never inappropriate to ask what questions to prepare for. If a reporter chooses not to reveal the questions they intend to ask, formulate responses before the interview.

A.11.b. Command Messages

While you probably won't know exactly what a reporter will ask during an interview, there are ways to figure out what kinds of questions a reporter might ask. Make a mental or written list of the five easiest and hardest questions a reporter could ask about the particular topic or event. Prepare one or more command messages related to the topic.

Command messages are information the Coast Guard wants to communicate regardless of the questions asked. Keep each message short and simple. Preparing command messages and responses is the first step to conducting a successful interview.

A.11.c. Location For every television interview, you must select the location of the interview. The general rule for an interview's location is in an environment associated with the newsworthy event. Some examples include: in front of a Coast Guard aircraft, vessel, or building. On-camera visualizations are important.

A.11.d. Guidance on Conducting the Interview The following guidance outlines the beginning to end interview process.

A.11.d.(1). Initial Meeting and Introductions Make sure to provide reporter access to the selected location. Provide an escort at all times. Conduct a formal introduction and offer any assistance as needed. Treat all guests with courtesy, professionalism, and respect. If reporters do not have all the information on the event before the interview, provide them an outline or news release containing the pertinent information on the event, operation, or case.

Explain to reporters what can and cannot be discussed or released, and set these ground rules before beginning the interview. If conducting a news conference, set firm ground rules to promote good order and discipline.

A.11.d.(2). Conducting the Interview Once all preparations are complete, the interview is ready to commence. The reporter asks questions and the interviewee responds, doing his or her best to direct the course of the interview to prevent releasing the wrong information to the public. Make statements people can understand. If a reporter asks an inappropriate or difficult question for which no immediate answer exists, deliver a previously agreed upon command message, or state you will seek an answer and follow up. Repeat key messages as often as possible. Be professional in every capacity from the way a uniform is worn to the way information is being delivered.

When the reporter asks questions, respond vice simply giving an answer. A response is simply a prepared statement developed before the interview takes place. Most public relations practitioners call these talking points.

A response is not just an answer to a question, but a well-crafted combination of an answer and important information. The interviewee must provide two things – information (the piece that answers the question) and a command message (the command's position or perspective on the issue/event).

The response can be thought of as information plus a message.

The following are examples of the difference between answering a question and providing a response:

- Reporter's Question: "Why did the Coast Guard call off the search?"
- **Answer:** "The district Commander directed our unit to stop searching."
- **Response:** "The Coast Guard made the very difficult decision to call off the search after searching an area of over four thousand square miles for three days. Life jackets and electronic radio beacons help the Coast Guard find those lost at sea and save lives."

If the interview is not a live on-camera interview, and you say wrong thing, always ask the reporter to repeat the question so you can issue a correct statement. Even if a reporter pauses for a spokesperson to provide more information, a Coast Guard spokesperson is not obligated to provide more information. Never speculate.

End the interview after conveying all pertinent information. Help the media know what is important and to stay focused on the current issue. When the interview is over, the reporter might ask if you have anything else to add. This is the best opportunity to deliver the command message or overarching USCG position on the event or operation being discussed.

After the interview, correct any errors, clarify any additional requirements, determine the interview's air date, thank the reporter, and escort the reporter off base.

A.11.d.(3). Limits on "Maximum Disclosure, Minimum Delay"

The Department of Defense (DOD) and Coast Guard have set standard limits to its "maximum disclosure, minimum delay" policy to ensure consistency of information released by the many commands, activities, and military bases that make up the Armed Forces. These restrictions are:

- **Security:** Spokespersons must safeguard classified and operationally sensitive information.
 - **Accuracy:** Information sources provide only factual information, they do not speculate.
 - **Propriety:** Appropriate information release from the right source must always be practiced. You must never communicate inappropriate or unnecessary details of Coast Guard operations or issues to the public.
 - **Policy:** Spokespersons must always be aware of Coast Guard's policies regarding the release of information as well as their local command and district information release policies.
-

**A.12.
Responding to
Inquiries**

Inquiries can come directly to public affairs or to the program office. Many people in program offices are comfortable with speaking directly to reporters about their subject matter area. Reporters who are familiar with these people often call them directly, bypassing public affairs altogether. If you have a trusted SME who takes reporters' calls directly, you should connect with that person so he or she tells you when he or she speaks to a reporter. This is not for them to gain approval, but so you are aware of a possible story coming out and not blindsided by its publication and any feedback or issues it creates.

- There is no such thing as “off-the-record.” Interact with journalists assuming they are recording everything you say which they can use in the story. Good journalists work to ensure an accurate and fair story, but you must always be aware of who you are speaking to – someone who is looking for a story nobody else has.
- Do not speculate, give a personal opinion, or guess. Provide only the facts.
- Discuss only the subject and what you know about it. If the reporter asks you questions that you know nothing about, politely say “I’m sorry, but I can’t speak to that. I’ll see about finding the appropriate contact for you about that.”
- Describe scenarios using correct terminology and repeat descriptions when the reporter provides an incorrect description. Do not accept terminology with which you do not agree.
- Ask a reporter to repeat the question if you do not understand it.
- Anticipate on-camera scenarios (either taping or a giving a live interview), and become familiar with potential requests, situations, or terminology being used to provide instruction to you, by politely asking the reporter or producer to explain the situation and what is being asked of you.

**A.12.a. Response
Guidelines**

When you receive a reporter’s telephone or email inquiry, ensure you get the following information:

- The reporter’s name, contact information, and media outlet. College newspapers, association publications, or similar entities count as media outlets.
- The exact nature of the request. Is it a comment on a situation, a request to speak to an event participant (such as a rescue swimmer), or basic information?

- Consult the PAG, if available, for information on the subject matter – what is the Coast Guard’s posture on the subject? Is there a response in the Q&R section?
- If you must contact a SME for a response, be sure to provide as much information as possible aside from the query itself. Work with the SME to ensure that you provide as complete a response as possible for the reporter. Explain to the SME that he or she should speculate or express opinions in the response, and that any information provided should be available to any member of the public. Also, make sure they know if there is a deadline for the information.
- Respond to the reporter as promptly as possible. If you cannot make their deadline or need more time to get the information, be sure to let them know as soon as possible so you can get extra time to respond to the query. If that is not possible, simply say you are sorry you are unable to get the needed information by the deadline.

**A.13. Public
Affairs
Deployment
Guide**

PAs deployed independently or in small groups are responsible for carrying out public affairs missions in coordination with the operational units to which they are assigned. PAs use multiple tactics learned throughout their careers to maximize efficiency and develop quality products that effectively publicize and promote operational missions.

A.13.a. Overview

PAs have a large responsibility when deployed in support of a contingency or other operation. A PA’s job is more than simply taking photographs or gathering video. A PA’s job is to communicate, and gathering imagery is only one means of communication.

Deployed PA responsibilities include, but are not limited to: writing feature stories, gathering imagery, producing informative and educational multimedia productions, and serving as a public spokesperson when needed.

If drafting a news release, always route the release for approval through the supported unit’s or mission’s chain of command. The district PAO must clear all releases when supporting units or missions in one district. The area PAO approves all releases if involving more than one district, or supporting a unit or mission assigned to, or under the operational control of, an area command. CG-0922 or DHS Office of Public Affairs must approve all releases for incidents of national significance or other highly visible operations when appropriate. It is critical that any information requiring district, area, Headquarters, or DHS clearance be processed appropriately.

Just as with drafting a news release, it is imperative that all information, imagery, and products be shared with the appropriate information releasing authority. The serving district or area External Affairs Office (EAO)

needs a copy of everything gathered or produced, including raw and unreleased photos and video. Send these materials as soon as possible. PAs must be especially resourceful when the infrastructure or technology limitations impede the ability to transfer large amounts of imagery or information. Networking with Coast Guard, DOD, or civilian IT specialists who can assist with transferring data or imagery, is a key objective to get the products and information gathered to the right sources.

A.13.b. Written stories

The easiest and fastest way to communicate a message is through the written word. When aboard a cutter or in an area with limited or no internet connectivity, transmitting written stories takes minimal bandwidth and can be transmitted via email to numerous internal and external sources.

Feature stories do not need to be lengthy, but they need to be long enough to convey the operation being supported. Each feature should stand-alone and tell its own story. Do not write stories that read like a ship's log or have a chronological sequence with other stories. Each story should be unique, creative, and insightful. Ensure a diverse set of missions and (more importantly) people are captured. This is essential to a successful and impactful campaign.

A.13.b.(1). Distribution

Deployed PAs follow the same guidance for information and product distribution as they would for drafting a news release. Product and information distribution must be coordinated with the appropriate release authority.

A.13.c. Videography

There is a constant and persistent need for high-quality, high-definition video. Such video is used in numerous television productions, Coast Guard training, and presentation materials used by Coast Guard personnel.

A.13.c.(1). Objective

As experienced video professionals, the PA's role is paramount in successfully obtaining high-quality video footage of operations. During deployments, PAs obtain and document multiple events and scenarios supporting various imagery and multimedia initiatives.

A.13.c.(2). Stock Imagery

While deployed, PAs must capture and collect a vast amount of stock imagery. Follow all guidelines for video footage quality standards including being properly stabilized with good audio to ensure video footage.

Stock video footage is an absolute staple for any video library. Be sure to film entire sequences, including capturing long shots, medium shots, close-ups, extreme close-ups and all other various angles of significant operations being documented.

A videographer does not need to document an entire event or evolution, but must be sure to take clean, crisp video with good audio in ten to twenty second segments (unless the action or subject dictates otherwise), and avoid zooming and panning while filming.

Whether or not the footage is used for an actual project, the PA must transfer all video footage to the servicing public affairs office to use, distribute, and archive.

A.13.c.(3).
Video Projects

The elements of telling a story through a visual medium are the same for telling a story through a written feature.

During deployments, PAs can produce several video products to highlight the missions and people of the operation.

For video projects, as with a written feature, a PA must conduct interviews. On-camera interviews are used with other footage obtained from operational documentation.

Short video projects should not last more than three to four minutes (unless the subject and the visuals dictate otherwise), and every video must meet requirements in the AP Stylebook, including having proper video slates.

A.13.c.(4).
Distribution

Due to internet connectivity, bandwidth limitations, and video file sizes, transmitting video from remote locations may not be possible. Use any in-port opportunities and the previously mentioned networking opportunities to facilitate video transmission. Some examples include using local Wi-Fi connections at restaurants, libraries, or public places offering free Wi-Fi, or the ship's WSIII system when connected to shore power and communications.

A.13.d.
Photography

Capturing compelling photography is just as important as video and written stories.

Remember to always follow applicable image capture policies when producing photographic images.

A.13.d.(1). File
Optimization

Per DVIDS/DIMOC operational agreement, transfer all imagery released with the Defense video and imagery distribution system (DVIDS) to the Defense Imagery Management Operations Center, as Coast Guard assets. DVIDS also transfers imagery to the National Archives and Records Administration per reference (a) and on the advice of the Coast Guard Office of Public Affairs (CG-0922).

To ensure Coast Guard imagery is widely available to the public, it must be released at the highest possible quality in the most accessible format.

Use the following settings to ensure proper archiving:

- Use your particular camera model's procedures to download and save imagery to a folder.
- Save submitted imagery in the highest quality JPEG file format. If your images are not already saved as JPEGs, or you are not sure, open Photoshop and save the images with the following settings:
 - File Format: JPEG
 - Quality: Highest possible
 - Format Options: Baseline optimized
 - Filename: Use a Visual information reference identification number (VIRIN) for the file name. Make sure the VIRIN used for the filename matches the VIRIN used in the file.

NOTE:

Do not make any color corrections, or change the file size, the image size, or the resolution. Also, do not crop your images.

A.13.d.(2).
Distribution

At a minimum, upload all photographs to the following:

- DIVIDS.
 - The Coast Guard Compass: Notify the CG Compass whenever photos are released so they may re-distribute the materials to additional audiences.
 - Individual hometown newspapers: Once approved for release and uploaded into DIVIDS, release photos of individuals to their hometown newspapers (daily and weekly), including the name, age, and hometown in the caption.
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Section B: Entertainment Media Relations

B.1. MOPIC Guide to Supporting Entertainment Productions

The following Motion Picture and Television Office (MOPIC) guidance should help Coast Guard personnel and units understand the processes for supporting entertainment media productions.

B.1.a. General Guidance

MOPIC is the only Coast Guard entity authorized to support entertainment or non-news television shows and major motion pictures. MOPIC is a Headquarters-designated public affairs office with authority to sign legal contracts known as production assistance agreements (PAA). PAAs specifically-addresses liability and provide a layer of protection for Coast Guard commands.

MOPIC's mission is to enhance public awareness and understanding of the Coast Guard, its members, and its missions through a cooperative effort with the entertainment industry at no additional cost to the U.S. taxpayer. The service is well-regarded for its successful collaboration with the entertainment industry.

B.1.b. Specific PAO Guidance

PAOs must follow the guidance below when engaging with any member of the entertainment industry:

- Immediately route all entertainment industry inquiries, requests, and visits to MOPIC. Production companies often contact local Coast Guard units directly, inadvertently or intentionally bypassing the established vetting process. Units must not engage these contacts beyond referring them to MOPIC.
 - PAOs must not sign any forms provided by the entertainment industry to Coast Guard commands and members. This includes image and location release forms. Often, productions filming on commercial and recreational vessels unintentionally film Coast Guard members conducting vessel boardings. Before they can use the footage, the production asks Coast Guard members to immediately sign image release forms. Coast Guard members do not have the authority to release their images while on-duty and expose themselves to potential liability by engaging. Refer the production to MOPIC.
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B.1.c. Coast
Guard Support
Criteria

Coast Guard support of entertainment productions requires written confirmation that the project will air on a U.S. television network or be released by a motion picture studio. The projects must accurately portray Coast Guard members, missions, and assets. The requested Coast Guard unit's CO or OIC ultimately approves resource support for the project once MOPIC vets and approves the request. The production company or studio signs a PAA and provides a certificate of insurance.

- MOPIC requires at least two weeks to properly vet an entertainment request and obtain all necessary documentation including a signed PAA and certificate of insurance. Short-fuse requests for immediate filming are not realistic and declined outright.
- The entertainment industry is a competitive marketplace where production companies lobby, pitch, and market new ideas to television networks and movie studios. The Coast Guard does not support developing these marketing tools (often referred to as “teaser” or “sizzle” reels). Some productions attempt to film an entire show without confirmed network distribution. These are referred to as pilots or pilot episodes, and are not supported by the U.S. Coast Guard.
- Commands request MOPIC approval to host or approve of any filming, meetings, or location scout visits by entertainment company producers or their representatives until MOPIC approves the producers request or there is a signed PAA.

Production companies, writers, and other creative entities often contact units directly to obtain historical case information, research life at a type of unit, or seek other insights about the Coast Guard.

These visits and inquires can be very distracting to commands and incredibly time consuming. Refer these to MOPIC – do not engage.

- MOPIC focuses Coast Guard support on projects that will reach and educate the American public. MOPIC declines projects without confirmed distribution to a U.S. audience.

B.1.c.(1). Student
and Independent
Films

- The Coast Guard does not support student films. These films lack required distribution, often cannot provide adequate insurance, and frequently become reliant upon the Coast Guard to support distribution.
 - The Coast Guard does not support independent films. These films lack required distribution, often cannot provide adequate insurance, and frequently become reliant upon the Coast Guard to support distribution. The Coast Guard receives countless independent film requests and must remain firm to this policy without exception or waiver.
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B.1.c.(2). Advertising	<ul style="list-style-type: none">• Using Coast Guard personnel, equipment, and facilities in advertising productions is prohibited because of the potential for actual, implied, or perceived Coast Guard endorsement of the products or services. If a request for advertising support arises, contact your local PAO.
B.1.c.(3). Educational Materials	<ul style="list-style-type: none">• Route requests to use Coast Guard resources for creating educational materials and DVDs for use in schools, universities, corporations, and non-profit organizations through MOPIC for consideration.• MOPIC works with CG-09223 and the representing legal staff to determine if support is appropriate, then MOPIC or the servicing legal staff issue an approval or disapproval.• This project genre is often complex and requires significant time to review, vet, and ultimately determine support.
B.1.c.(4). Filming on Coast Guard Property	<ul style="list-style-type: none">• No filming on Coast Guard property will occur unless the project contains Coast Guard-centric content.• The service frequently receives requests to film at Coast Guard lighthouses or at a unit with waterfront access including cutter pier spaces. These requests do not feature or represent the Coast Guard and are immediately declined.• The U.S. Coast Guard avoids competing with commercial or private enterprises. This is most relevant with requests to provide a Coast Guard asset to serve as a filming platform for a project without Coast Guard content. These requests are more appropriate for a chartered commercial helicopter or boat. MOPIC declines these outright.
B.1.c.(5). Imagery	<ul style="list-style-type: none">• The Coast Guard does not license service video, still images, or stock footage (also known as “b-roll”).• All officially released Coast Guard imagery is public domain.• Submit imagery requests to MOPIC to obtain higher quality or higher resolution footage.
B.1.c.(6). Celebrities	<ul style="list-style-type: none">• MOPIC does not facilitate inviting celebrities to Coast Guard functions, and does not maintain a database of celebrity contact information.• Past experience shows that cold calling a celebrity, who has no existing relationship to the Coast Guard or to a specific unit, is ineffective.• It is best to leverage existing relationships with local talent and established port partners for fulfilling dignitary-level attendance to unit events, ceremonies, and formal dinners.

B.1.c.(7). Coast
Guard Personnel
Participation

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- Coast Guard members must route requests through their chain of command before applying for participation in any reality show.
 - Coast Guard members must be on leave or in a liberty status for non-MOPIC entertainment projects.
 - Permissive orders are prohibited.
 - Coast Guard members must also route requests through their chain of command before applying for participation in any game show.
 - Coast Guard members must be on leave or in a liberty status for non-MOPIC entertainment projects.
 - Permissive orders are prohibited.
 - Coast Guard members can attend a film screening or premiere without MOPIC approval as long as the event is open to the public without restriction and there is no admission charge. Members should exercise discretion on whether or not to wear their uniforms to these events. MOPIC can provide a case-by-case review if requested.
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B.1.c.(8). OPSEC
Considerations

- OPSEC is critical, and must be an integral part of the PAO mission. MOPIC ensures there are additional ground rules covering filming Coast Guard law enforcement missions, filming in Coast Guard command centers, as well as filming other OPEC sensitive items.
 - It is important that the PAO develop a written contract between the service and the production companies, ensuring MOPIC reviews the content before it is aired or released to the public.
-

B.1.c.(9). Notice
of Entertainment
Projects with
Coast Guard
Content

- MOPIC employs several venues to update Coast Guard members and families on when the next entertainment project with Coast Guard content will air on television or be released in theaters.
 - District PAOs get weekly updates to share within their AOR.
 - The Coast Guard social media team often broadcasts future airdates and release dates via the official Coast Guard Facebook and Twitter accounts, allowing internal and external audiences to self promote.
 - Projects that clearly highlight mission capabilities and/or educate the public on the U.S. Coast Guard are often highlighted on the official Coast Guard blog – the Compass, which can be found at www.uscg.mil.
 - MOPIC also provides air dates and release dates directly to all units that supported the project in question.

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- The U.S. Coast Guard receives hundreds of entertainment support proposals each year, but very few meet the service's strict criteria. This high standard ensures that valuable Coast Guard resources are only engaged for legitimate entertainment projects that ultimately tell the Coast Guard story directly to the American public. The Coast Guard continues to enjoy remarkable success in safely, effectively, and appropriately supporting entertainment projects. Coordination by MOPIC staff, and district and unit PAOs ensures continued success
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B.1.d. The
Entertainment
Media
Engagement
Process

This section gives a sequential overview of the process of engaging entertainment media:

1. Project(s) pitched to MOPIC.
 - a. Network, Studio, or Production company comes directly to MOPIC.
 - b. Network, Studio, or Production Company routed to MOPIC by area / district PAO (or USCG operational units) or DOD Entertainment Liaison Offices.
 - c. MOPIC successfully cold-calls network, studio, or production company.
2. MOPIC engages project.
 - a. Provides Letter of Introduction, outlining criteria for production support.
 - b. Provide production questionnaire, soliciting project specifics from the production.
3. Project meets initial criteria.
 - a. TREATMENT/SCRIPT/NARRATIVE received.
 - b. LETTER OF INTENT or phone call from Network indicating commitment for venue of distribution.
 - c. [optional]: DVD of previous work; most-current distributed project.
 - d. [optional]: Project listed on IMDB Pro.
4. Project prioritization.
 - a. CHRONOLOGICAL: Focus efforts on the ones due to film first.
 - b. COORDINATE: The hardest work for MOPIC is upfront coordination between USCG operational assets and the production company; things get easier after coordinating and completing an action plan.

- c. CATEGORIZE: If you have to choose which projects to give your attention to, the order of priority is:
 - (1) Major motion pictures.
 - (2) Dramatic television airing prime time.
 - (3) On-going series with significant USCG content.
 - (4) Documentaries focused solely on USCG content.
 - (5) Documentaries in which USCG is in a supporting role.
 - (6) Any project with limited distribution.
 - (7) Any project in development; network distribution NOT confirmed.
- 5. MOPIC assesses project
 - a. Appropriate: Is the project (and venue) an appropriate context to portray the Coast Guard?
 - b. Accurate: Will the project accurately portray the Coast Guard?
 - c. American: Will the final product be viewed by a U.S. audience?
 - d. Safe: Is this evolution safe?
 - e. Gut-feel: is this project worth (exposure, audience viewership, etc) the effort (coordination) and cost (use of USCG members and assets)?
 - f. MOPIC references imdbpro.com as a verification mechanism.
- 6. If “NO...”
 - a. See if any changes / adjustments are possible to meet the 5 criteria.
 - b. If that is not possible,
 - (1) Politely decline the project.
 - (2) Invite the production company to work with you on a future project.
 - (3) Inform [if necessary] area PAOs that we are not supporting this project, and the district PAOs (and the Commands within their AOR) should not support.
- 7. If “YES...”
 - a. MOPIC Confirms Request
 - (1) Location: At what location does the production company want to film?

- (2) Date: On what day/dates does the production company want to film?
- (3) Assets: What USCG assets does the production company want to film?

b. MOPIC Aligns Assets

- (1) Email: Contact sector / air station PAOs in desired port/location with requested asset, dates
- (2) Copy: area PAO and district PAO
- (3) Craft: IAP once incident action plan (IAP) is confirmed

8. MOPIC incident action plan (IAP)

For larger productions that require extensive planning, the project officer designs a MOPIC-specific IAP to articulate the support being provided to the production project.

Guidelines for a good IAP include:

- A comprehensive executive summary that makes sense to a diverse USCG audience and the entertainment production company.
- Capture as many specifics (dates, time lines, addresses) as possible.
- Develop a thorough contact list for all key representatives.
- Add any relevant data (maps, safety messages, etc.).
- Be mindful of OPSEC restrictions as not all details of USCG operations need to be in writing.

9. MOPIC routes IAP.

a. Email a draft to all affected USCG Units.

- (1) Send “To” the PAOs and OPS at each supporting command.
- (2) “CC” designated operators (pilots, coxswains, OODs).
- (3) “CC” area PAO(s), district PAO(s), and PADET supervisor.

b. Email a draft copy to the production company.

c. Incorporate all received edits/changes into a final draft.

10. MOPIC covers every minor detail.

a. Inform area/district PAOs and ensure there are no issues, conflicts, or concerns.

b. Inform PADET supervisor; no issues/conflicts/concerns.

c. Inform Captain of the Port (COTP) / sector commander via sector PAO.

- d. On-the-water event? Have sector PAO ensure:
 - (1) Chief of Waterways Management (WWM) is aware – no permit required; no conflicting events.
 - (2) Command center supervisor is aware – no issues with VTS (if applicable).
 - e. Aviation assets? See if CG-711 is requires a waiver; good practice to provide them FYI.
 - f. Non-US citizens on production team?
 - (1) Check with International Affairs. Best practice is a twenty days heads-up.
11. MOPIC prepares to execute production
- a. IAP in final form, clearly explaining the level of provided support.
 - b. PAA signed by both MOPIC and executive producer; Appendix (b) of this TTP reflects the support listed in the IAP.
 - c. PAA has a project number assigned by MOPIC.
 - d. Certificate of Insurance provided by production company to MOPIC, insuring all assets supporting the production.
12. MOPIC supports USCG-wide public affairs mission.
- a. Establishes terms between production and PADET, allowing on-scene photography (official Coast Guard).
 - b. Investigates options for a joint press release (if desired/approved by the production company).
 - c. Investigates options for a local news crew to cover (if desired/approved by production company).
 - d. Investigates options for USCG Compass (service blog).
 - e. Provides FYI to CG-092, area PAOs, affected district PAO.
13. QUESTION: What if production requires a non-MOPIC USCG member to receive funded travel/lodging/per-diem from the production company?
- a. Itemize total reimbursement estimate (airfare, overnight lodging, etc).
 - b. Email gift offer, expenses, copy of PAA, reason for recommending gift acceptance to USCG legal, and “CC” senior MOPIC staff member.

NOTE: A “gift” is different than funded-support covered by PAA.

Three forms of funding include:

- Direct reimbursement of MOPIC member (via PAA terms).
- Direct reimbursement of USCG member (via PAA terms).
- Reimbursing MOPIC/USCG members for CG-funded travel (via “gift” which CG-0944 must vet).

14. MOPIC facilitates planning meeting.

- a. MOPIC requires a planning meeting 24 hours before shooting.
- b. MOPIC schedules a week-ahead conference call when appropriate (i.e., major motion picture).

15. MOPIC facilitates safety meeting.

- a. MOPIC requires a safety meeting before actual filming begins.
- b. Production company and key POCs from each USCG command supporting the shoot attend and approve the IAP one more time; address any final changes.
- c. Key personnel should include assistant director, marine coordinator, aviation coordinator, MOPIC project officer, aircraft pilot, small boat coxswain, cutter ops officer, safety officer, etc.

16. MOPIC executes production

- a. All parties arrive on-set.
- b. Start filming.
- c. Conclude filming.
- d. Mission complete.

17. QUESTION: Who should appear on-screen /on-television?

- a. Start with a large pool of everyone assigned to the USCG command(s) supporting the production.
- b. Narrow the pool to the high performers (think: Sailor of the Quarter material), and members who:
 - (1) Want to be filmed.
 - (2) Look good on camera (trim appearance; sharp uniform; well groomed).

- (3) Are photogenic, articulate, and capable of engaging the camera/interviewer well.
 - c. Finally, if the opportunity exists, look to promote under-represented demographics from among the pool of high performers in your command.
- 18. QUESTION: Beyond safety, what else should XO/XPOs worry about?
 - a. Do members know the policy for taking personal photographs / requesting autographs / posting blogs and pictures of the shoot? [MOPIC should provide a 1-page guide]
 - b. Do members know how to wear uniform correctly?
 - c. Do members know which uniform to wear?
 - d. Do members comply with grooming standards? (i.e., side-burns; clean-shaven).
 - e. Are members being discrete with their tattoos (i.e., can sleeves be rolled down on ODUs, etc)?
 - f. Are members wearing professional-looking, solid, dark colored sunglasses?
 - g. Are unit ball caps in the same type face, same color, and not faded or grungy?
- 19. QUESTION: What is a successful shoot?
 - a. Safe:
 - (1) No lives lost.
 - (2) No personnel injured.
 - (3) No property damaged.
 - b. Secure:
 - (1) No violations of OPSEC.
 - c. Successful:
 - (1) Coast Guard filmed in accurate, authentic, and appropriate context.
- 20. Production follow-up
 - a. Maintain contact with the production company in order to coordinate review of the rough cut.
 - b. Upon reviewing rough cut, send feedback and requested changes to production company.

- c. Again, follow-up on the expected air date; promulgate to all concerned parties.
 - d. If project is a major motion picture, provide end credits.
21. Air date /release date confirmed
 - a. Update CG-092 weekly report.
 - b. Update MOPIC Website.
 - c. Inform area PAOs.
 - d. Inform key POCs, Friends of USCG, etc. (need to develop a MOPIC “bang-list” for mass emailing).
 - e. Consider using USCG Blog and/or COMREL outlets to use “viral marketing” (e.g., “Paranormal Activity” promotion campaign).
22. Watch and enjoy
 - a. Email the production company immediately after airdate, thanking them for telling our Coast Guard story to the Nation.
23. MOPIC receives DVD copies
 - a. MOPIC retains one copy for its library records.
 - b. MOPIC provides copies to supporting unit(s) and CG-0922.
 - c. If extra copies allow, provide copies to the unit/district PAO or resource manager.
24. Archives – ensure shared drive project folder has:
 - a. Final IAP.
 - b. Scanned/signed PDF of PAA.
 - c. Scanned copy of certificate of insurance.
 - d. Any other relevant documentation.

**B.1.e. The
Production
Assistance
Agreement
(PAA)**

The production assistance agreement (PAA) is the legal document the USCG uses to commit support for entertainment projects. The PAA is preferred over a production company contract because the PAA contains language and terms the USCG Judge Advocate General’s (JAG) Office (CG-094) previously vetted and approved. The language and terms are similar to those used by the DOD.

- 14 USC 659 is the law that allows MOPIC to exist and support entertainment projects <http://codes.lp.findlaw.com/uscode/14/1/17/659>

The MOPIC senior member can sign the PAA. Other members can sign in his or her absence, by direction.

MOPIC is authorized to edit/revise the PAA templates on a project-by-project basis; however, MOPIC does not have the authority to edit/revise litigious direction from CG-0945 (Claims and Litigation).

The PAA is an important contract that addresses:

- Cure period for halting production when things go awry and require some thoughtful review and reconsideration before resuming filming.
 - Commitment of the project's intentions/version that will be filmed and ultimately aired/released.
 - Safety requirements for guiding the production crew to meet USCG standards and expectations.
 - Restoration requirement to ensure the physical condition of USCG assets and facilities is not degraded because of participation in the project.
 - Authorized reimbursement terms to ensure no additional taxpayer funds are expended in support of the project, and to allow receipt of the reimbursement without declaring it a gift.
 - Image release of our members, assets, and logos. This allows USCG members to participate in filming projects on-duty without becoming personally liable by signing individual image releases.
 - Liability release to ensure both the USCG and the production are protected from frivolous lawsuits due to participation in the project.
 - Insurance requirement for the production to obtain proper insurance and provide proof of the same to the USCG.
 - End credit acknowledgment at the end of the show/film.
 - Authorized receipt of copies of the project on DVD as well as promotional materials without declaring them a gift.
 - Rough cut review or advance screening allowing the USCG to see the project and provide input to the production on the portrayal's accuracy, authenticity, and appropriateness.
 - Participation approval for USCG members to attend a screening (not listed in the TV PAA).
 - Morale fund donation guidance for the production, if they opt to make a donation.
 - Terms of support and reimbursement.
-

B.1.e.(1). Script	<ul style="list-style-type: none">• PARAGRAPH 3 (SCRIPT) – if the production company is unwilling to provide a full script (or allow a reading of the full script) and insists on script pages only, the USCG declines the project. The USCG must understand not only the scene, but the context of the scene within the entire project.
B.1.e.(2). Project Officer Travel	<ul style="list-style-type: none">• PARAGRAPH 8 (TRAVEL FOR THE PROJECT OFFICER) – required for every motion picture filming. Should be employed for every episodic TV filming. This is not necessary for small, safe (no OPSEC issue) documentaries. This should always be employed for OPSEC-sensitive documentaries (HITRON, MSST, TACLET, PSU). For reality series (filming on-location for greater than two weeks), this must be employed to host/facilitate an on-site planning meeting. If the production is unable or unwilling to fund this travel, the USCG declines the project.
B.1.e.(3). Liability	<ul style="list-style-type: none">• PARAGRAPHS 10A and 10B (LIABILITY) – if the production insists on changing the language, USCG will need to decline the project. MOPIC does not have the authority to change this language. Further, CG-0945 has made clear they will not consider any changes to these paragraphs.
B.1.e.(4). USCG Photographer	<ul style="list-style-type: none">• PARAGRAPH 10F (USCG PHOTOGRAPHER) – if the production is unwilling to allow an official USCG photographer on-set to document the project, USCG will need to decline the project. The only alternative is for the production to agree in writing to take their own pictures with their photographer and provide them to the USCG within one week of filming.
B.1.e.(5). Rough Cut Review	<ul style="list-style-type: none">• PARAGRAPH 12 (ROUGH CUT REVIEW) – if the production is unwilling to allow a rough cut review (or advance screening), USCG will need to decline the project. This applies to episodic TV with short turn-around times.
B.1.e.(6). DVD Copies	<ul style="list-style-type: none">• PARAGRAPH 17 (DVD COPIES) – if the production offers fewer than the 10 required copies, the USCG must ensure there are enough copies for each USCG supporting unit and one for MOPIC. If the production is unwilling to allow that number, the USCG declines the project.
B.1.e.(7). Television, Films, Location, and Imagery Release	<ul style="list-style-type: none">• MOPIC uses different versions of the PAA for television, films, location and imagery releases.

B.1.e.(8).
Changes to PAA
Template

-
- MOPIC makes few, if any, changes to the PAA templates; they are already vetted by CG Legal.
-

B.1.e.(9).
Incomplete
Projects

- MOPIC will walk away from demanding projects.
See: Appendix C: PAA Template Imagery, Appendix D: PAA Template Location, Appendix E: PAA Template Movie, Appendix F: PAA Template Television.
-

Section C: Community Relations

C.1. Coast Guard Art Program (COGAP)

We encourage Coast Guard units to approach museums, libraries, and other educational venues in their areas to determine if there is interest in hosting an exhibit of Coast Guard art. Venue curators can ask for specific works from the collection on view at the program's webpage http://www.uscg.mil/community/Art_Program.asp. Curators can also ask for CG-09223 assistance in developing exhibitions.

Venues interested in displaying art must forward their requests to Commandant (CG-09223), which will then work directly with requesting venue.

C.1.a. Procedures for Loans of Original Artwork to Non-Coast Guard Entities and Community Outreach

Interested venues must provide CG-09223:

- Completed facility report provided by CG-09223.
- Information on their organization.
- Purpose of the exhibition.
- The number of works and the length of time for which they are being sought.
- Demographic information on the anticipated audience to include the number of military/nonmilitary visitors.

Work with Headquarters PAO to promote effective exhibition outreach:

- Prepare and disseminate press materials to local media and post on the appropriate Coast Guard website(s).
- Respond to requests for speakers in support of exhibit opening(s) and educational programs related to borrowed materials.
- Increase visibility and encourage exhibit attendance by arranging supporting community outreach events.

C.1.b. Procedures for Intra-Coast Guard Loans of Original Artwork

Due to increasing interest of museums and other venues for loans of COGAP art, these guidelines apply:

- Understand that original art cannot be provided for use in private offices, decoration, or change of command ceremonies below the Flag level.
- Communicate the program can loan a maximum of two pieces of original art to public areas of offices for flag and senior executive

service (SES) level leadership.

- Allow two pieces for representational quarters at two-star and above as required.
- Advise all original art on loan internally remains part of the art program and can be recalled for external display as needed.

USCG art can be made available to units when they host various public constituencies and local leadership. Follow these guidelines:

- Display art in high traffic areas visited by both community leaders and the general public.
- Ensure display areas are either attended or locked when personnel are not present.
- Do not display artwork near food service areas.
- Display artwork in temperature controlled environments.
- Protect artwork from direct sunlight.
- Plan long term displays of several weeks to months.

Unit artwork requests:

We encourage units to obtain quality-framed reproductions on canvas for all other internal displays.

- High- resolution files can be downloaded from www.dvidshub.net and these files can be used to create reproductions.
- Acquired reproductions become the permanent property of the office obtaining them.
- Complete the form on the art program webpage http://www.uscg.mil/community/Art_Program.asp.
- Secure approval of the request by an O-6 level supervisor.
- Units receive email notification approximately six weeks after the request indicating loan approval and artwork availability.
- Requests by units for displays require a six-month lead time.
- The borrowing unit bears all transportation costs for the return of art to the exhibit center.
- Units are responsible for properly packing artwork for its return shipment.
- Return art to the attention of Collection Manager, Coast Guard Exhibit Center, 7945 Fernham Lane, Forestville, MD 20747-4518.
- Immediately notify the art program coordinator if art:

- Arrives damaged.
- Appears lost or stolen.
- Becomes damaged.

C.1.c.
Reaching out to
Coast Guard
Artists

Units' community event planning includes inviting artists residing in their district as a way of acknowledging the contributions of Coast Guard artists to the service.

Suggested events include:

- Ship's christening.
- Unit open house.
- Guest speaker events.
- Important social functions such as a Coast Guard Foundation dinner.

Visit the community relations webpage for Coast Guard Art Program information. This link contains contact information for active artists by district:

- <https://cgportal.uscg.mil/delivery/Satellite/CG092/COMREL>.
- To search the site by artist, check the box on the upper left side labeled "Search This Album" and enter the artist's name in the "Search the Gallery" bar.

As units reach out to Coast Guard artists, Commandant (CG-09223) can provide insight on the artists and previous interactions with units via the art program website.

We encourage units to let Commandant (CG-09223) know of activities and missions for consideration as subjects of paintings by Coast Guard artists.

**C.2. Naming
Board of Cutter
and Shore
Facilities**

Cutters and facilities are highly visible and represent the Coast Guard in a public setting. It is important to ensure that names of cutters and facilities properly represent the Coast Guard. The naming process is significant and lengthy to ensure that only the most suitable of names are chosen to represent the Coast Guard and its core values of *Honor, Respect, and Devotion to Duty*.

C.2.a. How to
Apply

District commanders and commanding officers of HQ units forward applications to Commandant (CG-09223) via the chain of command.

- Initiate "names for facilities" nominations to arrive at least 90 days before the anticipated date of a dedication ceremony.
- Provide as much detail as possible in the recommendation to assist the

board and historian in researching the suggestion.

Include in shore facilities nominations:

- Type of facility being named.
- Background information on the nominee.
- Anticipated date of the dedication ceremony.
- Command endorsements.

Include in cutter nominations:

- The type of cutter (e.g., FRC, NSC, OPC).
- Background information on the nominee.

C.2.b. Naming Standards

Apply these standards to naming buildings for individuals who have historical significance to the Coast Guard. Standards for designated Coast Guard personnel include, but are not limited to:

- First, last.
- Individuals who died in action or line of duty.
- War heroes.
- Individuals who have had a significant impact on Coast Guard history.
- Lifesaving, lighthouse and revenue cutter service personnel.
- Persons who have earned lifesaving medals.
- Naming an individual who's significant to the Coast Guard, the local command, or the mission of the facility is an honor.

NOTE: **Shore facilities do not require naming.**

- Cutter naming honors:
 - Significant geographic locations.
 - Distinguished service members.
 - Key persons shaping Coast Guard history.
 - Secretaries of the department under which the Coast Guard has or is serving.
 - Important events throughout Coast Guard history.
 - Other service ships that were manned by Coast Guard personnel.

- Famous past cutters.
- Flowers or trees; birds; lakes; Indian tribes; Greek gods; winds; bays; rivers; islands; points; capes; tools; nautical gear (e.g., vice, bitt, chock, anvil, etc.).

NOTE:

The naming board has the flexibility to consider additional categories that a nominating official substantiates as appropriate.

- Interior compartment nominations are not required to go before the board for approval. Examples of these include:
 - Classrooms.
 - Wings.
 - Halls.
 - Miscellaneous rooms.

NOTE:

Naming these compartments, while they do not require Commandant approval, is still a matter that must be researched thoroughly.

- The board has delegated to unit and installation commanders the authority to name outdoor facilities.
- The board names outdoor facilities, (street, circle, lanes, parking lots, moorings, athletic facilities, athletic fields, waterfront facilities, air fields, etc.) for:
 - Coast Guard cutters.
 - Historically significant people.
 - Famous battles.
 - Nautical terms.
 - Lighthouses.
 - Light stations.
 - Lifesaving stations.

➤ Noteworthy rescues.

The board considers other categories of names that a nominating official substantiates as appropriate.

Selected individuals must meet the following criteria to be considered for designation:

- The individual's actions reflect Honor, Respect, Devotion to Duty, and are in keeping with the highest traditions of the Coast Guard.
- The individual is considered a distinguished Coast Guard person or someone who had great influence on Coast Guard history.
- The individual is deceased with sufficient time lapsed to ensure that the name withstands the "test of time."

C.2.c. Review Process

- The Commandant has appointed a standing board to review all nominations and make recommendations to the Commandant for final approval.
 - Commandant (CG-0922) chairs the board consisting of representatives from Commandant (CG-7), (CG-4), (CG-09223), (CG-09224), (CG-005), (CG-00B).
 - The Commandant makes a final determination and Commandant (CG-0922) notifies the requesting unit of the decision.
-

C.2.d. Family Notifications

District commanders and commanding officers of Headquarters units must, as a courtesy and as part of their planning for naming a new facility or cutter, notify family members of their intent and include them in ceremonies as appropriate.

C.2.e. For more information

For questions, please call USCG Community Relations at (202)-372-4620.

C.3. Coast Guard Cities

On November 13, 1998, a new law allowed the city of Grand Haven, MI, to formally assume the title as "Coast Guard City, USA" (Section 409 of P.L. 105-383). That law also allows similar designation for other cities, counties, and municipalities with a ninety-day notice of intent from the Commandant to the two authorizing congressional committees.

C.3.a. How to apply

A city, municipality, or county must formally apply by letter, signed by the mayor or city manager, and addressed to Commandant (CG-092), 2100 Second St, SW, Washington, DC 20593. The request must describe its relationship with the local Coast Guard unit(s) in terms that indicate a

proactive, systematic outreach and support agenda based on community-wide efforts.

The city must also provide a separate document listing specific examples of actions the community has taken and events it has sponsored that describes how it has reached out to Coast Guard personnel, welcomed the community, and embraced them in a full community partnership.

A city, municipality, or county must also send a copy of its application to be named “A Coast Guard City” to the local Coast Guard unit(s). Local commands provide feedback and endorsement of the city’s request via the Coast Guard’s chain of command to the Community Relations Division of Coast Guard Public Affairs, Commandant (CG-09223).

C.3.b. Examples
of Coast Guard
Support

- Support for MWR events and educational/scholarship programs.
- Availability of community support services to Coast Guard members and their families.
- Sponsorship of Sailor of the Quarter, Sailor of the Year, Recruiter of the Year, and other similar types of awards.
- Demonstrations of sensitivity to life-altering events within the Coast Guard community including expressions of congratulations for weddings and newborns, and expressions of sympathy for deaths and other family tragedies.
- Sponsorship of community patriotic events that specifically include members of the Coast Guard family.

These events might include Memorial Day picnics, July Fourth picnics, Armed Forces Day events, Veterans Day observances, Coast Guard Birthday events, etc.

- Offer military or Coast Guard “days” within the business community, at local sporting events, and other entertainment events.
- City Coast Guard partnerships in community-based projects including law enforcement, fire, EMS projects, or civic organizational projects, food drives, home building projects, educational projects, etc.
- Establishing monuments, memorials, commemorations, or other tangible forms of public recognition.

C.3.c. Other
Considerations

- A great application documents a city, municipality, or county’s sustained support of the Coast Guard over a significant period of time.
- A city must be able to demonstrate a broad range of activities, programs and actions that show an unusual and sustained level of support for the local Coast Guard families.

- The request should specify which community groups or organizations are responsible for, or participate in, the initiatives. They could include city government, Chamber of Commerce, non-government organizations (e.g., Navy League), civic organizations (e.g., Lions, Kiwanis, etc.), corporate, police, sheriffs, fire departments, EMS, educational organizations, or individuals.
-

C.3.d. Review Process

- The Commandant appointed a standing board to review all applications and make recommendations to the Commandant for final approval.
 - Commandant (CG-092) chairs the board consisting of representatives from Commandant (CG-0922), (CG-0921), (CG-0944), (CG-111), (CG-005), (CG-122).
 - The Commandant makes a final determination and notifies the applicant of the decision.
-

C.3.e. Recertification

- The Coast Guard City designation is not intended as a “lifetime” award, but recognition of an active and ongoing commitment by the city, municipality, or county to support and honor the Coast Guard.
 - A Coast Guard City proclamation remains in effect for a five-year term, after which the city must reapply for recertification.
 - The recertification process helps ensure the designation remains accurate and meaningful.
 - Commandant (CG-092) can, for cause, rescind the designation of “A Coast Guard City” with sixty days notification.
-

C.3.f. For more information

If you have any questions, please feel free to call Coast Guard Community Relations at (202)-372-4620.

C.4. Speakers Bureaus

Speaker’s bureaus educate and inform the public about Coast Guard missions.

PAOs support this effort by:

- Maintaining a speaker’s bureau by creating a list of potential speakers qualified to talk to the public about Coast Guard missions and their subject matter areas of expertise.
-

C.4.a. Why develop a speaker's bureau?

A speaker’s bureau:

- Raises public awareness and understanding about the Coast Guard and its missions.

- Discusses current issues, best explained by those who have personal experience.
 - Increases the Coast Guard's visibility by reaching large numbers of people.
 - Provides positive role models to the community:
 - The community admires the work Coast Guard men and women perform.
 - Creates opportunity to reach out to folks in the community and network.
 - Establishes recruiting mechanism:
 - Children and young adults listen to role models that have performed the jobs and missions of the Coast Guard.
 - Attracts press coverage:
 - Local media is often looking for public interest or feature story topics.
 - Ideas can be made appealing to the press if one of your speaking engagements coincides with a newsworthy current event.
-

C.4.b. How to set up a speaker's bureau

Recruit and select your speakers:

1. Send out a solicitation email or post special notices.
2. Network to identify a diverse group of SMEs.
3. Seek members who are well-informed and present an appealing quality when talking about the Coast Guard in public.
4. Members should be:
 - a. Sharp military or civilian presence.
 - b. Knowledgeable about the Coast Guard.
 - c. Engaging and articulate speaker.
5. Develop a roster of speakers and include contact information to ensure efficient scheduling.
6. Manage the roster to schedule speakers and provide reminders of

scheduled appearances.

7. Include the following information:
 - a. Each speaker's particular area of subject matter expertise or experience.
 - b. Previous speaking engagements as this can help you keep from using some of your speakers far more frequently than others.
 - c. Pending speaking engagements.
 - d. Attendance of confirmed speaking events to include tardy or no-show results.
8. Contact speakers based on availability for the pending event.
 - a. Schedule members on your speaker's bureau roster who are available to speak at the arranged time for the engagement.
 - b. Contact the speaker and explain the target audience.
 - c. Provide clear information about the date, time, and location.
9. Send a confirmation letter to any group with which you have scheduled speakers.
 - a. After scheduling the speaking engagement, send an email confirming the time, date, topic, location, duration of the event, and any additional pertinent information.
10. Remind your speakers about the engagement.
 - a. A few days before the engagement, send your scheduled speaker a reminder about the event.

C.4.c. Speakers bureau tools

- Prepare for speaking engagements by visiting the Coast Guard portal site.
- Access the Community Relations link for useful planning tools:
<https://cgportal.uscg.mil/delivery/Satellite/CG092/COMREL>

C.5. Community Relations Event

There is no "one-size-fits-all" template for community relations events. Any number of factors can go into outreach event planning, and many issues can arise when determining whether to support an event. Therefore, the checklist below is not a template, but a set of questions to consider when planning or participating in an event.

C.5.a. Ethics determination

Consult servicing legal offices:

- Fundraising events.
- Events involving groups whose membership is based on sex, religion, race, or other factors.
- Events endorsing political groups and/or activities.
- Events constituting endorsement of a commercial product or company.
- Favoritism.

C.5.b. Use of ceremonial units

- The Coast Guard Band and Honor Guard must have funded travel when invited to participate in an event.
- Request the Coast Guard Band by contacting the band's scheduling desk.
- Complete the mission request form for all Honor Guard performance requests.
- Access USCG Band and Honor Guard forms at:
 - <http://www.uscg.mil/band/>
 - http://www.uscg.mil/honorguard/contact_us.asp
- The Coast Guard Pipe Band is an unofficial, nonprofit, volunteer, organization.
 - The Pipe Band can perform at ceremonies and official Coast Guard events, but consult your legal office on funding restrictions.
 - Official funds cannot be used to fund Pipe Band performances at public venues or unofficial events.
 - While authorized to use the words "United States Coast Guard" in its name, and it is affiliated with the U.S. Coast Guard, it is not an official ceremonial unit.

C.5.c. General event considerations

When planning long-term public affairs priorities, events can be an important part of your stakeholder outreach. An effective communication strategy includes events and outreach to target particular audiences. The PA and command leadership determine the right mix of events, and alignment with overall communication goals.

Audiences and examples of events include:

- Local government and private sector leadership (speaking at local chamber of commerce, "missions day" for invited leaders).
- Coast Guard or military affinity groups (senior leader speaker at Navy

League dinner or meeting; participating in adopt-a-unit events).

- Boaters and recreational fishermen (speaking at local yacht clubs, participation in season opening day activities).
- Mission-specific audiences (outreach event to commercial fishermen, ice safety, and Earth Day engagement).
- General community events (patriotic events for national holidays, parades, civic celebrations).
- Children's events (open houses, Scouting events, participation in school events, boating safety messaging).

C.5.d. Events that charge admission

The Coast Guard often participates in events that charge for admission. The Coast Guard's participation must be incidental to the main event, and there must be no specific charge for the public to observe the Coast Guard's participation. For example:

- A color guard's appearance at a professional football game is incidental to the event and is not designed as a drawing factor for the game, nor does it add to spectators' cost.
- A parade which is more commercial than civic in emphasis is not appropriate for Coast Guard participation.
- Consult your local legal office about appropriate Coast Guard event participation and if the appearance qualifies as incidental to the event.

C.5.e. Use of Coast Guard emblem and imagery

Even when the Coast Guard is participating in an event, we must ensure that the event does not use Coast Guard protected words and symbols inappropriately to suggest endorsement. Contact CG-09223 for assistance.

C.5.f. Participation in charitable events

CG-09223 provides guidance to units seeking to participate in charitable events or support a non-profit organization. Each situation is unique. Consider the following issues:

- Coast Guard support is not determined by the worthiness of the cause.
- Federal ethics rules determine our ability to provide certain types of support to a variety of private entities, both commercial and non-profit.
- Contact your district legal officer for counsel and guidance.
- In most cases, members must be off-duty and not in uniform when supporting a charitable organization.
- Consult the Uniform Manual and your servicing legal office for clarification.

C.5.g.

- Community relations events provide opportunities to maximize

Maximizing your audience	<p>multiple audiences and public affairs resources.</p> <ul style="list-style-type: none">• When planning community relations events do not treat them as isolated components of your public affairs program.• Invite local media to cover school visits or unit open houses as human interest features.• Promote events through social media resources.• Write blog entries about community partnerships – consider a guest post on a partner’s blog or website and invite guest posts on your own blog.
C.6. Coast Guard Authors Program	<hr/> <p>The Coast Guard encourages its employees to be published authors. The rules for writings, manuscripts, and publications also apply to papers prepared for presentation outside one’s official capacity, and other materials intended for public dissemination, including photography and artwork. Material with no Coast Guard connection, such as fictional short stories, novels, poems, and plays is an individual responsibility and requires no headquarters clearance.</p>
C.6.a. Delegation authority	<hr/> <p>Coast Guard Headquarters, Commandant (CG-09223) delegates its clearance authority to district PAOs for fictional story portrayals.</p> <p>Commandant (CG-09223) retains its authority to clear all content that contains non-fiction information about Coast Guard, Department of Homeland Security or other federal agency policy, and any work judged to generate national level interest or controversy.</p>
C.6.b. Clearance guidelines	<hr/> <p>Coast Guard approving official must review the written work to ensure it meets the following criteria:</p> <ul style="list-style-type: none">• It does not impair Coast Guard operational readiness and security.• Coast Guard employees are not to disclose any information whatsoever that might aid or be of assistance in the prosecution or support of any claim against the United States.• Material depiction of actual personnel, places, operations, and historical events must be authentic.• Materials must not appear to condone or endorse activities by private citizens or organizations when such activities are contrary to United States government policy and are not in the best interest of the Coast Guard.• The Coast Guard cannot engage in activities that directly promote a book or other commercial work.• Internal communication activities can inform and educate its personnel

about relevant commercial works regardless of Coast Guard production efforts.

C.6.c. PAO
responsibility

- Evaluate all requests.
 - Complete the Coast Guard authors approval memo (see Appendix H), for approved material and provide a copy to the Coast Guard employee.
 - Complete the Coast Guard authors denial memo, (see Appendix I), for material that does not meet the clearance guideline and provide a copy to the Coast Guard employee.
 - Provide supporting details if disapproving the material.
-

C.6.d. CG
employees
responsibility

- Consult with SMEs regarding the substantive content of the submitted work.
 - Obtain approval from your chain of command before submitting for formal clearance to Commandant (CG-09223).
-

C.6.e. Disclaimer
for CG authors

All public and private writings requiring review and clearance must include the following disclaimer either at the beginning or end of the manuscript: “The views expressed herein are those of the author and are not to be construed as official or reflecting the views of the Commandant or of the U. S. Coast Guard.”

C.6.f. Compliance

- An approval memo does not relieve the Coast Guard employee from their responsibility to comply with other applicable USCG regulations, including the use of protected Coast Guard words, symbols, and images.
 - Commandant (CG-09223) retains Coast Guard trademark authority.
-

C.6.g. Track
progress

Notify Coast Guard HQ and Commandant (CG-09223) of the anticipated publication date and where the book or article is to be sold or published.

C.6.h. Concerns

Consult with Coast Guard Headquarters, Commandant (CG-09223) regarding questions or concerns.

**C.7. Coast
Guard
Assistance to
Artists and
Authors**

The Coast Guard Authors Program assists authors with the research and production of works focused on Coast Guard missions and personnel. Coast Guard cooperation is authorized when a planned work is in the best interest of the service and can be accommodated if it does not interfere with operations. This guidance applies to authors of fiction and nonfiction works, art photographers, and artists of any medium. For additional guidance in the Coast Guard art program, please see Coast Guard Art

Program.

C.7.a. Delegation
authority

- Coast Guard HQ and Commandant (CG-09223) delegate clearance authority to district PAOs for fictional story portrayals.
 - Commandant (CG-09223) retains its authority to clear all content that contains non-fiction information about Coast Guard, Department of Homeland Security or other federal agency policy, and any work judged to generate national level interest or controversy.
-

C.7.b. Support

The Coast Guard considers the following factors when contemplating support:

- It is critical that operational readiness and Coast Guard security not be impaired.
- Fictional portrayals must depict a feasible interpretation of Coast Guard life, operations, and policies.

The planned work:

- Must be authentically depict actual personnel, places, operations, and historical events as described in a story outline or treatment.
 - Serves the national interest by contributing to public awareness of the Coast Guard as well as potentially enhancing recruiting and retention initiatives.
 - Must not appear to condone or endorse activities by private citizens or organizations when such activities are contrary to U.S. government policy or are not in the best interest of the Coast Guard.
 - In most cases, an author must have a letter of commitment from a publisher before the Coast Guard assists.
 - The Coast Guard limits its support to authors and artists to research and technical assistance. When the work is complete, the Coast Guard must not engage in activities that directly promote the book or other commercial work.
 - As an internal communication activity, however, it can inform and educate its personnel about relevant commercial works – regardless of whether the Coast Guard had a role in the work’s production.
-

C.7.c. PAO
responsibility

- Evaluate all requests.
- Issue a memorandum of understanding (MOU) and provide supporting documents that can assist the author in their story line when the author’s work meets the criteria.

- Liaise with units and commands that provide author assistance. The Coast Guard provides approved authors access to its resources – consistent with the MOU – on a not-to-interfere with operations basis.
 - All access must be consistent with federal law, regulations, and ethics rules – and that access must not degrade security.
-

C.7.d.
Compliance

- Approval to provide Coast Guard assistance does not relieve the author or the publisher from their responsibility to comply with other applicable USCG regulations, including the use of protected Coast Guard words, symbols and images.
 - CG-09223 retains CG trademark authority.
-

C.7.e. Track
Progress

- Maintain a file of all authors and track their progress.
 - Notify Coast Guard HQ, Commandant (CG-09223) of the anticipated publication date and where the book or article will be sold or published.
-

C.7.f. Concerns

If you have any questions or concerns, consult with Coast Guard Headquarters, Commandant (CG-09223).

Section D: Imagery (Advertisement – Policy)

D.1. Photography Workflow

D.2. Import Photos

Import photos as follows (red arrows in some screen captures point to target volumes/menu options):

1. Plug in the camera/card.
 - a. Plug in camera/card (options):
 - (1) Insert the card into a card reader connected to the computer.
 - (2) Connect the camera directly to the computer using a USB Cable.
 - b. Open the disk by double-clicking it (red arrow below).

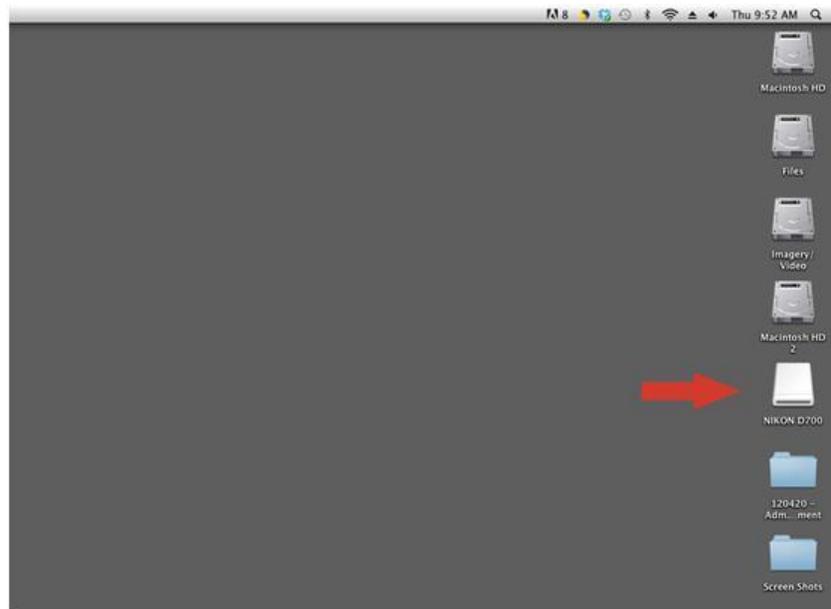


Figure 2-1 Importing Photos screen capture

2. Navigate to the photo folder containing the desired photos.

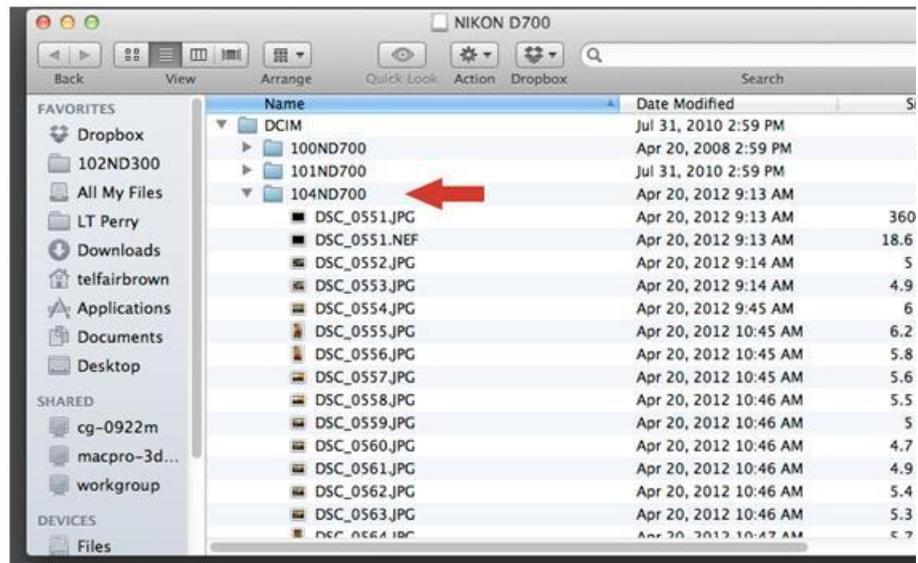


Figure 2-2 Navigating to folder screen shot

3. Copy the folder to the desktop (click and drag to the desktop).

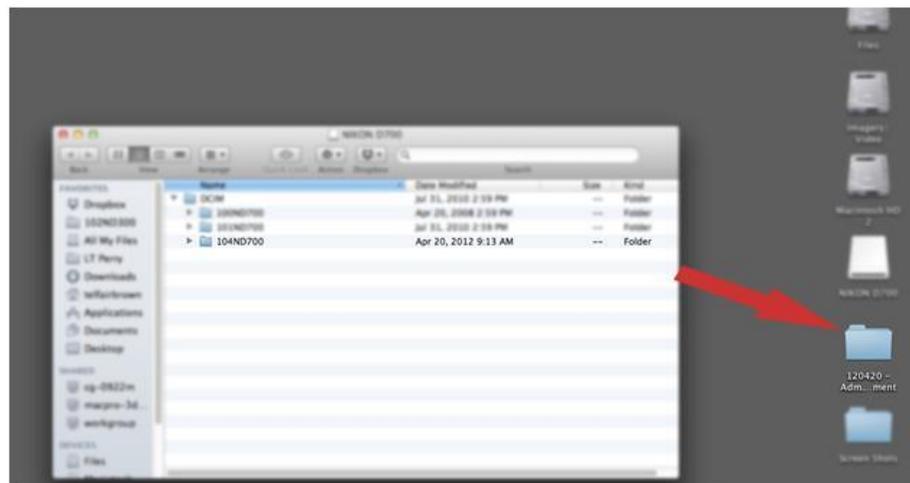


Figure 2-3 Copying folder to desktop screen shot

- Rename the folder.



Figure 2-4 Renaming the folder screen shot

- After content is done copying, single-click the folder, and rename it (hit ENTER to complete renaming).

NOTE:

Use the VIRIN ID-style date (YYMMDD) followed by a space, a dash, another space, and provide a description of the event (in this case, "Homecoming Football Game").

- If more than one photographer shot the event, place the photographer's last name in parentheses after the description.

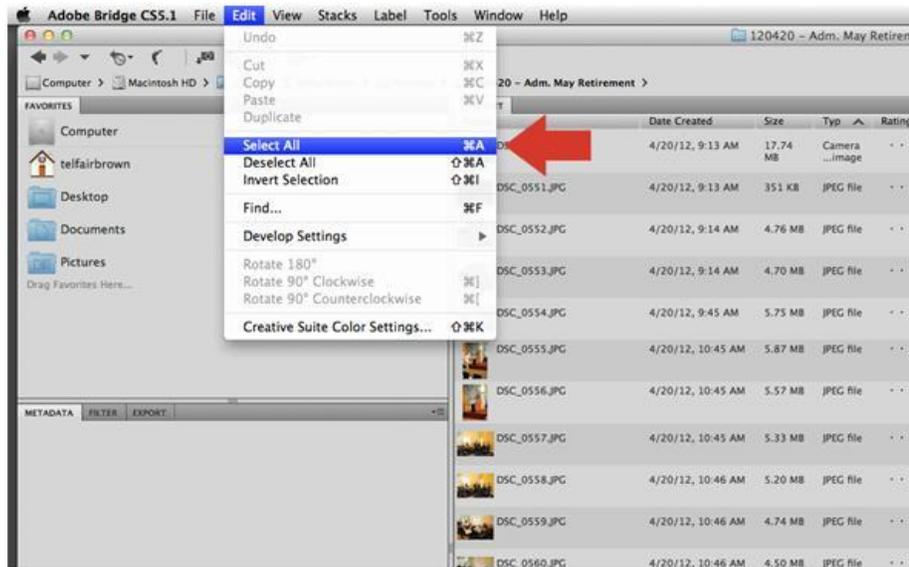


Figure 2-5 Select All screen shot

D.3. Batch Rename and Add Metadata

To batch rename and add metadata, do the following:

1. Locate and open Adobe Bridge (in the Applications folder, or in the dock at the bottom of the screen).



Figure 2-6 Open Adobe Bridge screen shot

2. In the Metadata view, navigate to your folder.
 - a. In the favorites panel, click on **Desktop**.
 - b. Double-click the folder of photos to open it.

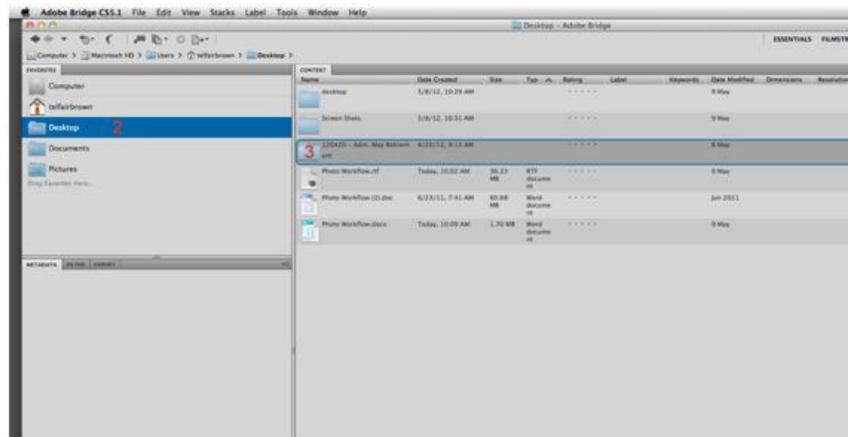


Figure 2-7 Open the metadata view screen shot

3. Single-click to select a photo, and then choose **Edit > Select All** (or, hold down the Apple key (also known as the Command key), and press A (CMD A)).

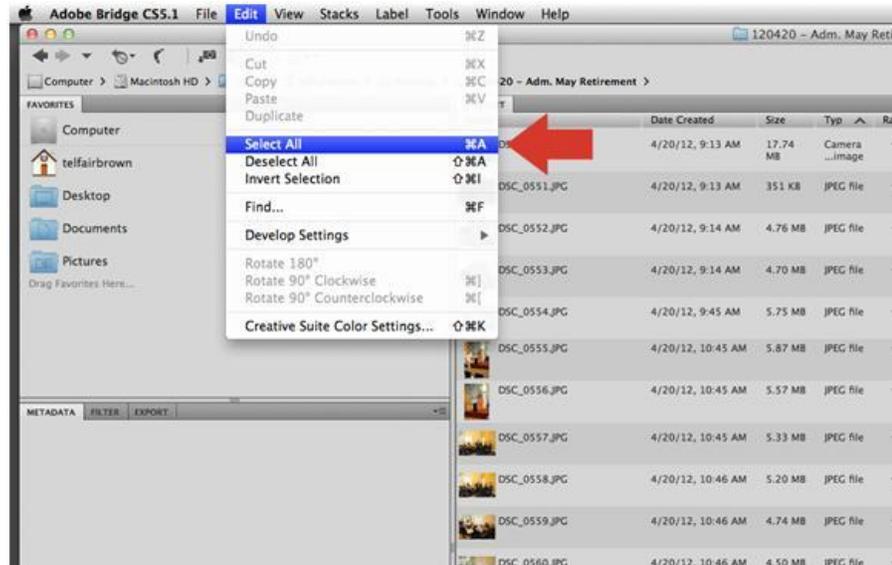


Figure 2-8 Select All screen shot

4. With all photos selected, go to **Tools > Batch Rename**.



Figure 2-9 Select Batch Rename screen shot

5. Batch rename your files as follows:
 - a. Select the **Rename in same folder** option under “Destination Folder.”
 - b. Include the following settings in the “New Filenames” section:

- (1) Service (Coast Guard = G) and Vision ID info.
- (2) Ensure the sequence number starts with the number “1.”
See the preview of what the resulting name looks like at the bottom of the screen.
- (3) Click **Rename** in the upper right corner to batch rename all files in the proper VIRIN style.

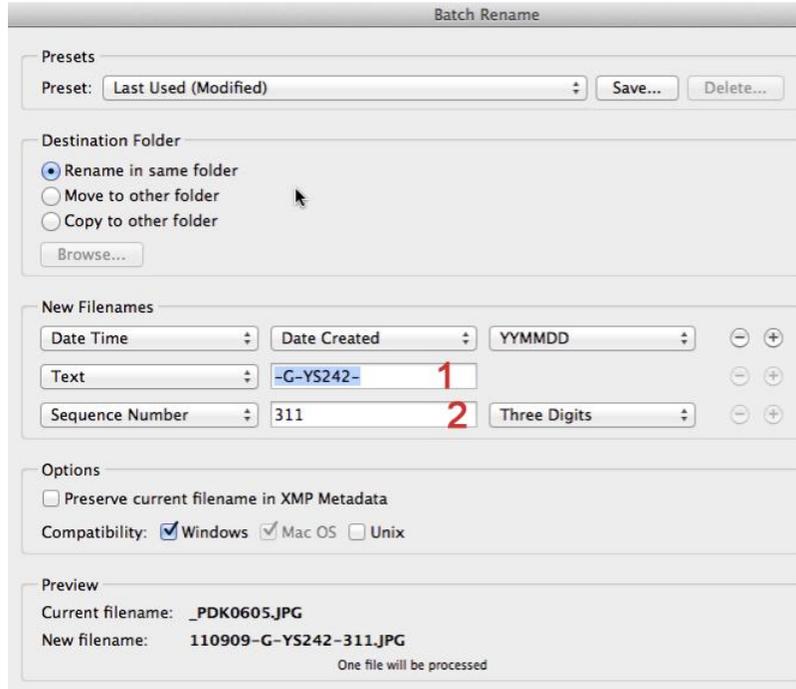


Figure 2-10 Batch rename you files screen shot

6. After re-naming all photos, embed your photos with your credit line as follows:
 - a. Click on the **Metadata** frame.
 - b. Scroll down until you see the **Descriptions** field.
 - c. In the **Description** field, fill in your credit-line information.
 - d. When finished, click the check mark to finalize the initial metadata.

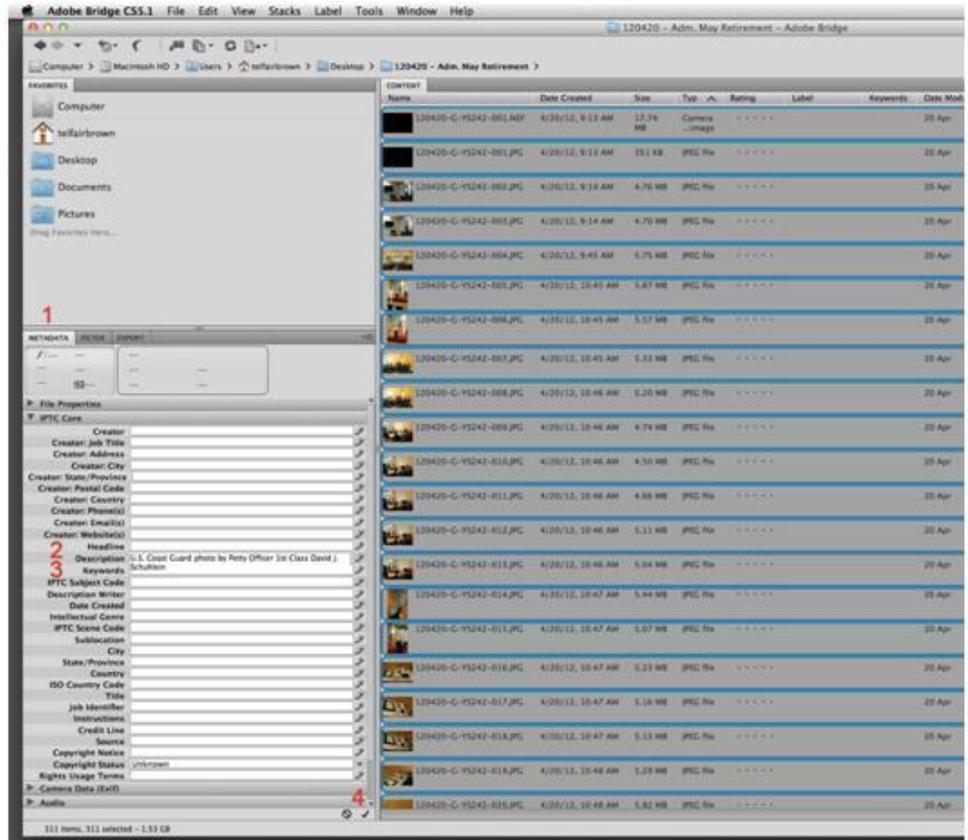


Figure 2-11 Embedding photos with your credit line screen shot

Your photos now include your embedded credit line. This preserves the photo's history as each and every photo is labeled with the VIRIN and credit line. This information makes it easy to identify when the photos date and the photographer.

7. Add additional information.

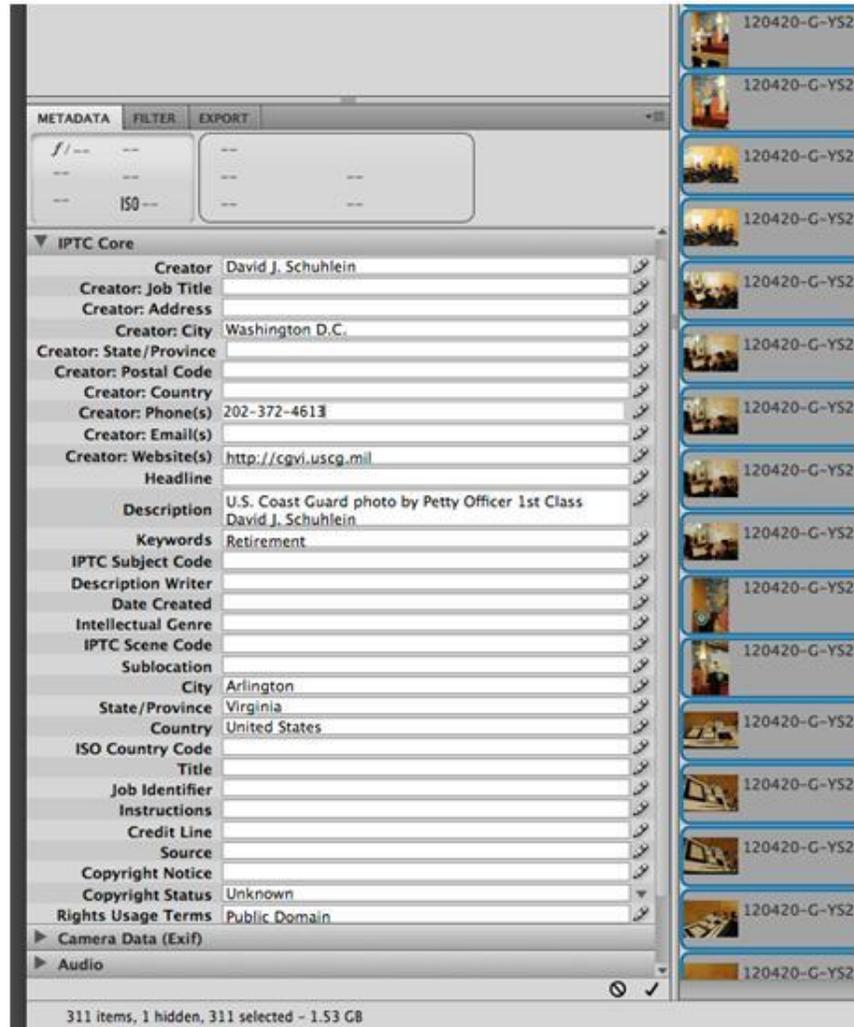


Figure 2-12 Adding additional information screen shot

- a. Continue through each field adding any additional relevant information about the photos such as location, description writer, keywords, etc.
- b. To accept changes when finished, click the check mark at the bottom of the pane.
- c. As a general rule, the more information you provide the better.
 - (1) Remember however, this method updates ALL of the photos. For example, if the Commandant appears in some but not all photos, then do not add “Commandant” as a keyword. Add this information later.

D.4. Editing Imagery for Release

To further define public affairs program standards and practices, this document provides guidance on what constitutes acceptable and unacceptable practices for editing official Coast Guard photographs and video (imagery) intended for release to the public, the internet, or broadcast and print press. The continuing advances in digital imagery devices and editing software demand clear guidance to help all Coast Guard personnel maintain the highest journalistic integrity of the services' official imagery and our ability to comply with the requirements for archiving imagery per Coast Guard policy. The ease and speed with which imagery captured in the field can be transmitted to the public, the broadcast or print press, the internet, and other audiences further highlights the need to understand and adhere to the ethical standards for official Coast Guard imagery.

D.4.a. Accuracy

Official Coast guard imagery can provide understanding of and support for Coast Guard missions and operations. Because of the nature of our operations, the media and the public must rely upon our service to provide imagery that accurately and objectively portrays the Coast Guard. For those reasons, never manipulate official Coast Guard imagery.

D.4.b. Prohibited manipulation

The following actions are prohibited:

- Adding, moving, or removing objects within the frame.
 - Any adjustments of color or gray scale.
 - Cropping in such a way as to alter the photograph's meaning.
 - Flipping a photograph (left or right reversal).
-

D.4.c. Editing

The following actions are permissible photo or video editing:

- Cropping an image to fit a layout.
 - Digitally obscuring portions of a photographic image to support specific security, criminal investigation, privacy, or legal requirements.
 - Subtle improvements to the technical quality of video – not photos, such as adjustments to the audio and video levels, color corrections needed due to poor white balance, or equalizing audio to make sound clearer, provided the adjustments do not alter the editorial content of the video or audio and are changed solely to clarify the content for public record.
-

D.4.d. News photography

Never pose news photography and videography.

D.4.e. Data loss As data loss and degradation of image quality can occur from changing and re-saving a .jpeg file, Coast Guard policy outlines the requirements for properly archiving photographs for public consumption, official Coast Guard use, and maintaining part of our service’s history.

D.4.f. Imagery Official Coast Guard imagery tells the service’s story more dramatically than any written product. All official photographs and video taken aboard Coast Guard units are subject to CO screening and approval before release for commercial or public use, at the CO’s discretion. This can include imagery captured using personal imaging devices. All imagery taken by Coast Guard employees with Coast Guard equipment, whether on duty or on a Coast Guard facility, is considered official and must never be used for marketing or sold for private gain. Imagery taken with personal cameras and cell phones is considered personal as long as it is not operational, mission related, or newsworthy in nature. If imagery captured on a personal device is operational, mission related, or newsworthy, then it must be vetted and cleared before any public release (including posting on social media outlets). Additionally, imagery taken with personal devices that is operational, mission related, or newsworthy should be offered to the servicing PAO for possible release via official public affairs channels.

D.4.g. Imagery integrity Because the press and the public are primary consumers of official Coast Guard imagery, it is critical those audiences trust the imagery we release to them. The public affairs specialist rating is founded on the principles of journalism and photojournalism, which require the strictest adherence to the standards of integrity and ethical behavior. Public affairs practitioners must be familiar with these references, and it is critical that they assist collateral duty Coast Guard photographers in meeting this document’s standards.

D.4.h. Contact your servicing public affairs staff If there is a question of whether or not an editing technique is an acceptable practice, whether to consider an image official or personal, or for any other questions related to imagery release, contact your servicing public affairs staff, district PAO, or the multimedia branch of the office of governmental and public affairs, COMDT (CG-09221).

D.4.i. Required practices Process all official Coast Guard imagery intended for official release per Coast Guard policy.

- All official video intended for release or internet posting must have an identifying slate immediately before and after the footage indicating the video source (unit name, public affairs office, detachment, etc.), date shot, full name, rank and title of any spokespersons not otherwise identified in the footage, including full identification of any narrators or interviews in which the viewer cannot see the speaker. Field units that

cannot produce a slate on the video and which distribute video to the press via tape must put the same information on the tape and an accompanying run sheet. Units can contact the local public affairs staff for assistance.

- Fully caption all official Coast Guard imagery. This requirement applies equally regardless of the distribution tool used (e.g., Flickr, Picasa, YouTube, DVIDS, etc.). Unit collateral duty PAOs and field personnel should request assistance from their servicing PAO or staff for questions about this requirement.
- Video/photographic post-production enhancement (e.g., animation, digital simulation, graphics, special effects for dramatic/narrative effect in education, recruiting, safety, and training illustrations, publications, or productions) is allowed if it is clearly and readily apparent from the context or accompanying text that the enhanced image is not intended to be an accurate representation of any actual event. If using a caption or cutline, clearly label the product as an illustration (e.g., “Photo illustration by Petty Officer First Class Jane Smith”).

D.4.j. Contact your public affairs staff

If you have questions as to whether or not an editing technique is an acceptable practice, whether an image should be considered official or personal, or for any other questions related to imagery release contact your servicing public affairs staff, district PAO, or the multimedia branch of the office of governmental and public affairs, COMDT (CG-09221).

D.5. DVIDS Direct Workflow

Defense video and imagery distribution system (DVIDS) is a marketing and imagery release tool run by U.S. Army Central in Atlanta, GA. The Coast Guard can upload news with photos on DVIDS DIRECT as follows:

1. Navigate to <http://direct.dvidshub.net>.

The login screen displays.

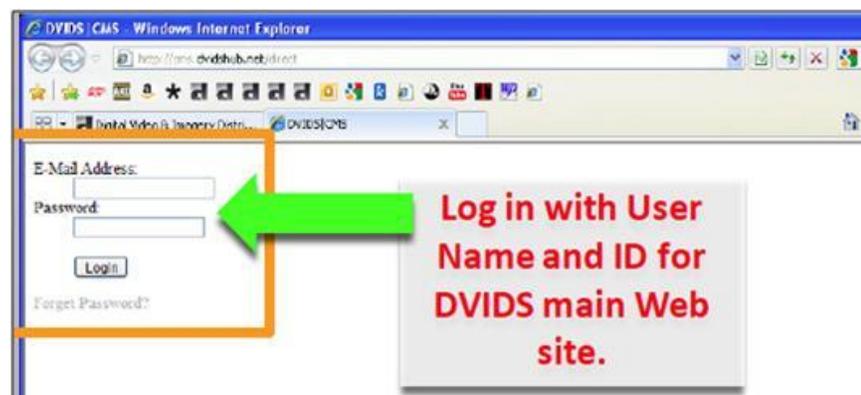


Figure 2-13 Logging in with User Name and Password screen shot

2. Login with user name and password.

The upload screen displays.

3. In the upload screen, click on **Click to Upload** (in red).



Figure 2-14 Clicking on upload link screen shot

A window appears in which you can browse to your pictures.

4. Browse to the pictures you wish to upload and select them.

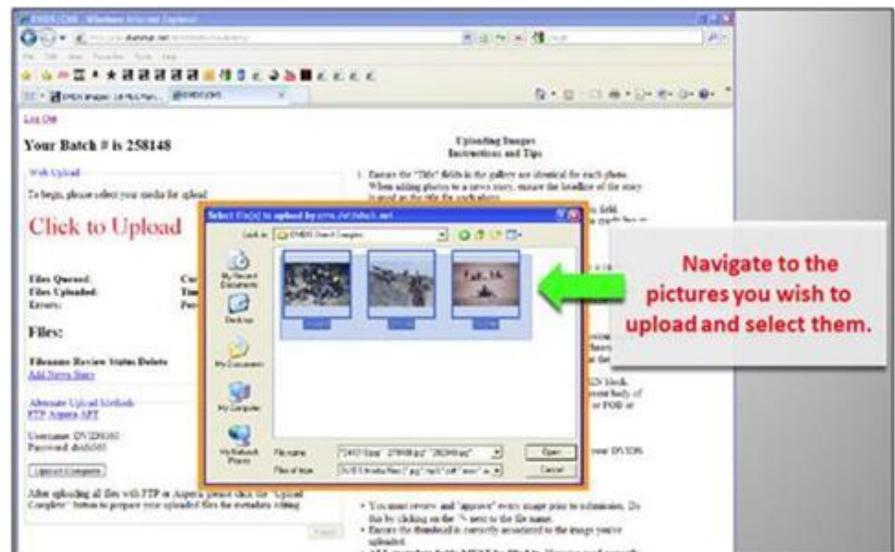


Figure 2-15 Navigating and selecting photos to upload screen shot

5. Click on **Open** to upload each selected photo.

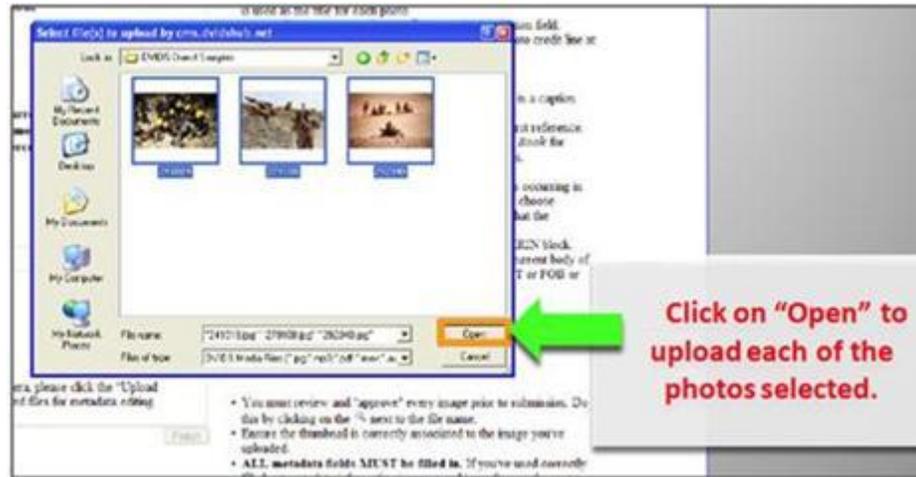


Figure 2-16 Clicking on Open to upload selected photos screen shot

6. After the photos upload, review photo metadata (one at a time).

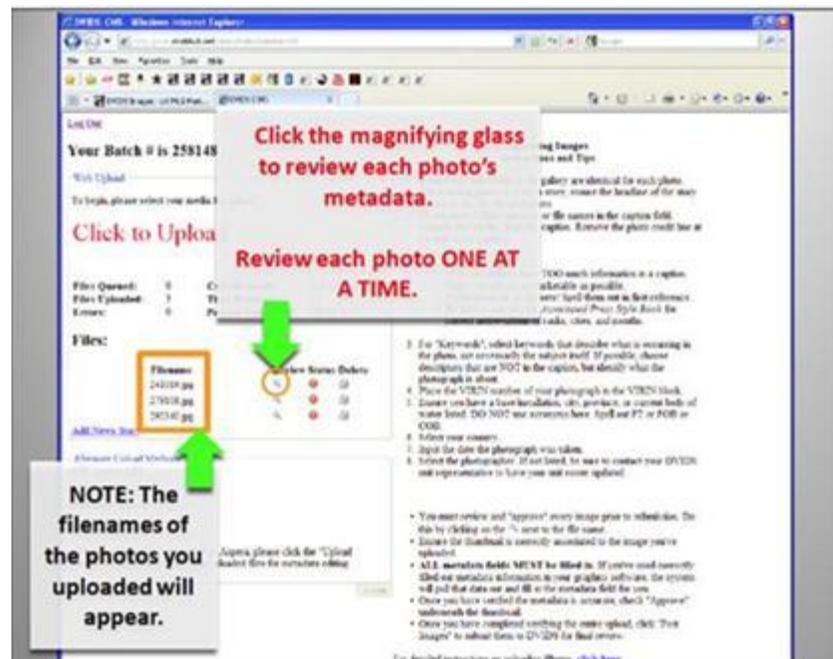


Figure 2-17 Reviewing photo metadata screen shot

7. Review and edit metadata to ensure compliance with Coast Guard policy. Click **Save** when finished reviewing and editing.

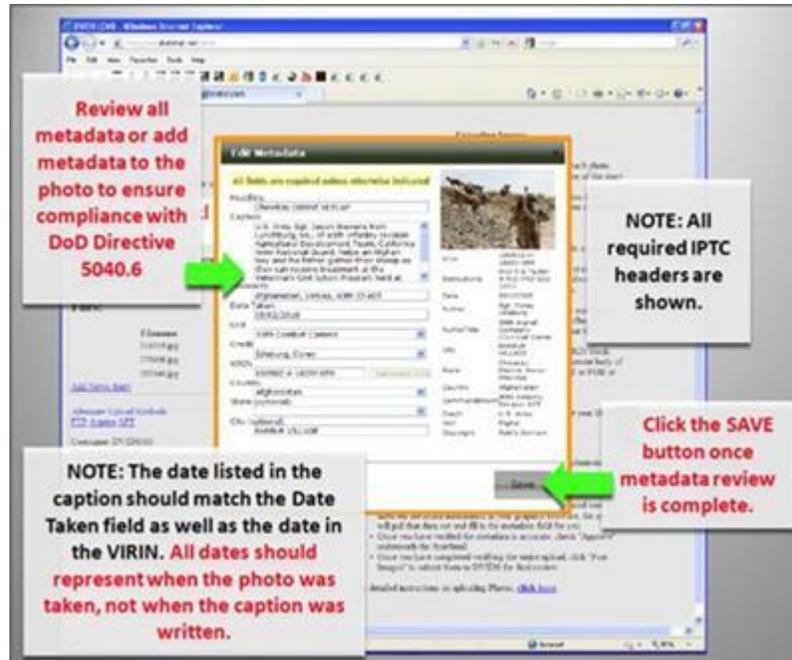


Figure 2-18 Reviewing and editing metadata screen shot

8. Click **Save** when you complete your metadata review.

A green circle with a check mark signifies a finished file.

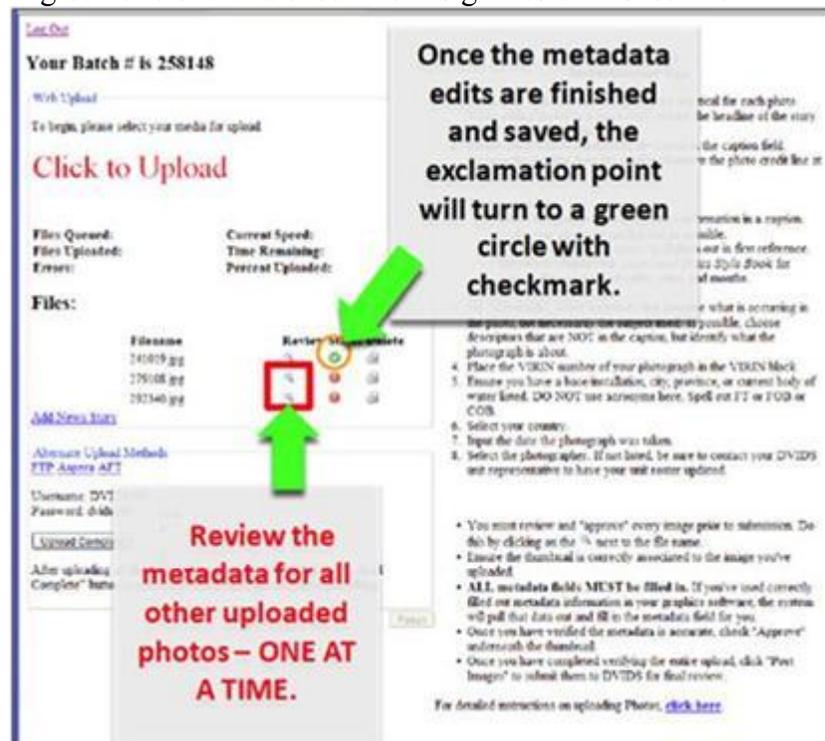


Figure 2-19 Validating edits complete screen shot

9. If a press release accompanies the photos, click **Add News Story**.

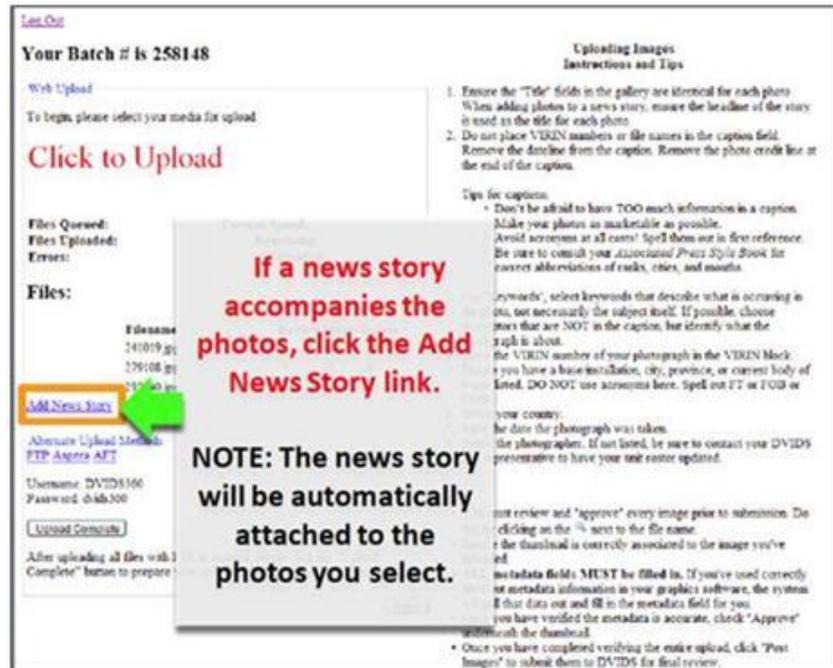


Figure 2-20 Clicking Add News Story link screen shot

10. Complete all fields required for the news story including Headline, Introduction, Body, Keywords, Date, Unit, Journalist, Country, City, and Associated photos (see Figure 2-22 on page 2-84)

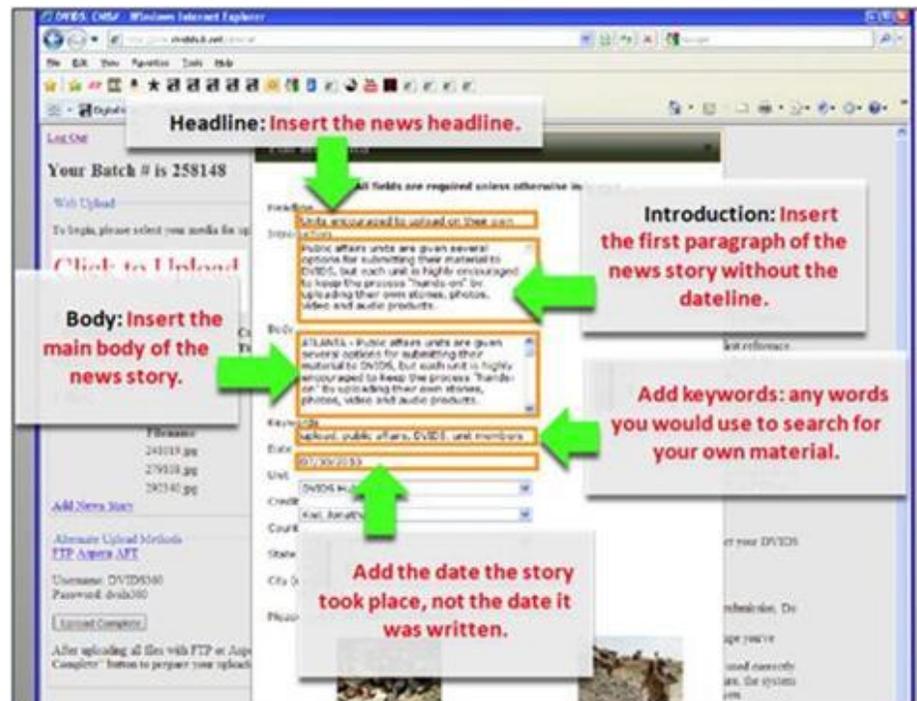


Figure 2-21 Completing required fields screen shot

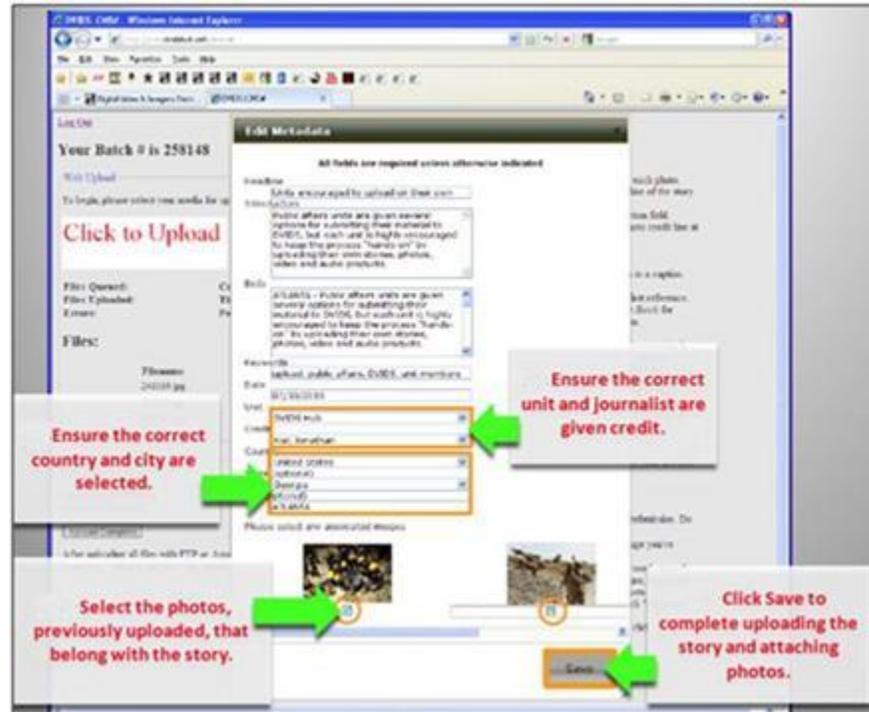


Figure 2-22 Reviewing for correctness screen shot

11. Verify all items are complete and click **Finish**.

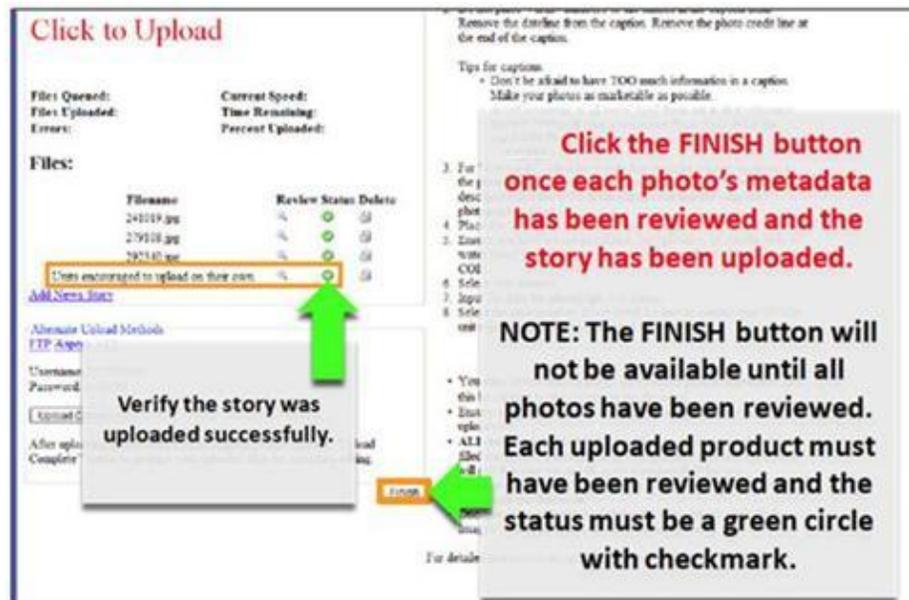


Figure 2-23 Verifying upload completed successfully screen shot

12. Log out or create a new batch.

NOTE:

After clicking the finish button, the person who uploaded the material receives email verification of what was uploaded.



Figure 2-24 Uploading selected photos screen shot

D.5.a. Video formats for DVIDS Direct

DVIDS Direct accepts the following video formats: High Definition (HD) and Standard Definition (SD), WMV, Quicktime, AVI, MPEG-2, MPEG-4, VOB, flv, F4V, and M2V files with AAC audio.

- Recommended standard video sizes:
 - 1920x1080 high definition.
 - 1280x720 high definition.
 - 720x480 standard definition.
- Settings recommended for SD and HD:
 - Recommended format for Standard Definition (SD):
 - Format: QuickTime Codec: H.264.
 - Quality: 100.
 - Frame width (Pixels): 720.
 - Frame height (Pixels): 480.
 - Frame rate (fps): 29.97.
 - Field order: lowest field first.
 - Pixel aspect ratio: D1/DV NTSC (0.9).

- Bitrate: 3,000 kps (low bandwidth).
 - 10,000 kps (high bandwidth).
 - Recommended format for High Definition (HD):
 - Format: QuickTime Codec: H.264.
 - Quality: 100.
 - Frame width (Pixels): 1280.
 - Frame height (Pixels): 720.
 - Frame rate (fps): 29.97.
 - Field order: progressive.
 - Pixel aspect ratio: Square (1.0).
 - Bitrate: 3,000 kps (low bandwidth).
 - 10,000 kps (high bandwidth).
 - Audio: Audio Codec: AAC, Output channel: Stereo, Frequency: 48 kHz.
-

**D.6. Multimedia
Release Decision
Tree**

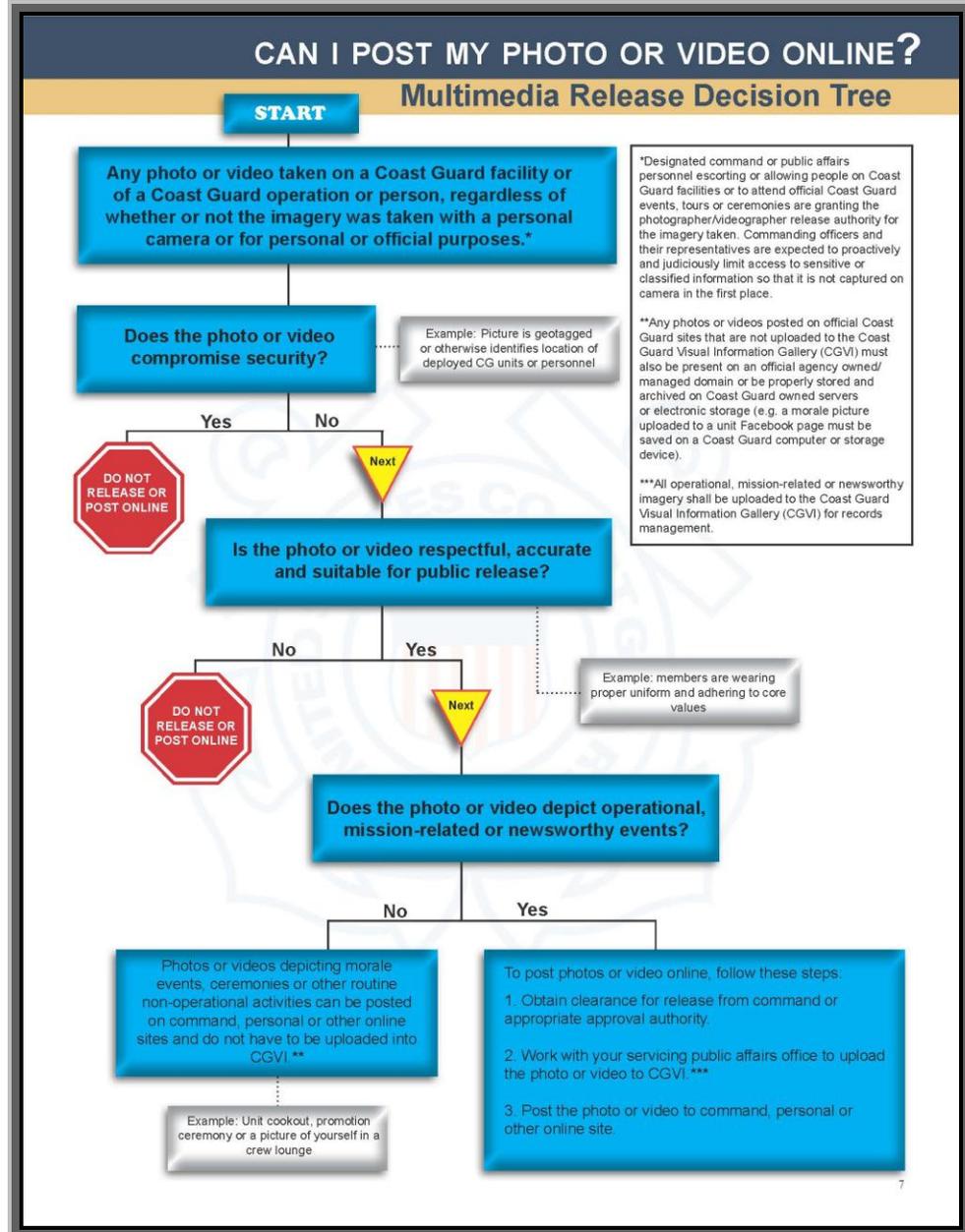


Figure 2-25 Multimedia Release Decision Tree screen shot

Section E: Social Media and the Internet

E.1. Official Facebook page

Area, district, sector, and unit social media managers should use the following guidance to set up and publish to official U.S. Coast Guard social media sites consistent with Coast Guard branding.

This TTP is an internally-adaptable job aid to help official social media site managers. It does not direct the unofficial or personal use of social media. While the policy is static, the TTP can change and evolve as the tools and social media landscape changes.

A Facebook government page is the approved social networking tool for Coast Guard areas, sectors, and units. This site is the ideal tool for building a unit-level network among both internal and external audiences, including family members, employees, and the community. Social networks are a “one-stop shop” enabling an administrator to use text, images, and video in one place to tell the Coast Guard story.

NOTE:

Other social networking sites are not authorized unless CG-0922 and DHS grant a waiver.

E.1.a. Training

All Coast Guard personnel who post on official social media sites as part of their duties must have either received training from their servicing PAO, or attended the Coast Guard Public Affairs Officer course at the Defense Information School.

To search for available course dates, go to the Coast Guard Training Management Center’s website:

<http://www2.tracenet.luma.com/tqc/cschoool.asp>

Commands must provide their servicing PAO a letter designating their social media spokesperson and authorizing them to conduct official unit communications.

E.1.b. Access to Facebook

Since access to Facebook from a Coast Guard workstation is currently prohibited, commands must decide if they have the ability to properly manage a Facebook page before requesting one. Commands can use unit funds to acquire and use “stand-alone” computer terminals and internet connections outside of the Coast Guard network to gain access to the blocked site (consult your servicing procurement office for assistance).

While administrators cannot access Facebook from a Coast Guard workstation, they can make status updates and upload pictures from an email address. However, they must be aware of OPSEC requirements, and have proper authority to release information and the capacity to adequately monitor the page and follow-on comments.

To set up mobile access, go to the Admin panel, click on the **Manage** drop-down menu, select **Edit Page**, then go to **Mobile**.

E.1.c. Signing in to Facebook

To administer an official Facebook page, you must log on using your personal account. Using “generic” identities on Facebook is a violation of their Terms of Service, which specifies users cannot create more than one personal profile page.

All official social media sites require strong passwords, which consists of at least six characters (including a combination of upper and lower case letters), numbers, and symbols. Site managers must also create strong passwords for their personal sign-on.

E.1.d. Creating a Facebook page

To create a new Facebook page, do the following:

1. Go to <http://www.facebook.com/pages/> and select **Create Page**.
2. In the Company, Organization, or Institution drop-down menu, select **Government Organization**.
3. Choose a page name and include “U.S. Coast Guard” along with your unit name or district regional title (same as the district blog title). Avoid using unclear acronyms or shorthand except when appropriate.
4. The following are examples for various Coast Guard commands:
 - a. 1st Coast Guard district: “U.S. Coast Guard Northeast.”
 - b. Sectors: “U.S. Coast Guard Sector <name>.”
 - c. Air stations: “U.S. Coast Guard Air Station <name>.”
 - d. Cutters: “U.S. Coast Guard Cutter <name>.”
 - e. Marine safety units: “U.S. Coast Guard MSU <name>.”
 - f. Aids to navigation teams: “U.S. Coast Guard ANT <name>.”
 - g. Small boat stations: “U.S. Coast Guard Station <name>.”
5. Check **I Agree** and **Get Started**.

NOTE:

Clicking “I agree” and “Get Started” creates the page.

6. Continue through the steps to set up the page.
7. Create a vanity URL.

Facebook vanity URLs personalize your unique Facebook link, allow for easy access, and aid in branding the site.

NOTE: Facebook often requires at least 25 fans to create a vanity URL.

a. Page Administrators create a vanity URL following these steps:

- (1) Go to www.facebook.com/username.
- (2) Select **Set a username for your Pages**.
- (3) Choose your page name.

Official USCG sites begin with “USCoastGuard” followed by a short, easily identifiable name similar to your page name. Districts must include their regional title (e.g., the 1st USCG district would choose

www.facebook.com/uscoastguardnortheast.)

8. When finished, click **Save**.

E.1.e. Registering your page

Coast Guard policy requires that all official Coast Guard social media sites must register with Commandant (CG-092).

Apply your Coast Guard email (Microsoft Outlook) to register:

1. Open your email and go to **File > New > Choose Form**.
2. Under the Organizational Forms Library, select **Social Media Site Registration Form**.
3. Fill out the form and click **Send**.

E.1.f. Facebook page setup

As of 30 March 2012, Facebook upgraded all pages to the timeline layout. This guide’s following sections help you manage a page using timeline.

1. Page administrators add or edit the profile picture and cover photo.
2. To edit the profile, hover over the image areas and select **Edit Profile Picture** or **Change Cover** as appropriate.
3. Ensure the selected profile picture is easily recognizable, appropriate for the command, and includes the word “Official.”

4. Facebook’s standard size for this graphic is 180x180 pixels, but it is scaled down to 32x32 pixels so ensure the word “Official” is still large enough to see in the scaled down version.
5. The cover photo is iconic, bold, and does not promote non-Facebook links.
6. We suggest using bright colors, and crop the photo to 851x315 pixels.

E.1.g. Facebook photos

A designated person (e.g., the unit’s CO, OINC, XO, PAO or OOD) evaluates links, photos, and video on command Facebook pages at the local unit before releasing to check for SAPP, and to ensure Coast Guard members are wearing the proper uniform and safety equipment.

Never manipulate Coast Guard imagery. Do not add, move, or remove objects in a frame; crop or alter in a way that changes the meaning of the photo, or adjust the color or gray scale.

Additionally, photographers must upload any photo or video that depicts Coast Guard operations or newsworthy events to DVIDS. Commands support their servicing PAO by ensuring image entry into DVIDS. Personnel can also post other candid personal photography of non-Coast Guard operations or non-newsworthy events (e.g., morale events, sports days, community relations, other daily routine imagery, etc.) to Facebook, but they must be in good taste. All imagery posted to Facebook represents the U.S. Coast Guard and reflects the service’s pride and professionalism.

E.1.h. Adding content to the timeline

Using the new Facebook timeline, you can add both current and historical items to a page. This section illustrates how to add new links, status updates or milestones, and how to edit or feature a previous post.

NOTE:

The new timeline integrates a user’s personal connections with your pages. Content posted by “friends” that is related to your page will show up in your timeline. For example, if you are friends with someone who mentions your page their content will show up on your page’s timeline - but it will only show up in your timeline.

To add new content using a link, follow the steps listed in E.1.h.(1), Steps for adding content to a timeline, on page 2-92.

NOTE:

Also, follow these steps when linking to YouTube.



Figure 2-26 Adding content to the timeline screen shot

E.1.h.(1). Steps for adding content to a timeline

1. Paste link in the status box.

NOTE:

Once the link is embedded, you MUST delete the actual cut/pasted URL. Do not leave in the status box. The link will remain embedded as shown.

2. Delete the cut or pasted URL and add content to the status box.

NOTE:

Create an engaging topic or a call to action to ignite conversation.

3. Select an appropriate thumbnail image.

NOTE:

You must do this first before making other edits. Do not select an ad, use a picture. Select “No picture” when no picture is available.

4. Click to edit title box if necessary. Enter an interesting title, and spell check the entry.

NOTE:

Create titles that are interesting and appropriate.

5. Click to edit title box (usually, this includes cutting and pasting the story's first paragraph).
6. Review your work for accuracy, then click **Post**.

E.1.i. Adding photos to the timeline

Adding photos to your timeline helps to enhance the material's appeal.



Figure 2-27 Adding photos to the timeline screen shot

E.1.i.(1). Steps for adding photos to the timeline

To add photos to the timeline, do the following:

1. Select **Photo**.
2. Select **Upload photo/video**.
3. Select **Choose file**.

NOTE:

The photo must have an appropriate title.

4. Enter a caption or add context in the status box. Make this engaging or a call to action to ignite conversation.
5. Double check your work and select **Post**.

E.1.j. Adding historical milestones to the timeline

Facebook timeline also allows administrators to add historical milestones to the wall with the option of posting/not posting the milestone to your news feed.

Add a milestone following these steps:



Figure 2-28 Adding a milestone screen shot

E.1.j.(1). Steps for adding historical milestones to the timeline

To add historical milestones to the timeline, do the following:

1. Select **Milestone**.
2. Fill out the text boxes (filling out all sections is not required), enter the historical date, and upload a photo as appropriate.
3. Choose whether to **Hide** or **Post** the milestones on your news feed.
4. Double check your work and select **Save**.

E.1.k. Editing a post after publishing

On the Facebook timeline you can edit a post after it has been published.

You can edit the date, and highlight, hide, or delete a post. To do so, hover over the post until the star and pencil icons appear.

Selecting the star icon highlights a post and makes the post larger in your timeline.



Figure 2-29 Using the pencil icon screen shot

Selecting the pencil icon provides the following options:

- **Pin to Top** – the post will always appear at the top of your wall.
- **Change Date** – you can edit the date so the post appears at a specific date on your timeline.
- **Hide from Page** – this can be useful when someone else posts on your wall or you update your settings and you do not want it to appear on your page.
- **Delete Post** – deletes the post.

If you make a mistake on a wall post or inadvertently post something you did not want published publicly, you can remove the post from the wall by clicking on the **Edit or Remove** icon in the upper right corner of the post and selecting **Delete**. Do not select **Hide from Page** as this only hides it from your wall, but still publishes the content publicly to all your fans.

Figure 2-30 on page 2-96 shows an accidental double post. You can see the incorrect post was not fully deleted and is still receiving comments and likes:



Figure 2-30 Example of a Facebook double post

E.1.1. Admin panel

In timeline for pages, Facebook offers an “Admin Panel” to help administrators manage a page. Use the panel to edit the page settings, edit apps, use insights, and edit the “About” section as well as the required disclaimers and details about your page/unit.

Select **Admin Panel** in the upper right corner of your page to activate the admin panel.



Figure 2-31 Selecting the Admin Panel screen shot

The admin panel appears at the top of your page as follows:

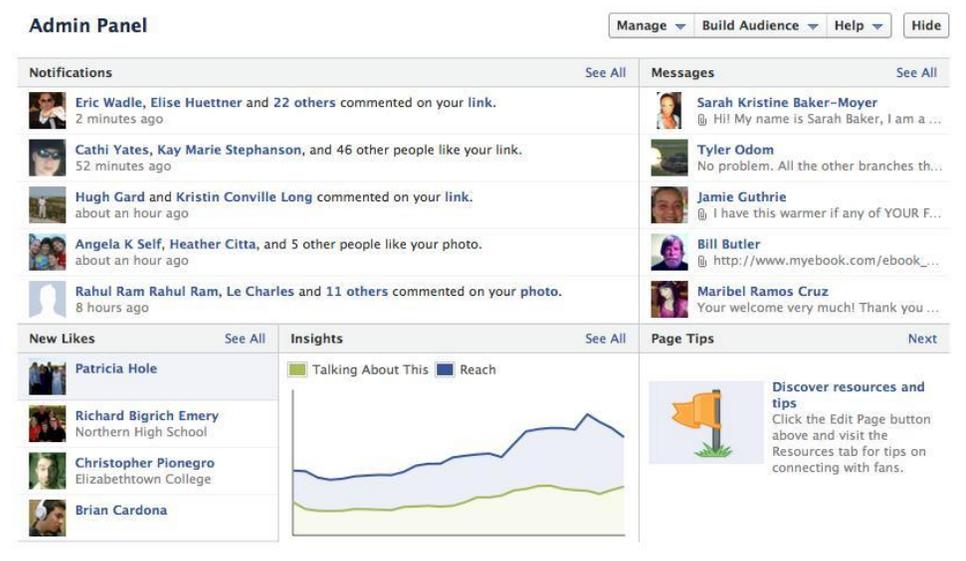


Figure 2-32 Viewing the Admin Panel screen shot

In the panel, you can see notifications of recent comments, like and tags, and recent messages. You can expand any section by selecting **See All**.

NOTE: Facebook now allows messaging to pages!

You can edit your settings, manage permissions, edit basic information, manage admins, edit apps, view insights and more.

Select the **Manage** drop down menu and choose **Edit Page** to edit the page settings.



Figure 2-33 Selecting the Manage drop down menu screen shot

E.1.m. Changing settings on the Admin Panel

Change your settings as follows:

1. Under **Your Settings** – check the **Posting Preferences** box so that you always comment and post on your page as your page.

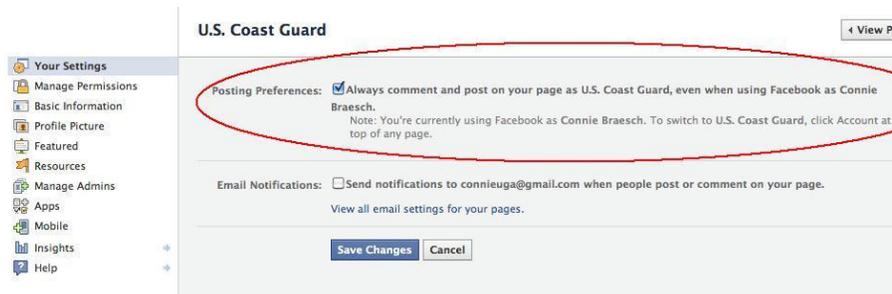


Figure 2-34 Setting your Posting Preferences screen shot

2. Under **Manage Permissions** – set as follows:

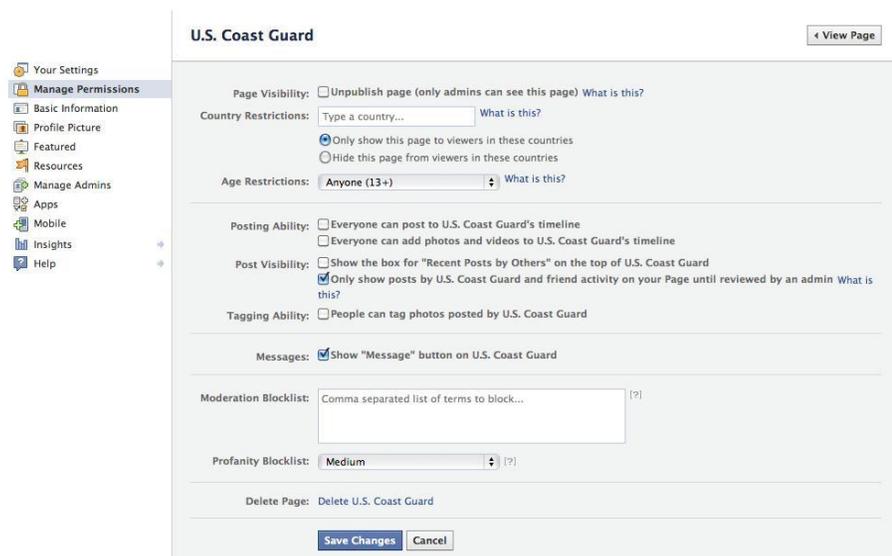


Figure 2-35 Manage Permissions screen shot

3. Under **Basic Information** – all fields have the same information as the main Coast Guard Facebook page at www.facebook.com.

Administrators go to this page and copy or paste the content over to their page in the **Basic Information** tab exactly as it appears on the Coast Guard's page under **About** (all administrators must update their **About** section so the content fits the provided space).

We recommend the following text for all units:

“Welcome to the U.S. Coast Guard <insert unit name> Facebook page. For the official source of information about the U.S. Coast Guard, please visit www.uscg.mil”

Page admins can personalize the founded, contact, website links and email sections as appropriate for their unit. Use an official email address (do not use third party email accounts like Gmail, Yahoo and Hotmail to conduct official business).

USCG content that appears on the “About” page:

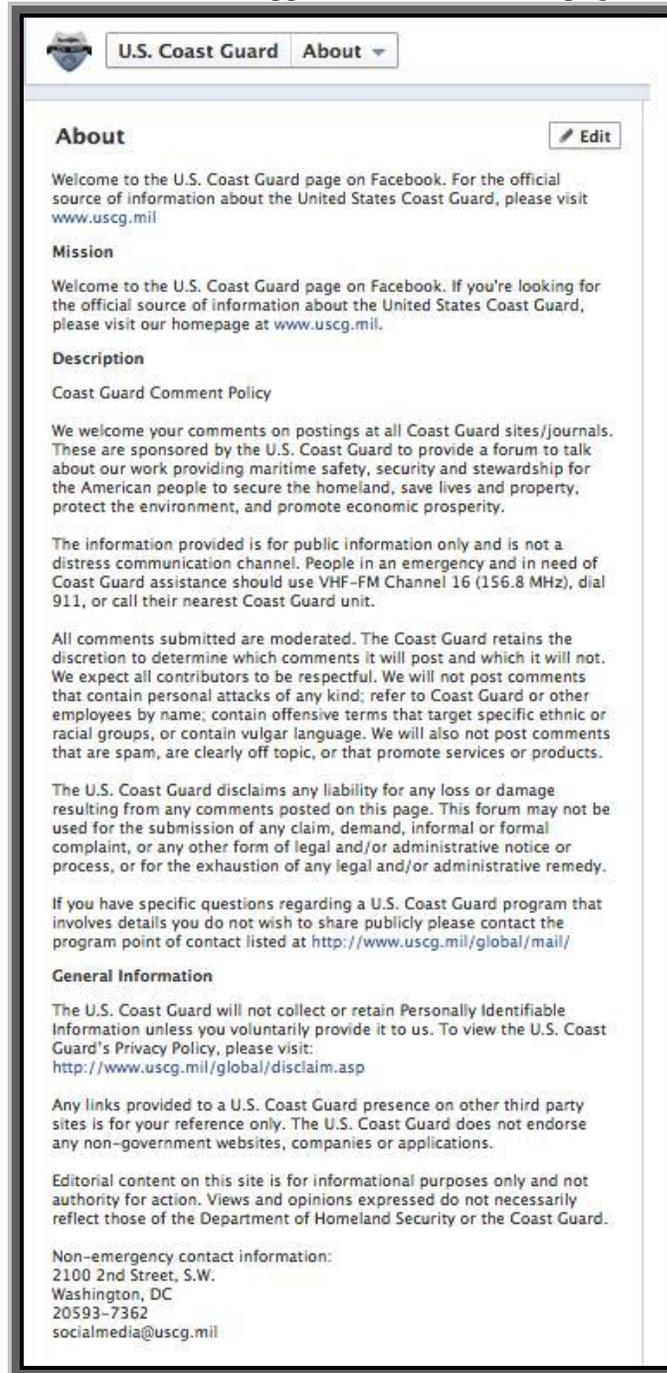


Figure 2-36 Viewing the About page screen shot

4. Use the **Apps** setting to adjust what and how items appear under your cover photo on your wall.

You can add or remove applications such as Notes, YouTube videos, Flickr photos, Facebook photos, Events and more.



Figure 2-37 Using the Insights page screen shot

5. Use **Insights** to gather statistics and metrics on your Facebook page.

E.1.n. Moderating comments

Moderate comments per the posted information on the **Info** tab outlined below. Click on **View Comments** under each wall post to review comments and moderate as necessary.

When responding to a comment, Coast Guard Facebook managers must fully disclose who they are, and their affiliation with the unit (i.e., name, rank, and title).

Facebook does not allow page admins to moderate comments before posting them. Therefore the page must be checked frequently. If left unmoderated, comment streams can quickly spiral off topic and in an inappropriate direction. Moderate comments twice daily but, depending on frequency of postings and topic, commands might need to moderate more frequently.

Commands can consider using their servicing PAO or other trustworthy and properly trained party to help moderate comments or keep the command informed while the unit is underway or otherwise unable to keep a close eye on the page.

If in doubt as to whether a comment violates the policy or is otherwise inappropriate, consult your servicing PAO.

There are options for administrators to receive notification of comments, likes, and other activities on their Facebook page.

Option 1: To see all comments, likes and tags, select **See All** in the admin panel's **Notifications** box. Here you can click links to see what has been posted and by whom.



Figure 2-38 Viewing comments screen shot

Option 2: Admins can turn on Facebook notifications to receive an email alert when someone posts or comments on the page. The admin edits the settings and checks the box to **Send notifications**. To moderate comments use the **Hide Post** option. Comments are never deleted!

To hide a post, hover over the comment you want to hide, click the “X” on the comment and choose **Hide Post**. Hidden comments appear lighter in color to page administrators.

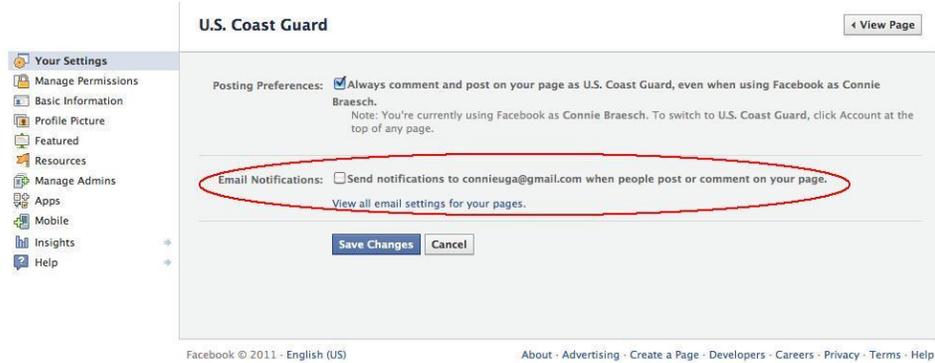


Figure 2-39 Moderating comments screen shot

To moderate comments use the **Hide Post** option. Comments are never deleted!

To hide a post, hover over the comment you want to hide, click the **X** on the comment, and choose **Hide Post**. Hidden comments appear lighter in color to page administrators.



Figure 2-40 Hiding a Post screen shot

E.1.o. Sending messages

Facebook's timeline allows admins to send and receive messages rather than using a personal account to exchange messages. Just select **Message** under the page's cover photo.

NOTE:

It is critical that all messages sent from an official page include the senders name, rank and title.



Figure 2-41 Sending messages as the page screen shot

E.1.p. Using Facebook on an iPhone

Using Facebook on an iPhone or other smart phone device is very different than using it on a desktop computer. The capabilities and functions of Facebook on applications and mobile versions of the site can vary greatly.

Mobile Version

- Facebook iPhone mobile version (m.facebook.com) [access this version through Safari on your iPhone].



Mobile Desktop

- To switch to the Facebook iPhone mobile desktop, select the menu to change setting to “Desktop Site”.



iPhone Application

- Facebook iPhone application (access this version by downloading the Facebook app in the iTunes App Store). The application does not have an option to use “Desktop Site.”



The following chart outlines functions of the various versions.

<i>Using Facebook on an iPhone</i>	Mobile version	Mobile desktop	Application
ADD A LINE BREAK when leaving a comment (For example, to add your signature line)	Yes	No	Yes
TAG A PAGE in a status update (see “tagging” tip below)	No	Yes	No
TAG A PAGE in a comment	No	No	No
Upload a photo* (NOTE: you cannot add a status update to photo from iPhone)	Yes	Yes	Yes

E.1.q. Facebook
Tips

- When you post a link to Facebook, remove the “s” in “https” before you paste it.
 - Correct link example –
<http://coastguard.dodlive.mil/2012/01/helping-wayward-manatees-turtle-hatchlings/> .
 - Incorrect link example –
<https://coastguard.dodlive.mil/2012/01/helping-wayward-manatees-turtle-hatchlings/>.
- Consider “tagging” other pages in status updates. To “tag” a page, type @ and then start typing the page’s Facebook name. Do not leave a space between the @ and the page’s name (e.g., @uscoastguard). The options appear in a drop down menu as you type.

NOTE:

You must “like” the page you are tagging in order for it to appear as an option.



Figure 2-42 Tagging pages for Facebook screen shot

- Use Shift+Enter to leave a space or line break in a comment. Selecting Enter alone posts the comment.
- At times you might want to leave a comment on another page so it looks like your page left the comment. To do this, select **User Facebook as the U.S. Coast Guard** (this will say your page’s name instead of U.S. Coast Guard). When finished, return to the page and change back to **Use Facebook as yourself**.



Figure 2-43 Using Facebook as yourself screen shot

- Then go to the page you want to leave a comment.



Figure 2-44 Commenting on Facebook screen shot

- When you add a link to your page using the **link** option, add an engaging and interesting comment in the status box. Invite your readers to get involved in the conversation.
- Link to locally relevant regional or national SAR cases, news stories, blog posts, press releases, or web sites about the unit or mission.

- Post current or upcoming events or safety/security zones, interesting facts, historical moments, safe boating tips, news about USCG personnel, auxiliary safe boating courses in your area, and other items of interest on the wall.
- Make sure to monitor comments and engage when appropriate.
- Make sure to carefully consider copyright issues and intellectual property rights when using other sources of information.
- Commands “Like” other official Facebook pages in their chain of command and within DHS.

NOTE:

You have to navigate to the page you want to “Like” and then select “Add to My Page’s Favorites” on the lower left corner of the page.

- Consider the following pages:
 - www.facebook.com/USNavy
 - www.facebook.com/homelandsecurity
 - www.facebook.com/UScoastguard
 - www.facebook.com/uscgdog
 - www.facebook.com/USCGAtlanticArea
 - www.facebook.com/uscgpacificarea
 - www.facebook.com/USCoastGuardNortheast
 - www.facebook.com/uscgnewyorkcity
 - www.facebook.com/USCGMidAtlantic
 - www.facebook.com/USCoastGuardSoutheast
 - www.facebook.com/uscoastguardheartland
 - www.facebook.com/uscgalaska
 - www.facebook.com/uscoastguardpacificnw

E.1.r. Facebook
Records
Management

Content, comments, and messages posted on social media sites in connection with the transaction of public business may become a federal record, so you must maintain a copy per the appropriate records retention policies.

Currently there is no automated method to archive Facebook content therefore, page administrators must manually save ALL content, comments, and messages posted on the page on a regular basis (weekly is advised). To do this, expand all wall posts and comments, then **Select all** and print as a .pdf. Also, expand all messages and print as a .pdf.

All files are saved on a shared drive for easy retrieval if a FOIA request or other action might be required. Use the applicable Public Affairs content records schedule for appropriate disposition based on the content's function or purpose.

Contact socialmedia@uscg.mil if you have questions.

**E.2. DOD
Worldpress Blog**

To collaborate with units in their AOR, each area and district public affairs staff can own and manage a blog on the dodlive.mil domain.

Commandant CG-0922 establishes and administers the blog on behalf of Defense Media Activity, and only add district or area users as needed to add content and monitor the blog.

The DOD Live blogs are the only authorized blogging tool unless a waiver is granted by CG-0922 and DHS. To request a site, contact socialmedia@uscg.mil.

E.2.a. Training

All Coast Guard personnel who post on official social media sites as part of their duties must have either received training from their servicing PAO or attended the Coast Guard PAO course at the Defense Information School. To search for available course dates, go to the Coast Guard Training Management Center's website (<http://www2.tracenetpetaluma.com/tqc/cschoool.asp>).

Additionally, all DODLive account users must complete the information release authority training which is available at:

<http://support.dodlive.mil/information-release-training/>

Commands must provide their servicing PAO office a letter designating their social media spokesperson and authorizing them to conduct official unit communications. Create strong passwords to access all official social media sites. A strong password consists of at least six characters including a combination of upper and lower case letters, numbers, and symbols.

**E.2.b. Sign in to a
DODlive blog**

First, request addition as a district blog user to socialmedia@uscg.mil. Once you receive your logon credentials, go to the logon url for your blog (e.g., <http://northeast.coastguard.dodlive.mil/wp-admin> but insert your district region in place of "northeast"). Once logged in, follow the steps below to begin a blog post.

E.2.b.(1).
Creating a new
blog post

To start a new blog post, do the following:

1. Select **Add New** to begin a new post.
2. **Add a title**, ideally seven words or less.
3. **Add content**. It is important that Blog writers follow feature writing style, keeping content short and simple usually between 300 to 500 words.

Use your insider access to take readers behind the scenes, providing a perspective the public would not normally receive from traditional media.

Posts must follow AP guidelines. You can enter content manually, or copy it from Microsoft (MS)Word.

Refer to CG-0922 for legal, security, and release of information considerations.

Components of a Wordpress blog

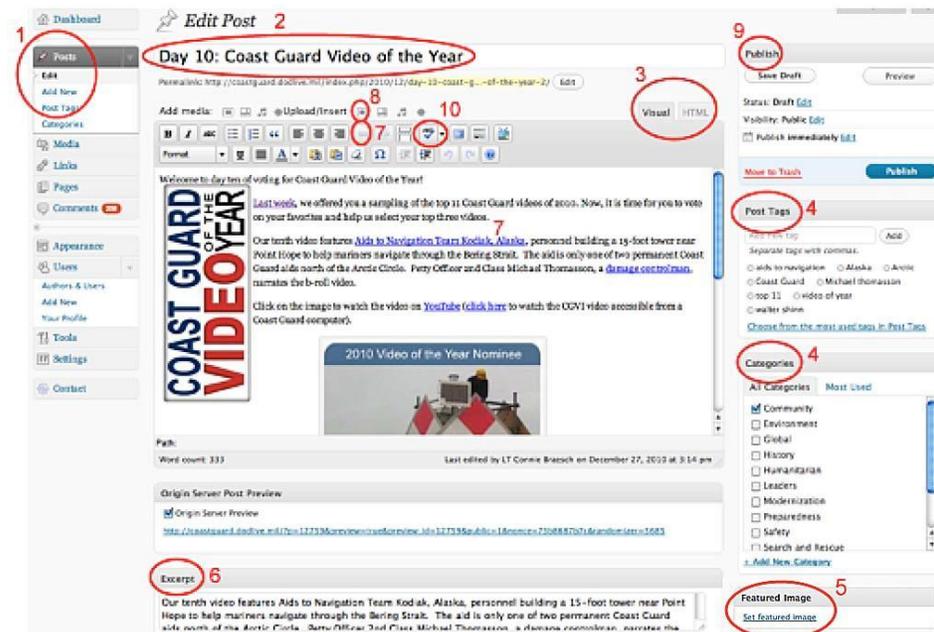


Figure 2-45 Writing a blog post screen shot

NOTE: Paste content from MS Word into the “HTML” versus “visual” tab to avoid coding and formatting errors.

4. **Add tags.** You may add as many tags as are appropriate for the post, but do not use repeated keywords and names as tags as these are automatically tracked by web crawlers.
5. **Select appropriate categories.** Because all Coast Guard blogs on DODLive share a common domain and theme, you must select one or more categories from the options given on the blog. Do not create new categories as this will affect the standard theme and cascade across all sites. You must assign a story at least one category otherwise “uncategorized” becomes a category on your blog’s homepage.
6. **Add a featured image (required).** It is the thumbnail image that appears on the blog’s homepage. You must manually crop and resize the portion of your image so that it is 600 x 300 pixels. See “Adding images,” section E.2.c on page 2-111 for more information.
7. **Add an excerpt.** This is not required. It is an option to customize a short description of your post. Limit your summary to between 280 to 300 words to fit the standard Coast Guard blog theme and layout. If the excerpt option is left blank, the default description is the paragraph or two of the post.
8. **Add links.** Use links to lend credibility and sources for more information. Try to use “.gov,” “.mil,” or other reputable sites.

NOTE:

You must manually add links using the link button. For Section 508 compliance, set all links to “open in a new window.”

9. **Add images.** Use this button to add photographs to your post. See section E.2.c, “Adding images” on page 2-111 for instructions on adding images.
10. **Save, preview, or publish the post.** Depending on administrative privileges, these options may not be visible for all users. To view the post as it will appear when it is published, you can do one of the following:
 - a. Click on the **Visual** tab.
 - b. Click the **Preview** button.

NOTE:

The preview option only refreshes every fifteen minutes.

- c. Click the **Origin Server Post Preview** link.

NOTE: You do not have to wait for the page to refresh to use this option.

11. **Spell check.** Before publishing, you can use this button to spell check the post.

NOTE: Do not forget to manually check spelling in your title, name, formal titles, facts, and figures.

After publishing the post, double check your blog on the live version to ensure it posted correctly. If you made an error, follow the steps in section E.2.f “Update a Post” on page 2-115.

E.2.c. Adding images

Photos are an essential element of a blog post. Imagery can help draw in the reader and tell a story within the story. Once you select the add image icon on the draft blog post, follow these steps to properly upload the photo.

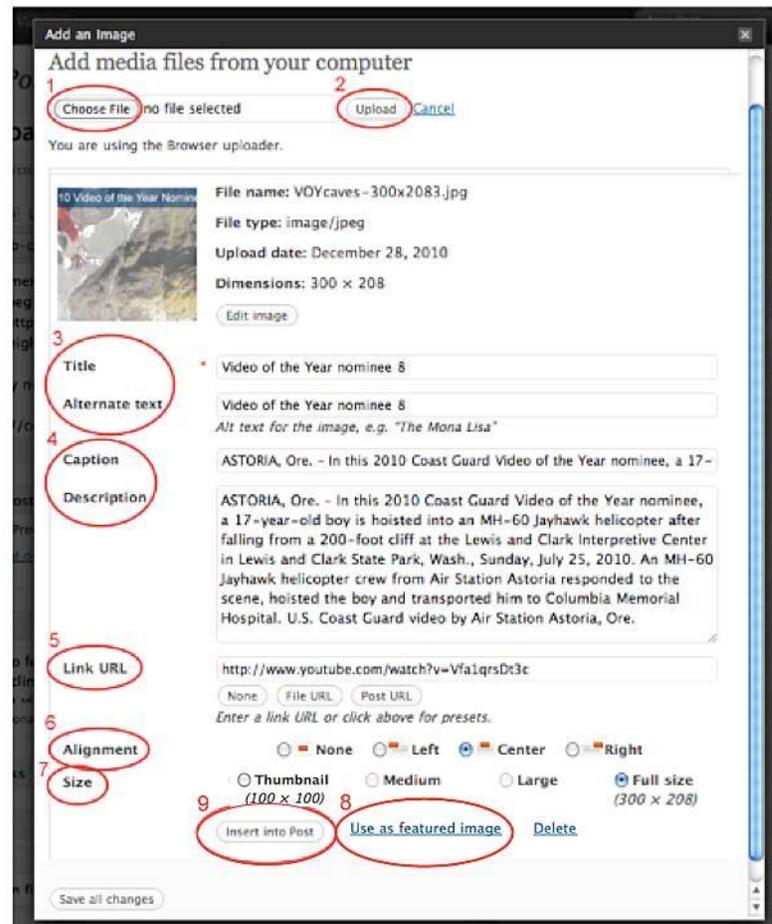


Figure 2-46 Uploading images screen shot

1. **Choose a file for upload.** The file size cannot exceed 1MB. We recommend that images be sized to 640 x 480 pixels, which is optimized for web use. If you are setting the featured image (aka the thumbnail), the image must be 600 x 300 pixels.
2. Select **Upload**.
3. **Add a Title and Alternate Text.** Section 508 requires all non-text elements to have a textual equivalent. Add alternate text for each photo and graphic that explains what is going on in the image. Often, the Title and Alternate Text are the same. This is a requirement for all imagery, including the “featured image.”
4. **Add a caption.** Place the caption in both the **Caption** and **Description** boxes to ensure Section 508 compliance. You can use the DVIDS cutline for your image or use a new description that better fits limited spacing available. Always credit the photographer.

NOTE: **A caption and description are not needed for the thumbnail (aka: “featured image”).**

5. **Enter a link, if desired.** The default link to open images is a new blog page. If you want to direct users to a specific link when they click on the image (e.g., to DVIDS or a YouTube video), you must copy/paste the link in this box.

NOTE: **You must add the link on the initial upload of the image!**

6. **Choose the alignment.**
 7. **Choose the desired size.** If the image falls in line with the text, you will likely choose **Medium**. If you want the image to span the entire width of the blog post, choose **Full Size**. If the image appears too small or too big for your post, follow the procedures under Editing images, section E.2.d, on page 2-113.
 8. **Select “Use as featured image” to set the featured image.** This will automatically import the image as the thumbnail. Click **Save all changes** to exit. You are done at this point, skip step 9.
 9. **If adding an image to the post, select “Insert into post.”** It is very important that you double check to ensure everything is correct before selecting **Insert into post**. You must make changes to the caption or text fields after this step.
-

E.2.d. Editing images

You can edit images after selecting **Insert into the post**.



Figure 2-47 Editing images screen shot

To change the image size or placement:

1. Click on image in the draft blog post's **Layout** tab and select **Edit**.
2. Make changes as appropriate.
3. Select **Update** to save changes.

NOTE:

If you change the caption or other text element you must also make the changes in the Media Library.

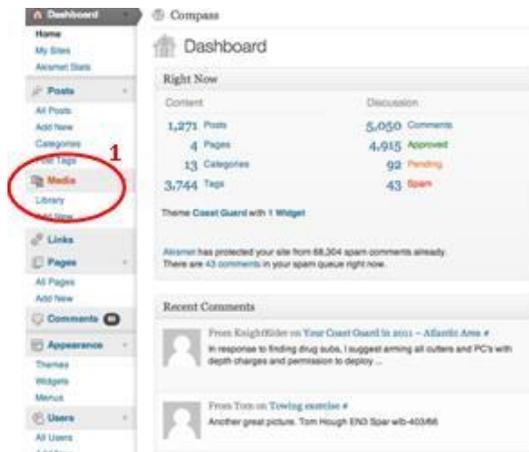


Figure 2-48 Correcting the image in the media gallery

To correct the image in the media gallery:

1. Select **Media/ Library**.
2. Navigate to the image you want to correct in the library and select **Edit** from the pop-up options below the image.
3. Make your corrections and select **Update Media**.

E.2.e. Embed video

While Wordpress allows embedded video in a blog post, it is not a suggested practice because the Coast Guard network blocks these videos on Coast Guard computers. There are two ways to embed a video:

- Copy and paste the YouTube url directly into the post. You must ensure you are on the **html** tab. Also, ensure the url is unaltered (e.g., not bold or italic) and that the url is on its own line.
- Alternatively, use an image (e.g., a screen shot from the video) and link to the video in the **Link URL** box (as seen in item five of “Adding images” above).

NOTE:

This is the only authorized method of embedding video that complies with privacy laws, DHS, and works with our Wordpress theme.

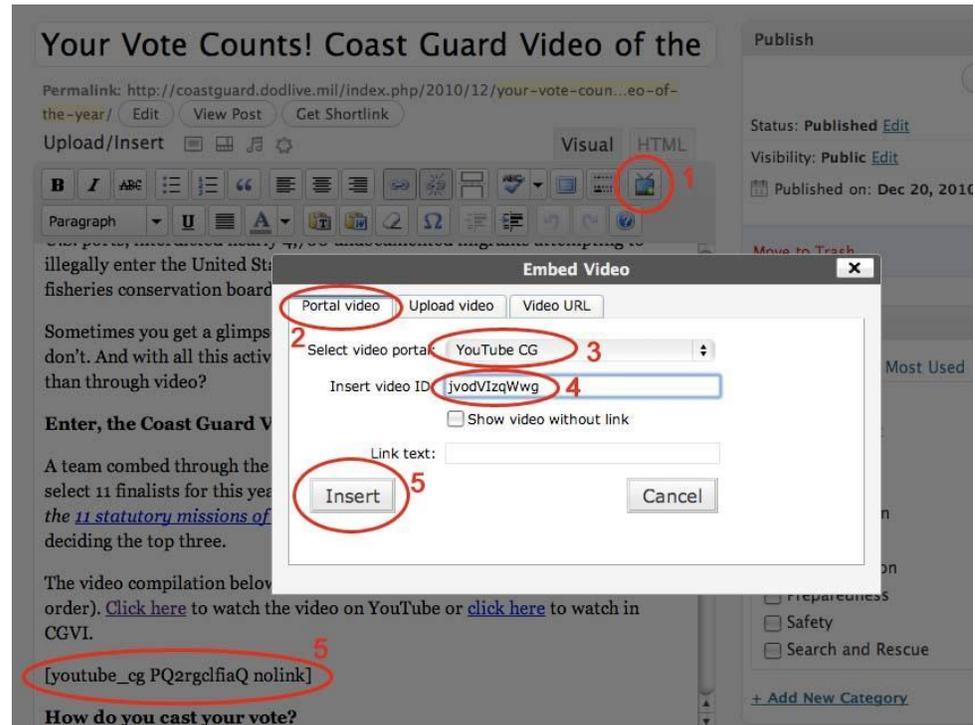


Figure 2-49 Embedding video screen shot

1. In the **Visual** tab, select the icon that looks like a television set.
2. Click on the **Portal video** tab in the pop-up box.
3. From the **Select video portal** drop-down menu, select **YouTube CG**.
4. Insert the video ID.

- a. The video ID is the series of letters and numbers after the equal (=) sign in the YouTube url.
- b. For example, in this YouTube link:
<http://www.youtube.com/watch?v=jvodVIzqWwg>
the video ID is “jvodVIzqWwg”.

5. Select **Insert**.

The embedded video ID appears in the blog post as bracketed code.

The actual post appears as a YouTube video.

NOTE:

The default and unchangeable size of the video is 560 x 340.

E.2.f. Update a Post

At times, you might have to update a post after it has been published to add links, more information, or correct mistakes. Commands must ensure the information provided on the blog is completely accurate, and conveyed in the proper context upon initial upload.

Despite this commitment, mistakes can occur. When they do, you must correct them in a timely manner. You can make things like spelling and punctuation edits immediately. However, factual or contextual errors, including names, dates, or places, or adding additional information to the post flags it with the word **Update** at the top of the pos, followed by a brief explanation of the changes and why you made them, if appropriate.



Figure 2-50 Updating a post after it has been published screen shot

E.2.g. Comment moderations

Every district must check and moderate their blog’s comments. To check comments, select **Comments** from the left navigation bar:

- Most comments awaiting approval appear in the **All** or **Pending** folders.

- Regularly check the **Spam** folder to see if legitimate comments were erroneously sent to that folder by the spam filter.

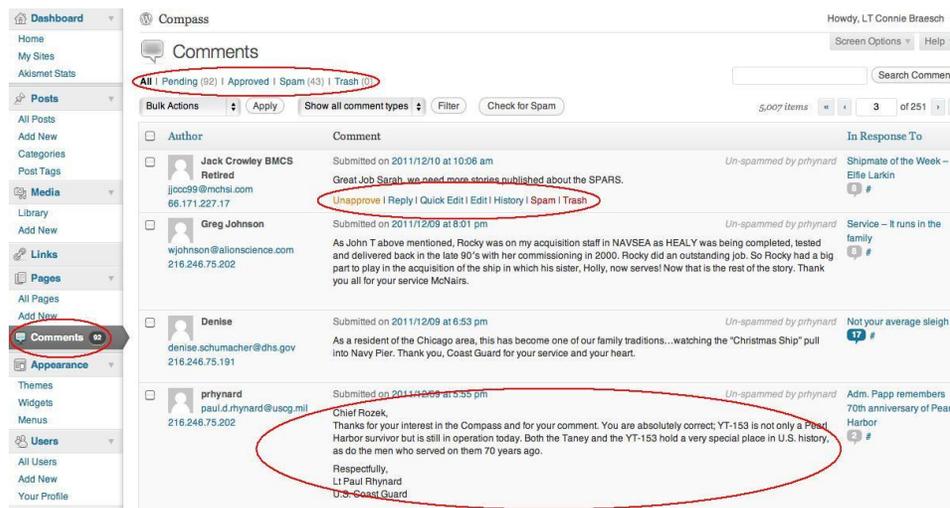


Figure 2-51 Moderating comments screen shot

- To moderate comments, use the quick select buttons below each comment.
 - If the comment aligns with USCG policy, select **Approve**.
 - If the comment violates USCG comment policy, leave the comment as-is and do not approve it.
- Never delete comments for records management and archival purposes.
- Mark comments that are clearly spam as **Spam**.
- Contact socialmedia@uscg.mil if you have questions.
- Commands engage and respond to commenters when appropriate
- Users can respond using the **Reply** quick select button.

NOTE:

You must approve comments before they are posted to the blog.

E.2.h. Blog records management

Content and comments posted on social media sites in connection with the transaction of public business may become a federal record and, if so, you must maintain a copy per the appropriate records retention policies.

Because blogs are hosted on the **dodlive.mil** domain, defense media activity (DMA) archives and retains content and comments. Therefore, records are retained as long as the content and comments are not deleted from the system. Follow the guidance on comment moderation above and contact socialmedia@uscg.mil if you have questions.

E.2.i. Blogging tips

- To establish readership and credibility, blog managers should post at least twice a week. If content or ideas are lacking, a series on a particular topic of interest to your audience can help to fill lulls (e.g., environmental issues, safe boating, green initiatives, history pieces, personnel highlights and cross posts from the Coast Guard Compass).
- At times, a cross-link/cross-post of locally relevant regional or national SAR cases, news stories, blog posts, press releases, or web site is appropriate. Try not to favor any one news outlet and be careful of inappropriate endorsements. It might be best to write a short introduction and include a quote from leadership to provide a command message, and then link to the story.
- Keep your target audience in mind and tailor your posts appropriately. Tell stories about the missions and the people at your unit in a way that engages your audience. Use your insider access to tell a behind the scenes story that the public normally would not receive.
- Never populate social media sites by RSS feed. This is based on the premise that social media is about a dialogue and two-way conversation with the public. Simply using the tool to push out information using an RSS feed is not a best practice in social media. If you do not have the resources to personally manage and engage on social media then you can reconsider having the social media site. Content posted is always published manually by site managers in a transparent and engaging way. Adding a personal touch like a creative status update to go along with a link to a news article on Facebook or an imaginative Tweet that drives people to click on the link is a great way to make information more accessible on social media.
- Make sure to carefully consider copyright issues and intellectual property rights when using other sources of information.
- After publication of a post, send the link to those who may have an interest in reading, sharing or cross linking the post (i.e., unit leadership, subjects, contributors, and HQ social media).

**E.3. Official
Twitter Account**

To collaborate with units in their AOR, each area and district public affairs staff can manage a Twitter account. You must register all official Coast Guard social media sites with Commandant (CG-092). To register:

1. Use your Coast Guard email (Microsoft Outlook).
2. Open your email and go to **File > New > Choose Form**.
3. Under the Organizational Forms Library, select and fill out the **Social Media Site Registration Form**, then hit send.

Use the following guidelines to set up your Twitter account in a manner consistent with Coast Guard branding and that meets policy requirements.

E.3.a. Training

All Coast Guard personnel who post on official social media sites as part of their duties must have either received training from their servicing PAO or attended the Coast Guard PAO course at the Defense Information School. To search for available course dates, go to the Coast Guard Training Management Center's website:

<http://www2.tracenet.luma.com/tqc/cschoool.asp>

Commands must provide their servicing PAO a letter designating their social media spokesperson and authorizing them to conduct official unit communications. Strong passwords are used to access all official social media sites. A strong password consists of at least six characters including a combination of upper and lower case letters, numbers and symbols.

E.3.b. Twitter posts

Since Twitter access from a Coast Guard workstation is currently prohibited, commands must decide if they are able to properly manage a Twitter account before requesting an identity. Commands can use unit funds to acquire and use "stand-alone" computers and internet connections outside of the Coast Guard network to obtain access to the blocked site. Consult your servicing procurement office for assistance.

While administrators cannot access Twitter from a Coast Guard workstation, they can make status updates and upload pictures (Twitpic) from a stand-alone or mobile device. However, they must be mindful of OPSEC requirements, proper authority to release information, and be able to adequately monitor follow-on tweets. To set up mobile access, select **Settings** for your Twitter account and then **Mobile**.

NOTE:

Members who self-publish online are personally accountable for everything they post.

Personnel are responsible for ensuring disclosed information (including personal comments) is accurate and appropriate. Coast Guard members are accountable for violations of the UCMJ for content posted online.

Commands engage with their followers when appropriate to answer questions, correct misinformation, and generate dialogue. While AP style is not essential due to character limitations, good grammar and avoiding out of the ordinary acronyms and shorthand is advised.

E.3.c. Set up a new Twitter account

To start a new Twitter account, do the following:

1. Go to www.Twitter.com and choose **Sign Up**. Commands must set up their official Twitter account for consistent branding and to ensure sites provide proper disclaimers.
2. Begin all official Twitter accounts with “USCG” followed by unit name. District accounts use the same regional title as their blog (e.g., 1st Coast Guard district would use “USCG Northeast”).
3. The maximum number of characters for a Twitter username is fifteen. Limit acronyms.

E.3.d. Edit your Twitter profile

Every Twitter manager should first edit his or her profile (also called **Settings**), and include the following information under the appropriate tab (all other tabs can be set to meet applicable command needs):

- **Account tab.**

- Include an official contact email address.
- Do not password protect Tweets.

- **Profile tab.**

- Ensure your account picture is easily recognizable, appropriate for the command, and includes the word “Official.” The standard size Twitter uses for this graphic is 81 x 81 pixels.
- Add your location and district website.
- You should not **Post your Tweets to Facebook**. Best practices do not encourage using auto feeds to social media sites. This is based on the premise that social media is about a dialogue and two-way conversation with the public. If you do not have the resources to personally manage and engage on social media then you may reconsider having the social media site. Content should be manually posted and tailored to suite your audience.
- Ensure the bio states “Official USCG Twitter account. This is not an emergency communication channel. If you are in distress, use VHF Ch. 16 or dial 911.”

- **Design tab.**

Twitter’s redesign now includes the option for adding a banner. Twitter recommends the banner size to be as high as 1252 x 626 and no more than 5MB for optimal display across all platforms and devices.

- To add a banner:
 - a. Login to Twitter and select **Settings**.
 - b. Select the **Design** tab.
 - c. Scroll down to the option **Customize your own** and choose **Change Header**.
 - d. Choose your banner photo, adjust image display as needed, and **Save**.
 - e. Click on the **Me** tab to preview your banner.

NOTE:

The display image is automatically placed hovering in the upper center over the banner.

- (1) Change the display image to the standard Coast Guard theme. Contact CG-0922 at socialmedia@uscg.mil to obtain the graphic file for upload.

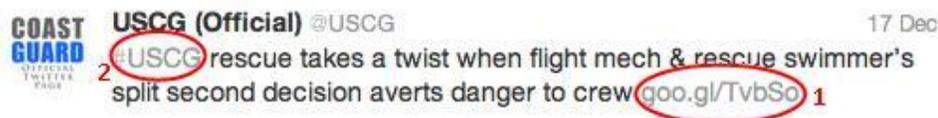


2-52 Standard Coast Guard Theme Display Image

E.3.e. Twitter Basics

The following outlines the standard anatomy of Tweeting.

- While you can Tweet directly from www.Twitter.com, you can also use third party Twitter applications or sites including www.Hootsuite.com and www.Tweetdeck.com.
- You should set up an account on one of these third party sites with keyword searches, Twitter lists, and popular Tweeters to help monitor and listen to the Twittersphere.
- **BASIC TWEET:** The basic tweet is created by the site manager. After finding a news article or website of interest to Tweet, follow these steps:



2-53 Twitter Basic Tweet screen shot

- **Use a URL shortener.** Tweeters use the Google URL shortener over privacy policy and security concerns. Go to <http://goo.gl/> and shorten the link to the news article or website of interest. If you are logged in to Google, goo.gl will track the number of times the link is clicked.
- **Use hashtags.** Hashtags help people follow a Twitter conversation. You create unique hashtags for your specific campaign, topic, or area of responsibility. Remember that you only have 140 characters including any links so keep hashtags short.
- **RETWEET (RT):** Retweeting (RT) is an easy and great way to engage with other Tweeters.
 - If you find a Tweet that you would like to RT in Hootsuite, hover over the Tweet with your mouse and select the **Retweet** option. Hootsuite creates a Tweet that begins with “RT @” and the name of the original Tweeter. This is like the credit line in a photo or video (see below).
 - Sometimes the RT is too long and must be shortened to fit within the 140 character limit. In this case, change the RT to MT (MT stands for “modified Tweet”) and shorten the Tweet.
 - Be mindful not to alter direct quotes or change the meaning of the original Tweet.

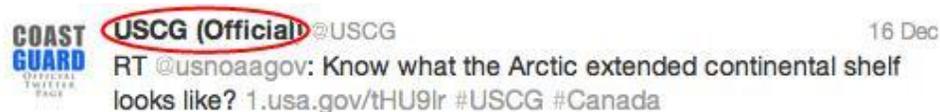


Figure 2-54 Twitter Retweet screen shot

- If you RT directly from Twitter, hover over the Tweet and select the **Retweet** option.
- A pop-up window asks you to confirm **Retweet this to your followers.** See Figure 2-55 on page 2-122.
- You do cannot edit or modify the Tweet in any way.

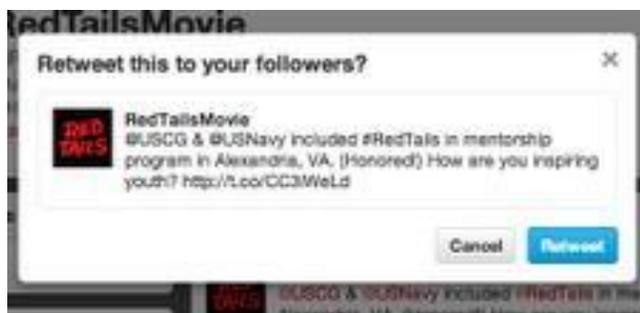


Figure 2-55 Retweeting in Twitter screen shot

- Your RT appears like this in your Twitter feed.



Figure 2-56 Reviewing the Twitter feed screen shot

E.3.f. Records Management

Content posted on social media sites related to transacting public business may become a federal record, so you must maintain a copy per the appropriate records retention policies.

CG-0922 identified a free online tool, www.backupify.com, to archive Twitter site content and comments. Coast Guard Twitter site managers establish a separate, non-personal Backupify account and maintain the archived data of the official Twitter account. Contact socialmedia@uscg.mil if you have questions.

E.3.g. Twitter Tips

- Tweet timely, hot-off-the-press information in the moment.
- Tweet about locally relevant regional or national SAR cases, news stories, blog posts, press releases or web sites.
- Re-tweet and reply as appropriate to mentions using the @.
- Twitter site managers use suitable hashtags to help with search engine optimization and Twitter searches.
- Tweet a picture of the day, safe boating tips, things to know, area familiarization information, unit stats, area safe boating courses, Coast Guard tidbits, historical data, feature a “Did you know” series, etc.
- Consider using Twitpic (<http://twitpic.com/>) to share imagery.

- Twitter is not meant to be a list of news releases. Individually tweet this information and add a personal touch.
- Create hashtags (#) to help people track your posts. As an example, search #uscg on <http://search.twitter.com/>.
- Use Twitter services like www.tweetdeck.com or www.hootsuite.com to easily manage your Twitter presence.

E.4. YouTube

Collaborating with units in their AOR, each district public affairs staff has the option of managing a YouTube playlist on the Coast Guard's official YouTube channel www.youtube.com/uscgimagery.

NOTE:

Do not establish a unique YouTube channel.

Work with your servicing PAO to add video to the Coast Guard's official YouTube channel.

A designated person at the local unit (e.g., CO, OINC, XO, PAO or OOD), must evaluate all video before sharing to check for SAPP and to ensure Coast Guard members are wearing the proper uniform and safety equipment.

Never manipulate Coast Guard imagery. Do not add, move, or remove objects in a frame; or crop or alter in a way that changes the meaning of the photo.

Due to records management requirements and DHS policy, all videos posted on third-party online multimedia sites must also be uploaded to DVIDS within a reasonable amount of time.

Do not alter or edit the settings of the shared USCG Imagery YouTube channel or change the password at any time. CG-0922 staff manages site access and channel settings. Additionally, users must not delete any comments or messages sent to the YouTube channel as, again, CG-0922 moderates and manages the site and will notify you via email they need your assistance or engagement.

The following guidelines help you upload videos to your specific playlist for consistent branding and to meet policy requirements.

E.4.a. Logon to
YouTube

This is a job aid to help you upload a video for streaming on the Coast Guard's YouTube channel (www.youtube.com/uscgimagery).

1. Sign in to YouTube at <http://www.youtube.com>.
2. Click **Sign in** and enter the shared username and password.

NOTE:

Authorized users share a username and password for this YouTube channel. Users must practice careful and meticulous content uploading to ensure it is properly added per these guidelines. Do not share the username and password with anyone not on the CG-0922 managed access list. The password changes monthly and is distributed via email to authorized users. Contact socialmedia@uscg.mil for access.

E.4.b. Upload a
video

Once logged on, follow these steps to upload a video (the video file must be saved on your computer in its final format):

NOTE:

YouTube supports .mpeg4, .mov, .3gpp, .avi, .mpegps, .wmv and .flv files. It does not support .mswmm or .wlmv file formats.

1. Click the **USCGImagery** drop-down menu in the upper right corner, select **Video Manager**, and click on **Upload** in the upper left-hand side.
2. Choose **Select files from your computer**, choose your video, and select **Open** to begin the video upload.

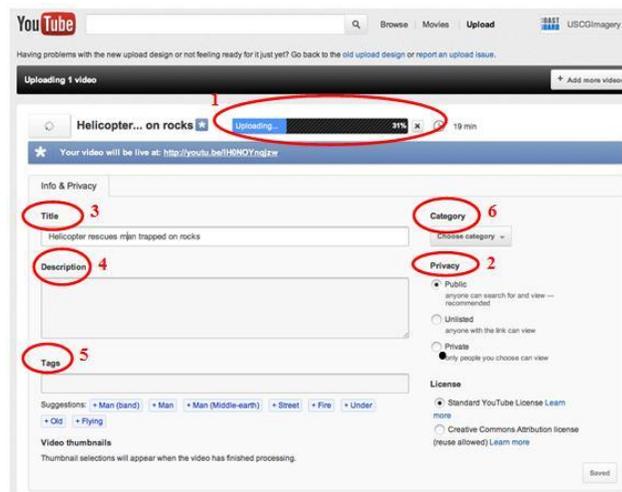


Figure 2-57 Uploading a video screen shot

NOTE: **The video upload process can take from fifteen to sixty minutes.**

3. Next, adjust the following settings:
 - a. **Video privacy settings.** This is the first step after uploading the video. The video is marked as “Private” to prevent the video from being publicly viewed until the video’s settings are correct. Later, after you make all the settings and add closed captions, you can change the video settings to “Public.”
 - b. **Video title.** Add a simple, short, but catchy title. Leave out the file type (.wmv, .mov, .flv) and numbers typically assigned to DVIDS uploads.
 - c. **Description.** You can use the DVIDS outline for your video or put in a new description recounting the video. Always credit the videographer and identify as a U.S. Coast Guard video. You might also consider including links for more information or to add context.
 - d. **Tags.** Add key words to help with online search of your video. You should add 5-10 key words, including “Coast Guard,” “USCG,” and “coastguard.”
 - e. **Category.** For all Coast Guard videos, the category is “News and Politics.”
 - f. **Edit video settings.** Once the video uploads, you must edit the video settings so you can make the video publicly accessible. To do so, follow the steps in the next section, “Edit video information.”

E.4.c. Edit video information

After uploading a video, you must:

- Choose the thumbnail.
- Set comments to **With approval only**.
- Change the privacy settings from **Private** to **Public**.
- You might need to edit or add captions per Section 508 requirements (See Figure 2-58 “Closed caption videos” on page 2-126).

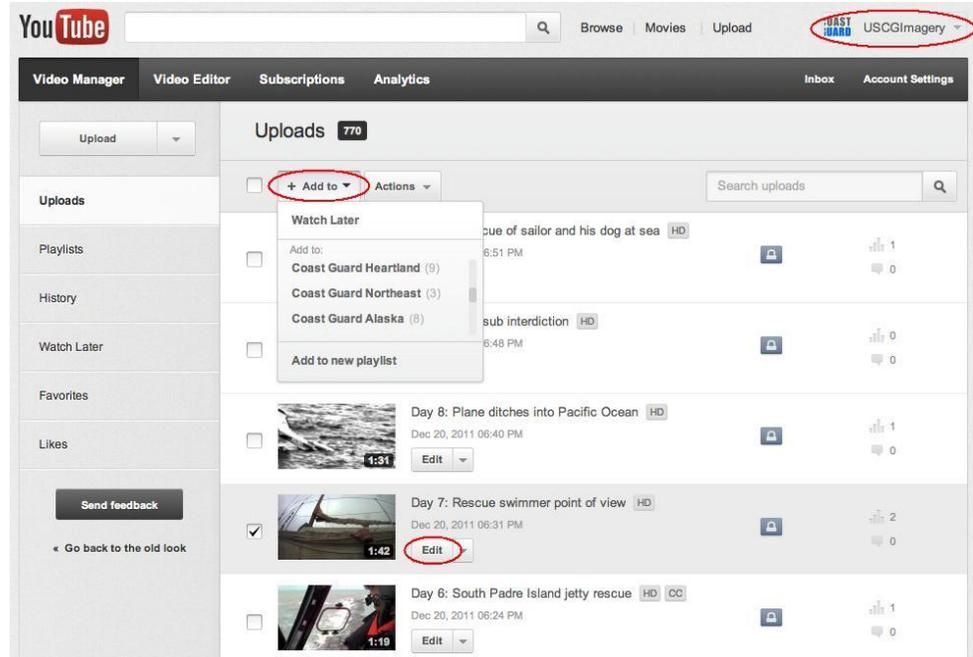


Figure 2-58 Adding closed captions screen shots

1. To begin, select the **USCG Imagery** drop-down in the upper right corner and select **Video Manager**.
2. Add to series playlist by selecting your video, then choosing the **+Add to** drop-down menu and add it to your appropriate district playlist.
3. Next, select the **Edit** button under your video to edit all the video settings.

In the video settings screen, you can double check your title, description, tags, and category settings to ensure they are correct.

Follow the next steps to set the thumbnail, comment, and privacy settings.

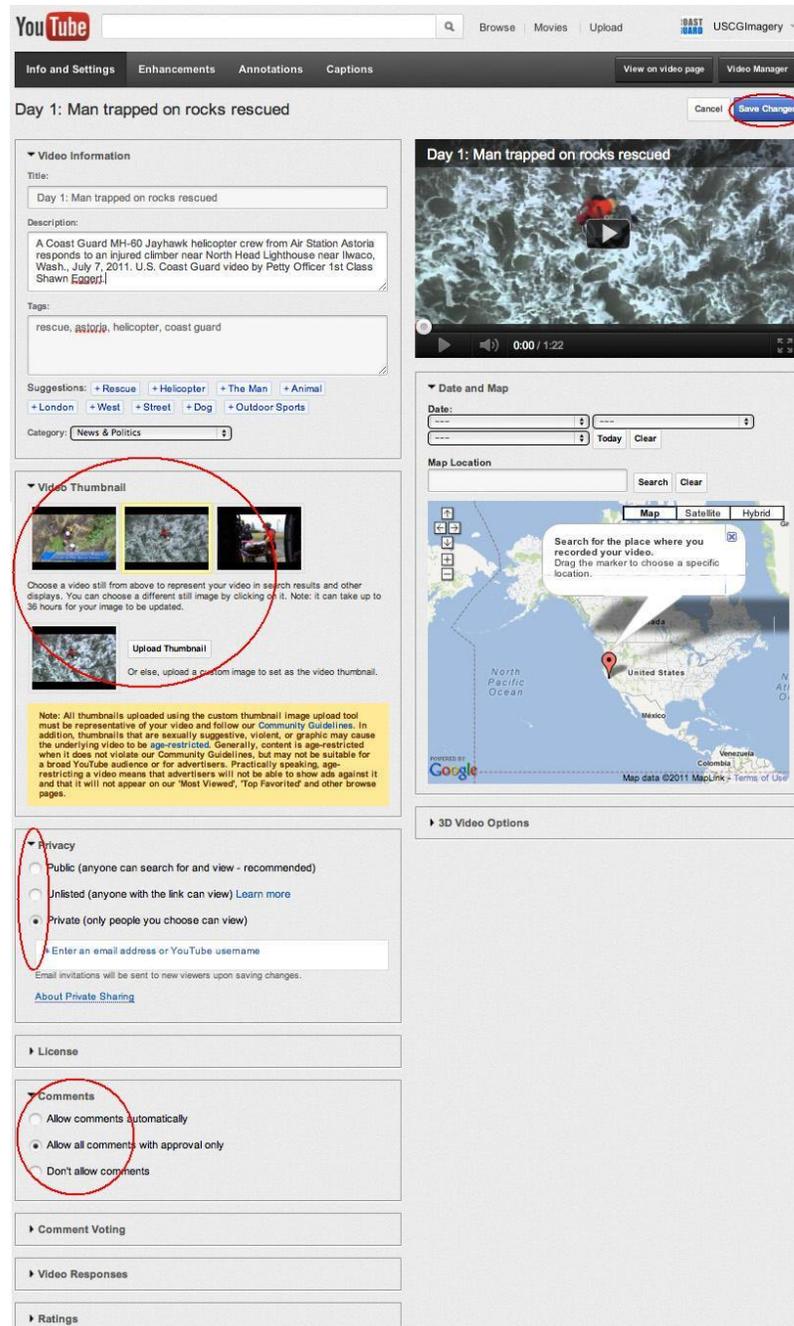


Figure 2-59 Modifying video details screen shot

4. Choose the video thumbnail image. You can choose a thumbnail from the available options or you can upload your own thumbnail. If you create your own thumbnail, the image must be as large an image as possible (suggested: 1280 x 720) since the image is also used as the preview image when your video is embedded on other sites. You can upload a JPG, GIF, BMP or PNG file. Maximum file size is 2 MB.

5. Adjust comments settings. Set every video to **Allow all comments with approval only**.

NOTE:

CG-0922 moderates all YouTube comments per commenting policy. If there are comments that trigger questions about district operations, forward them to that district for response. Do not delete or respond to comments unless requested to do so.

6. Change privacy options. Change the video setting from **Private** to **Public** if the video is ready for publication.
7. Select **Save Changes**.

Now that the video settings are correct, you must ensure any video with spoken audio has proper closed captioning per Section 508 compliance requirements. The following section deals with how to use a simple closed captioning application called “CaptionTube” (though there are other applications and software to use if you prefer). Contact socialmedia@uscg.mil for suggestions of other captioning software or if you have questions.

E.4.d. Closed caption videos

Google provides an easy to use application called “CaptionTube” for closed captioning YouTube videos per Section 508 requirements.

This is a requirement for all uploaded YouTube videos with spoken audio (i.e., speeches, audio interview with b-roll video). This is not required for background audio that might be captured on b-roll alone.

NOTE:

You must first upload the video into your YouTube channel before you can build captions for it.

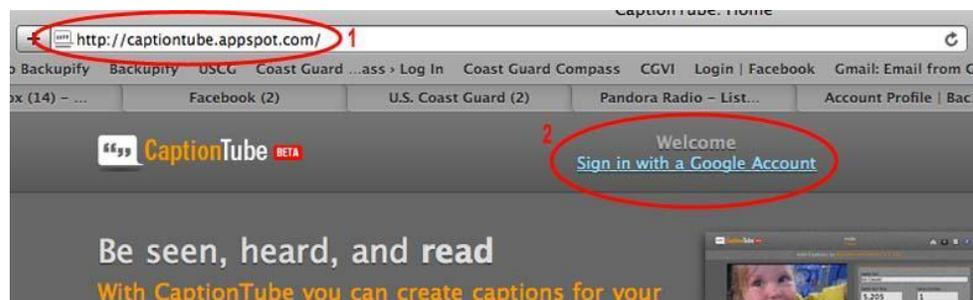


Figure 2-60 Adding closed captions to video screen shot

1. Navigate to <http://captiontube.appspot.com>.
2. Log on using any Google account.



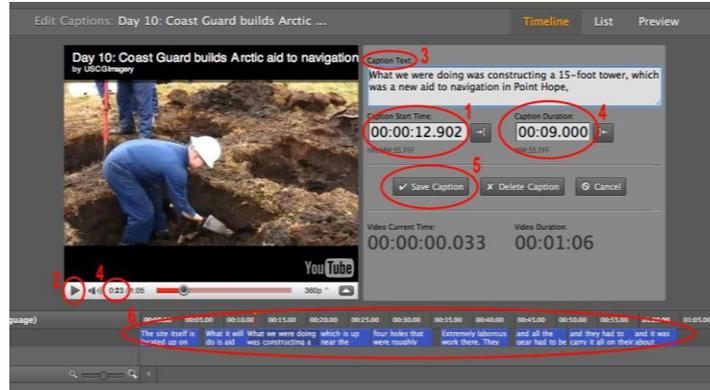
Figure 2-61 Marking the caption start time screen shot

3. Once logged on, select a **Personal Video**, to pull up a list of videos on your YouTube channel.
4. Select the video you want to caption, and click **Import**.
5. Select **Edit** on the video to add begin adding captions.



2-62 Adding captions screen shot

6. Click the **Add Caption** button to mark the caption start time.
7. Play the video.
8. As the video plays, type the narrative in the **Caption Text** box. Type about 2 to 3 lines of text or about 10 seconds worth of audio.



2-63 Editing a caption screen shot

9. Check the video's time. In the **Caption Duration** box, enter the length of time it took for the typed caption to play.
 - a. For example, if you started a caption at :00:00:12.902 and after typing 2-3 lines the video player says :23 then you typed about 9 seconds of audio. A close calculation is usually good enough.
 - b. Double-check spelling, punctuation, and grammar.
10. Click **Save Caption**.
11. Repeat these steps until you have captioned the entire video.
12. Select the timeline at the bottom of the screen to edit the caption.

Review, modify, and publish your work.

- **“Timeline”** add and edit captions.
- **“Preview”** watch the video with captions to check your work.
- **“Publish”** upload your captions to YouTube.

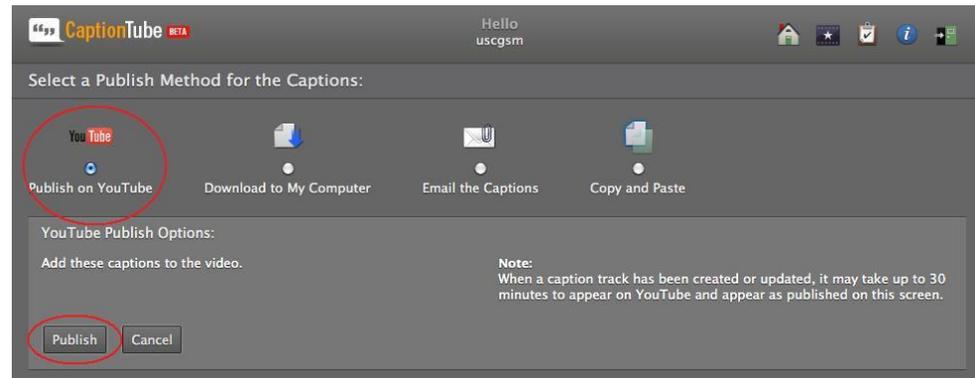


2-64 Publishing captions on YouTube screen shot

Follow the next steps to publish your captions on YouTube.

E.4.e. Publish captions on YouTube

After you hit the **Publish** button in CaptionTube, select one of the two options for publishing your captions to YouTube.



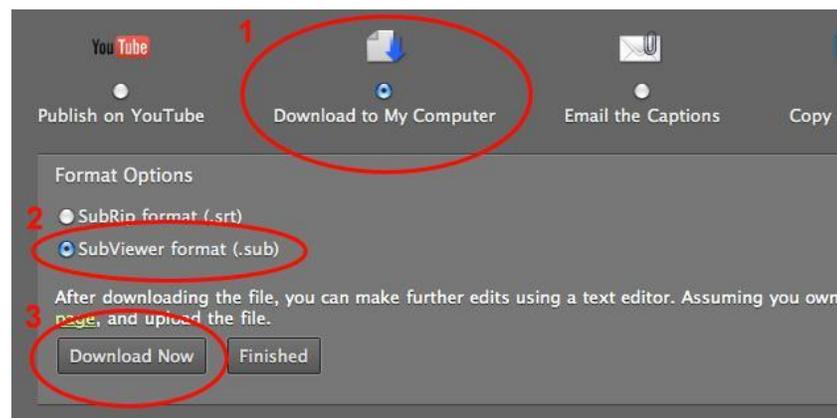
2-65 Selecting the publish method screen shot

1. Publish on YouTube.
 - a. If you logged-on to YouTube, you can simply select **Publish on YouTube**.
 - b. Select **Publish**.

NOTE:

This automatically puts the closed captions into the YouTube video file.

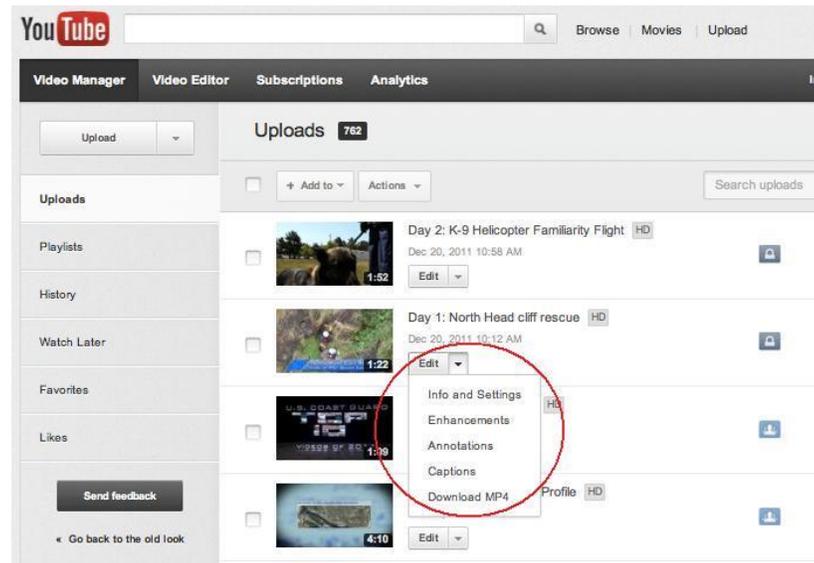
2. Review your work to ensure the video is public and the captions work by navigating to YouTube.
3. Ensure comments are set to **Allow all comments with approval only**.



2-66 Uploading the caption file to YouTube screen shot

4. Select **Download to My Computer**.

5. Select **SubViewer** format (.sub).
6. Select **Download Now**.
The file downloads to your computer.
7. Upload the caption file to YouTube.
8. Select the **Edit** drop-down menu next to your video.
9. Choose **Captions**.
10. Click **Add New Caption or Transcript** on the next tab page to upload your .sub caption file.



2-67 Uploading your caption file screen shot

E.4.f. Records Management

Content and comments posted on social media sites connected with transacting public business may become a federal record, so you must maintain a copy per the appropriate records retention policies.

YouTube is not an official source for the release of information. Therefore, all videos uploaded to YouTube are first uploaded to the DVIDS. Contact socialmedia@uscg.mil if you have questions.

Additionally, as stated above, CG-0922 will manage and maintain the YouTube inbox in order to maintain proper records management of public comments and engagement. All comments on YouTube are kept, whether approved or not. Therefore, users will not delete any comments or messages sent to the YouTube channel. CG-092 moderates and manages the site. If we need your assistance or engagement, we will contact you via email.

E.5. Flickr

In collaboration with units in their AOR, each district public affairs staff can manage a Flickr photo collection on the Coast Guard's official Flickr site (www.flickr.com/coast_guard).

A designated person at the local unit (e.g., CO, OINC, XO, PAO or OOD) must evaluate all photos before release to check for SAPP and to ensure Coast Guard members are wearing the proper uniform and safety equipment.

Never manipulate Coast Guard imagery. Do not add, move, or remove objects in a frame; or crop or alter in a way that changes the meaning of the photo or adjust the color or gray scale.

Due to records management requirements and DHS policy, all imagery posted to third-party online multimedia sites must also be uploaded to the DVIDS within a reasonable amount of time.

CG-0922 staff manages site access and moderates the settings. Additionally, due to records management, it is important that users do not delete any comments or messages sent to the Flickr site. Again, CG-0922 moderates and manages the site, and will contact you via email if they need your assistance or engagement.

The following guidelines will help upload photos for consistent branding and to meet policy requirements.

E.5.a. Logon to Flickr

To log on to Flickr, do the following:

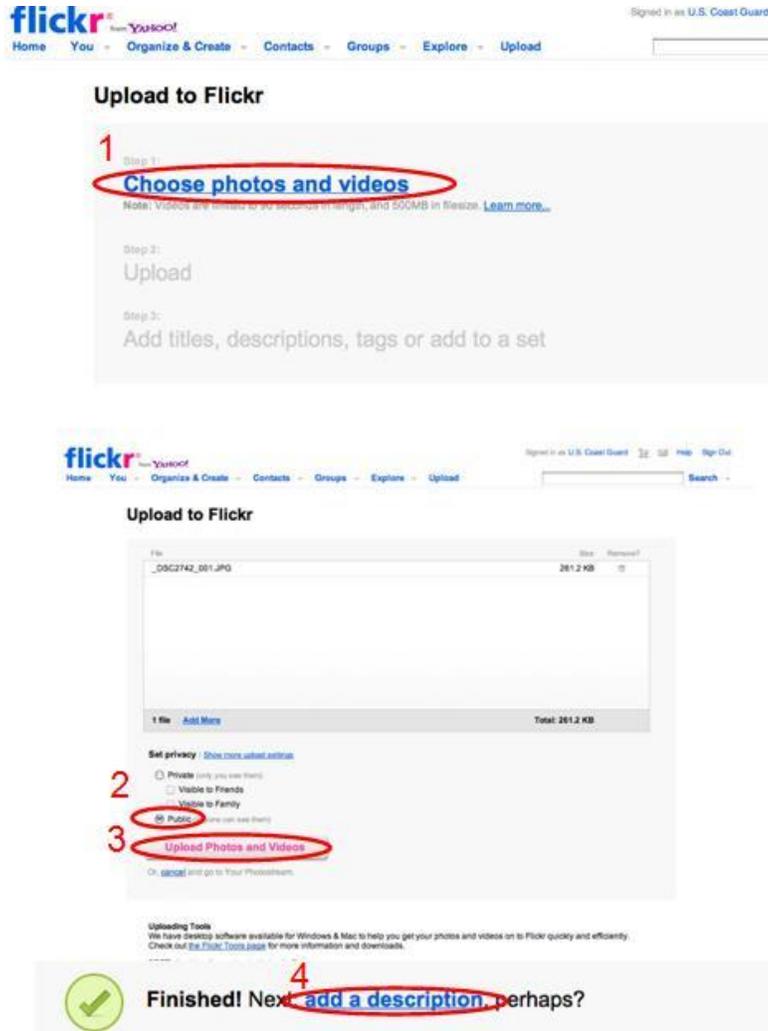
1. Sign in to Flickr at <http://www.flickr.com>.
2. Click **Sign in** and type the Yahoo! ID and password.

Authorized users share a username and password for this Flickr account. Users must practice careful and meticulous content uploading to ensure it is properly added per these guidelines. Do not share the username and password with anyone not on the CG-0922 managed access list. The password changes monthly and is distributed via email to authorized users.

E.5.b. Add photos

Once signed on, follow these steps to upload a photo:

1. To begin, click **Upload** on the top navigation bar under the Flickr logo.
2. Choose photos and videos.
3. Select the photo you are uploading and click **Open**.



2-68 Uploading to Flickr screen shot

4. Under set privacy, click **Public**.
5. Upload photos and videos.

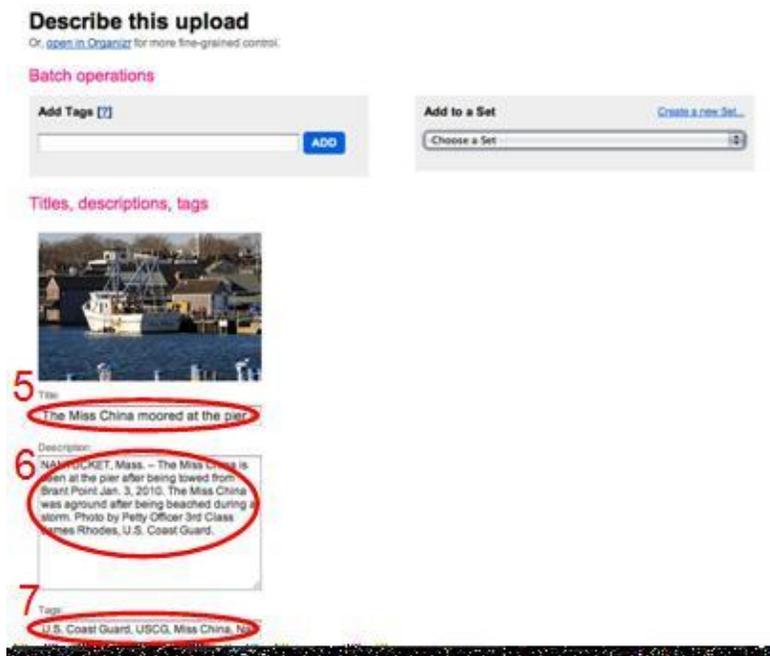
The photos upload, followed by a green banner saying “Finished!”

6. Click on **Add a description**.
7. Add a simple, short, but catchy title.

Leave out the file type (.jpg, .png, .gif) and numbers typically assigned to DVIDS uploads.

8. Add a description.

You can use the DVIDS cutline for your photo or put in a new description recounting the video. Always credit the photographer and identify it as a U.S. Coast Guard photo.



2-69 Adding tags in Flickr screen shot

9. Add tags. To use tags for more than one word (e.g., Coast Guard), type the word in quotes (e.g., “Coast Guard”). Be sure to include the mission area as a tag. Select **Save**. You can also add more tags once the photo is saved by clicking on the photo and clicking **Add a tag**.
10. Select **Save** and proceed to the next section to move your photo(s) into the appropriate set and collection. This is required for all photos and ensures they are associated with the proper region and mission.

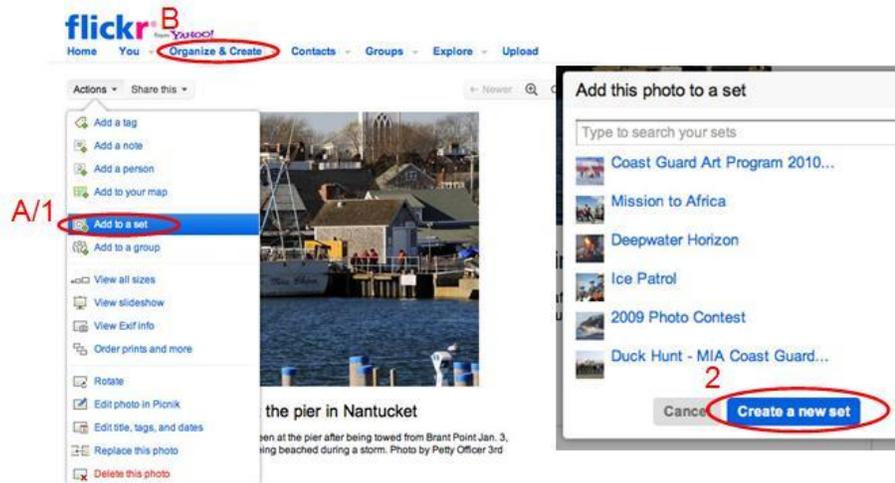
E.5.c. Moving photos into a set

Your photo is now in the Coast Guard’s official photostream. Next, you need to move the photos to sets. Base these sets on missions or events that happen in your district. There are two ways to add pictures to sets:

- **Option A:** Move each individual photo (See Figure 2-70 “Creating a new set screen shot” on page 2-136)
- **Option B:** Move groups of photos using the “Organize & Create” option (See Figure 2-70 “Creating a new set screen shot” on page 2-136).

First, we will discuss Option A.

1. To start, navigate to **Your Photostream** via the **Home** tab and click on the individual photo in the photostream.
2. Under the **Action** drop down menu, click **Add to a set**.
3. Select a set from the menu or, if appropriate, create a new set. For this example, we create a new set.



2-70 Creating a new set screen shot

4. Title the set with the name of the mission or particular event.
5. Describe the set.

This will be a short synopsis of what the mission was or the details of the particular event.

6. Create set.
7. Click on your new set.

The software directs you back to the sets lists where you can click on your new set. Once added, a green check mark appears to the right of the set's name to acknowledge it was successfully added, then disappears.

8. Select **Done**.

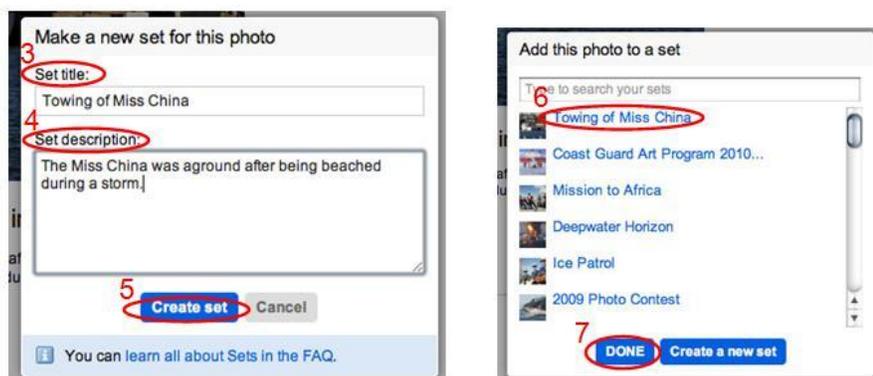


Figure 2-71 Using Organize & Create to add photos screen shot

Option B allows you to add your photo to a set using “Organize & Create.” The software directs you to the organize and create homepage which defaults to “Batch Organize.”

1. Click on **Sets & Collections** tab.

You can choose the collection or set you want, or you can create a new set by clicking on the hyperlinked “set” where it says **Create a new: collection or set**. For this example, we selected the option to create a new set.

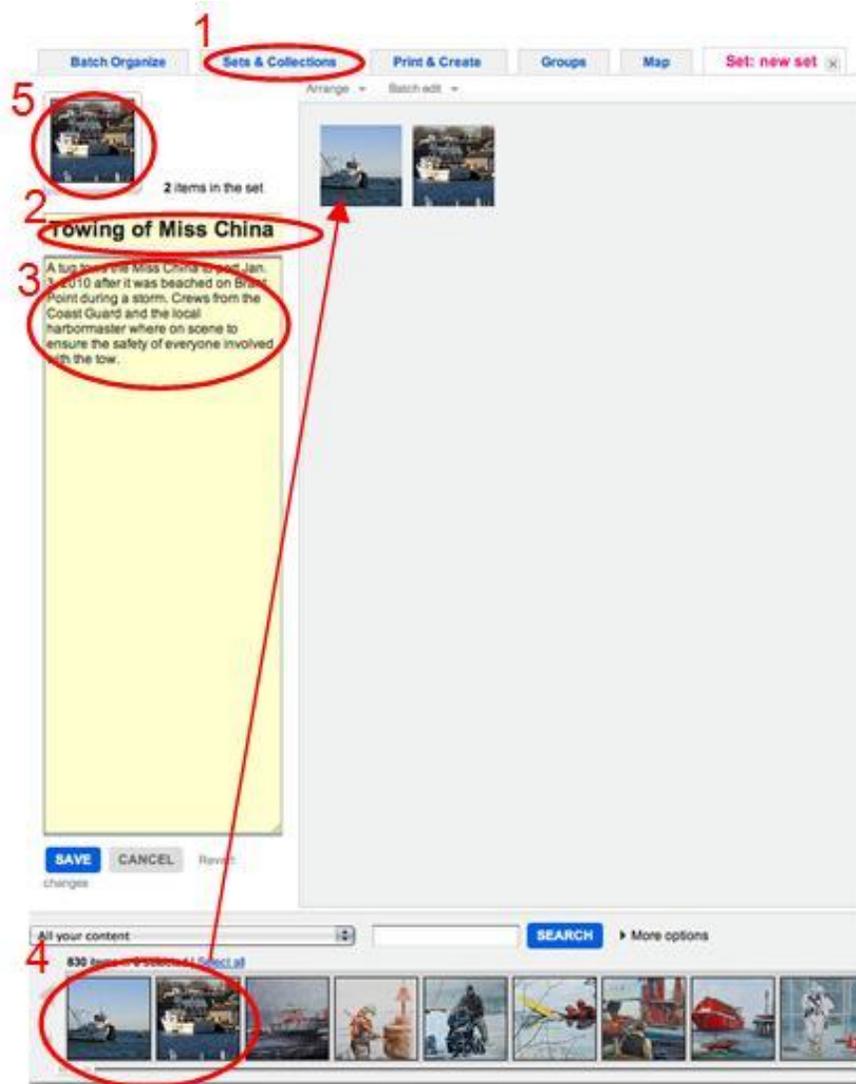


Figure 2-72 Adding photos to a set in Flickr screen shot

2. Title the set.

This is the name of the mission or particular event.

3. Describe the set.

Give a short synopsis of what the mission was or the details of the particular event.

4. Drag photos into stream.

The bottom photos are all photos uploaded to your photostream. To add them to a set:

- a. Click on the photo.
- b. Drag the photo into the grey shaded area.

The photos will now appear in your set.

5. Drag a photo for the set's album cover.

Click on any photo in your set and drag it over to the upper left image to replace the current set's album cover photo.

Your photo is now in the Coast Guard's official photo stream and each photo is in its set. Continue to the next section to move photos to your collection.

E.5.d. Moving photos into a collection

You can now add photos to a collection that represents each district. You can add the photo to the collection by staying in the **Organize & Batch** tab.

1. Drag a set to a collection.

Clicking on your set (or multiple sets), and dragging it over to the left side where there is a list of collections, adds your set to your respective collection.

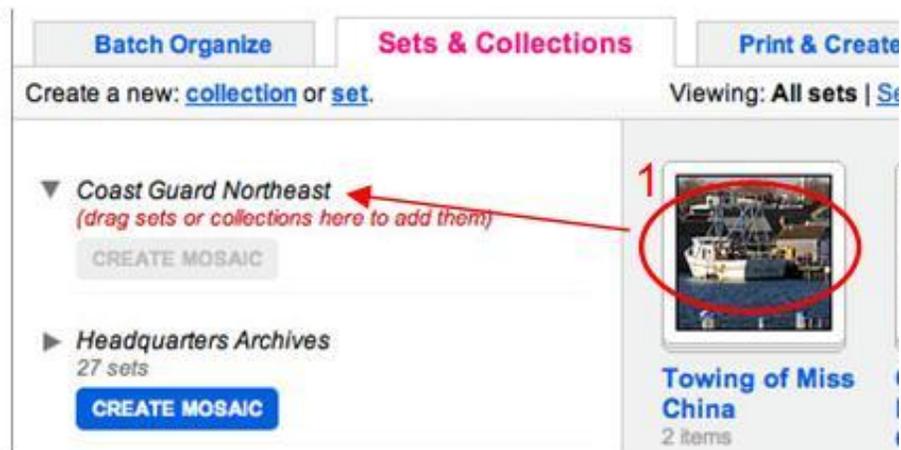


Figure 2-73 Moving photos into a collection screen shot

Your photos are now uploaded, in a set, and in your respective collection.

To view your photo(s) in the collection go to the Flickr homepage.

2. Click on collections.

The software directs you to a new page with your respective collection that includes uploaded sets.

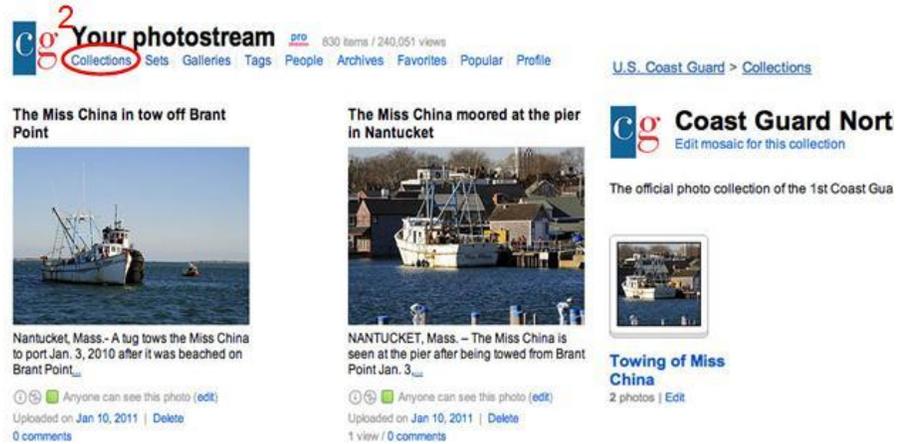


Figure 2-74 Viewing collections in Flickr screen shot

E.5.e. Deleting a photo

The best way to delete a photo (but not delete any sets or collections), is to delete the individual photo. Remember that all deletions, either a set or a photo, are permanent.

1. Click on **Actions**.



Figure 2-75 Deleting individual photos in Flickr screen shot

2. Click on delete photo (see Figure 2-76 on page 2-139).



Figure 2-76 Deleting individual photos in Flickr screen shot

Acknowledge the warning that this is permanent.

3. Click **OK**.

E.5.f. Records
Management

Content and comments posted on social media sites connected with transacting public business can become a federal record, and federal law requires maintaining a copy per the appropriate records retention policies.

Flickr is not an official source for the release of information. Therefore, all images uploaded to Flickr are first be uploaded to the DVIDS. Contact socialmedia@uscg.mil if you have questions.

Additionally, as stated above in the Authority section, CG-0922 manages and maintains the Flickr inbox to maintain proper records management of public comments and engagement. Flickr retains all comments, approved or not. Therefore, users should not delete any comments or messages sent to the Flickr site. CG-0922 moderates and manages the site, and will contact you via email if your assistance or engagement are needed.

**E.6. Editing the
www.USCG.mil
Homepage**

CG-0922 social media team manages the www.uscg.mil homepage. This TTP outlines processes and procedures for adding banner images and other graphics.

To request access to manage the www.uscg.mil homepage, email socialmedia@uscg.mil.

E.6.a. Standard
colors

You must be on a USCG workstation to access the www.uscg.mil homepage web documents folder. To access and open the folder:

1. Open Internet Explorer and type in the URL [\\wwwstage.uscg.mil/wwwroot/home](http://wwwstage.uscg.mil/wwwroot/home).
2. Hit **Enter**.

You only need two folders to manage the www.uscg.mil homepage – the “Updates” and “Video” folder.

Use “Updates” to manage the banner graphics that stream across the top of www.uscg.mil.

Use “Video” for managing the video player on www.uscg.mil.

E.6.b. Accessing
the homepage
web folders

Images used for the banner must be exactly 782 x 240 pixels.

NOTE: A template file is available at socialmedia@uscg.mil.

1. Create the image by editing photos using Photoshop (or other photo editing software) and saving as a .jpg.
2. Give all banners one-word names (e.g. “healy.jpg” instead of “Coast Guard Cutter Healy.jpg”).
3. Access the homepage web documents as outlined above and save the image in the “Updates” folder.
4. To add the image to the banner, edit the “headlines.asp” file code. Typically, there are between 4 to 5 banner graphics streaming across the website. Each banner graphic has the following code:

```
<li>  
<a href="http://coastguard.dodlive.mil/2012/01/midnight-marijuana-smuggling-attempt-halted/">  
</a>  
</li>
```

5. Only alter the highlighted code above.
It is unique to the image and story being referenced.
6. Insert the URL for the banner, the name of the image you created, and the title of the banner.
7. After editing, save the headlines.asp file and go to the “Testing homepage edits” outlined in section E.6.d on page 2-142.

Banners are listed in order from newest to oldest. Only those images that appear on www.uscg.mil are listed in the headlines.asp file.

E.6.c. Editing the homepage video

Use the following guidance for homepage videos:

- Videos used on the www.uscg.mil video player must be .flv and no more than 10 MB. Remember that the video’s first frame is what will be previewed on the homepage player, so don’t start the video with a fade or an awkward shot. Always include the required slate at the end of the video.
- All videos used on the homepage player are uploaded to the USCG Imagery’s YouTube page. The DVIDS version must be linked in the outline.
- All videos on the homepage player must be Section 508 compliant, which means they must have closed captions. The closed captioning needs be an .xml file (Mac recommended software, “Movie Captioner”).

- To add a video to the homepage, open the “Video” folder as outlined above and save the video in the folder along with the closed captioning .xml file.
- Rename the old video as “homevideo-OLD.flv” and rename the new video as “homevideo.flv.”
- Rename the old caption file as “captions-OLD.xml” and rename the new caption file as “captions.xml.”
- To edit the short cutline posted under the video on the homepage open and edit the “captions.txt” file in the “Video” folder. The caption is no longer than approximately 100 to 150 words.
- To add hyperlinks in your video cutline, use the following HTML code:

```
<a href= “link URL”>link description</a>
```

E.6.c.(1). Testing the homepage video

To test your work and check to see how it appears on www.uscg.mil, open Internet Explorer and type [//wwwstage.uscg.mil](http://wwwstage.uscg.mil) in the url box. This is the stage server for www.uscg.mil. You have approximately fifteen minutes to fix problems or make changes before it goes live on www.uscg.mil.

E.6.d. Testing homepage edits

Delete old images, videos, and other files from the “Updates” and “Video” folders to keep them organized, and a reasonable data storage size.

E.7. Wikipedia

Wikipedia is a community as much as a resource. Although Wikipedia might seem like a “free for all,” it is a self-regulating ecosystem with volumes of rules, guidelines, and policies.

Regardless of accuracy, Wikipedia is not an official source of information about the U.S. Coast Guard. While it is often used as an information source, do not view it as a credible resource for official information. Whenever possible, units and commands should direct the public to their official military or government website rather than any third party site (e.g., Wikipedia, Facebook, etc.).

Additionally, users must read and be familiar with Wikipedia’s Conflict of Interest policy. Wikipedia is an encyclopedia, not a vanity press or forum for advertising and promoting yourself or your ideas. As such, it should contain only material that complies with its content policies and Wikipedians must place the interests of the encyclopedia first. Wikipedia reserves the right to remove information posted by any source regardless of affiliation if they feel their policies are being violated. Any editor who gives priority to outside interests can be subject to a conflict of interest.

E.7.a. Wikipedia
Use Guidelines

Keeping the above information in mind, users and content owners can edit and correct information on Wikipedia, but must do so with great caution following these guidelines:

- Coast Guard employees can correct or update facts on a page explicitly referring to a Coast Guard unit, asset, or active duty member, but should not actively maintain or manage any Wikipedia page. Units and commands should strive to keep their official page on the www.uscg.mil website up-to-date, accurate, and relevant.
 - Edits to Wikipedia should only be for correcting erroneous facts. The Coast Guard does not use Wikipedia to engage in policy or other debates with members of the public.
 - Before taking action, consult your servicing public affairs office for advice and approval.
 - Write contributed content from a neutral and factual point of view, representing all significant views fairly, proportionately, and without bias.
 - Wikipedia does not publish original thought. All Coast Guard personnel who edit or correct Wikipedia content must attribute it to a reliable, published online source – which must be an official military or government website. Do not reference third party web or news sites (e.g., military.com, NBC, New York Times, etc.).
 - All editors must identify themselves as representatives of the U.S. Coast Guard on the pages.
 - Never conduct any anonymous editing.
-

Section F: Communication Action Plans

F.1. Introduction Communication action plans (CAP) are developed for high-profile, critical, or controversial issues. For issues with which the Coast Guard shares responsibility and are properly addressed through a joint information center or similar public affairs approach, existing regulations, guidance, and policy apply.

- The Coast Guard must act with coordination and planning to communicate to both external and internal audiences.
- There must be a collaborative effort to develop robust outreach, engagement, and communication action plans well in advance of key events and major policy initiatives. CAPs effectively pass consistent information to external and internal audiences, and ideally are developed in advance of the issue becoming public knowledge, in order to develop an accurate and consistent message. You must consider operational security when creating these plans.
- Communication action plans for specific issues or events must be aligned with Commandant policy and intent.
- Effective communication action plans are an integral part of formulating new initiatives. They must be developed and considered as issues, plans, and policies are formed.
- Examples of issues in which a CAP is necessary include, but are not limited to:
 - Organizational changes (e.g., sector establishment, Commandant Intent Action Orders, etc.)
 - Major acquisition announcements (e.g., RB-M, Deepwater adjustments, etc.)
 - Ending release of high profile investigations and audits (e.g., GAO, Inspector General, internal Coast Guard investigations, etc.)
 - Significant shifts in Coast Guard policy or practices (e.g., new boarding procedures, vessel/aircraft operating restrictions, etc.).

F.2. Responsibilities Communication action plans result from a collaborative effort among program managers, headquarters directorates, district staffs, and area staffs ensuring the Coast Guard speaks with one message and one voice.

- Program managers, headquarters directorates, district and area staffs are responsible for identifying important issues for the communicators' evaluation. If these content owners feel a particular issue may warrant

a communication action plan, they should contact Commandant (CG-092) and schedule a meeting or teleconference to discuss. If CG-092 determines that a CAP is necessary for a particular issue, the content owner is responsible for providing the details of the issue, a list of the targeted audiences involved, proposed themes, and specific talking points.

- For headquarters staff elements, CG-092 determines if a communication action plan is necessary for a specific event or issue. If such a plan is necessary, CG-092 has direct responsibility to work closely with the content owner (program managers, headquarters directorates, district staffs, and area staffs) to draft the CAP. CG-092 is responsible for validating the external audiences, aligning key themes, and deciding the tactical aspect of the plan.

F.2.a. Topic determination
Commandant (CG-0921) Coast Guard Congressional Affairs develops and executes all congressional engagement elements of a communication action plan. CG-0921 determines which topics to brief, and to which particular congressional staffs or members.

F.2.b. Tactical plans
Commandant (CG-09222) Coast Guard Media Relations branch is responsible for developing tactical plans for dealing with the news media, and for designating appropriate spokespersons.

F.2.c. Communications
Commandant (CG-09223) Coast Guard Community Relations branch is responsible for detailing communication efforts to engage civic groups and support organizations (e.g., Navy League).

F.2.d. Audience identification
It is essential to identify all the audiences that might be impacted by an issue (i.e., news media, communities, internal groups, governmental entities, and industry representatives as well as those who are responsible for implementing the plan once approved). Appropriate program staff representatives must be involved in the communication planning process from planning through execution.

F.3. Questions
Ask the following questions when developing a well-thought-out communication action plan:

- Who is the audience? Who needs this information on this issue?
- Why does the Coast Guard need to reach out to this targeted audience?
- What are the key messages that need to be conveyed?
- Where/how will the Coast Guard reach the targeted audience?
- What is the best medium/forum to reach the target audiences (Internet, broadcast radio, television, town hall meeting, print, etc.)?

- When does the Coast Guard communicate to this audience? Timing and timeliness are both critical to success. In some instances, there is a sequencing factor (e.g. do administration entities need to be informed before congressional members are briefed or before a press release?).
-

Chapter 3: Governmental Affairs

Introduction This chapter discusses USCG Governmental Affairs practices and procedures.

In This Chapter This chapter contains the following sections:

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Section A: Engagement Overview

A.1. Engagement Overview **Strengthening Engagement Capacity – A Whole of Service Approach**

To succeed in our external engagement, we must balance and integrate all components of the Coast Guard. Engaging the Coast Guard is not done solely at the headquarters level. We must invest time and energy across the Coast Guard, from major field Commands, to the districts and areas, and throughout Coast Guard Headquarters. We must integrate our approach to governmental affairs to our broader service strategic approach as voiced in the Commandant’s Posture Statement and Budget in Brief.

A.1.a. External Engagement Strategy

CG-0921 produces this document annually in collaboration with headquarters and field components. It identifies service priorities and objectives (as determined by the Commandant), and the associated governmental affairs messaging objectives for headquarters and field commands. Field commands should use this document to develop their own annual engagement strategy — identifying stakeholders (Congressional, state, local, and tribal), major events, and messaging relevant to their area of operations.

A.1.b. Communication Framework

While the external engagement strategy designates annual messaging objectives for external affairs, the Communication Framework provides guidance on how to frame external discussions. The Communication framework helps Coast Guard members create a shared understanding and engage with external audiences in a way that resonates with the intended audience, and links to the higher level strategic goals of the Coast Guard. The end objective is for all external messaging to leave the audience with an enduring impression of the value of the Coast Guard.

Each strategic theme and supporting messaging is organized for broad usage across topics, missions and organizational levels of the Coast Guard. The intent is to provide messaging themes that can be consistently applied across relevant initiatives, missions, and issues to ensure a disciplined and consistent communication effort that resonates with key publics.

A.1.c. Congressional Engagement Strategy

At the beginning of each new Congress, CG-0921 produces and distributes a Congressional Engagement Strategy that describes the distinct characteristics of the new Congress, highlights key issues that the new Congress will likely address, and lays out Coast Guard themes that the Service will work to advance. All Governmental Affairs Officers (GAOs) should refer to this document when planning Congressional engagements.

A.1.d. Recess
Guidance

CG-0921 provides recess guidance in memorandum format to field GAOs before a Congressional recess. Recess guidance offers information and messaging to assist with field engagements with Congressional members and their staffs during a recess. The recess guidance provides summaries of: significant issues, context for the recess, expected congressional interests, engagement constraints, and additional references/resources.

A.1.e.
Synchronizing
Engagement
Across the
Service

Timing and sequence of engagements are important for a myriad of reasons, including synergy with other engagements, receptivity of the principals, momentum, expectations, and history (as a bias). Sending some messages immediately following an incident is optimum; delay of other messages is preferable. Further, beginning a major engagement can draw significant attention and obscure other more important messages elsewhere in the service.

To synchronize engagements, CG-0921 shares tactical senior leadership engagement plans with area GAOs, in addition to releasing CODEL, STAFDEL, and recess guidance. Conversely, area and district GAOs should share intended tactical engagement plans with CG-0921 to allow policy, program, and budget message consistency. Generally speaking, awareness and relationship-building engagements are conducted across the enterprise on all aspects of Coast Guard business, but consistent with legal authority and jurisdiction, resolving concerns and consulting engagements typically occur only on certain policy, program, and budget concerns. To avoid undue oversight activity, areas, districts and major commands (MACOMs) should not engage in consultation with Congress except in rare circumstances, and with headquarters guidance.

A.1.f. Levels of
Engagement

As a pre-condition for shared understanding of the USCG's role, mission, requirements, and priorities, governmental officials and their key staff must be aware of the service. Unless driven into deeper daily engagements by maritime issues, officials might not be aware of the USCG as an armed military service with unique law enforcement, regulatory, and humanitarian roles. Our goal is for government officials to be aware, at a minimum, that:

- The Coast Guard is an agile, versatile, military force of maritime professionals whose broad legal authorities, capabilities, 24/7 presence locally and nationally, and expansive partnerships provide DHS and the Nation leverage to influence vital U.S. interests around the globe,
- We maintain a 24 X 7 presence in inland waters, ports, coastal, and far offshore areas of operations. We are a federal law enforcement, regulatory, humanitarian, military and first response agency,
- We are local, national and international, and

- These attributes make the USCG a unique instrument of national security.
 - **We protect those on the sea:** leading the response to disasters and threats, ensuring a safe and secure maritime transportation system, preventing incidents and rescuing those in distress.
 - **We protect the nation from threats delivered by sea:** enforcing laws and treaties and securing national sovereignty and enforcing laws and treaties, securing national sovereignty and protecting our rivers, ports, coasts and sovereign waters from illegal activity.
 - **We protect the sea:** regulating hazardous cargo transportation, holding responsible parties accountable for violations and cleanup, and protecting marine ecosystems and living marine resources.

Our long-term goal is for governmental officials to perceive the Coast Guard as a “best buy” with taxpayer dollars. Speaking only to what we know and control, we must strive for name, role, core competency, and value recognition. Examples of “awareness engagements” include sponsorships, honor guard and honor platoon performances, brochures, reports, and introductory meetings or letters.

Awareness is best accomplished in the field, where Coast Guard men and women display their professionalism and unselfish service to our Nation. Districts and areas are encouraged to engage Congress and their staffs throughout the year. The Congressional and Governmental Affairs Staffs provide assistance and key templates to assist in this engagement effort.

A.1.f.(1).
Relationship
Building

As a core mission, we must invest our time and energy in building pre-need relationships – relationships that cannot be forged when emergent service needs dominate a discussion. For a shared understanding of the maritime situation, government officials and the USCG must have a broader context of history and complexity of entangled issues. Our goal is to research and assess governmental officials’ interest and concerns, and invest time in building a rapport and understanding. Our goal is to maintain pre-need relationships with today’s stakeholders, and to continuously identify and invest in pre-need relationships with tomorrow’s leadership.

Examples of relationship-building engagements include background briefings, research and discussion on issues and concerns, inviting Congressional members to join the Coast Guard Caucus, information sharing, tours – including some site visits, invitations to “VIP” events and other social engagements, and relaying insights gleaned during these events back to the service. Build relationships both in the field and in Washington, D.C. as a coordinated effort.

A.1.f.(2).
Communication

For those members of Congress, personal staff, and committee staff making authorization and appropriation decisions affecting the Coast Guard, we must communicate information early in their decision-making process, in ways that are meaningful and accessible, and continue this communication throughout the life of the issue. Our goal is to communicate a consistent, simple message tailored to various Congressional decision-making audiences, but delivered across a spectrum of strategic communications events. Examples of communications engagement include: technical and program briefings; speeches and dialogues with significant national and regional service support groups, detailed analytical reports for the Administration and Congress, responses to Congressional Inquiries/Questions, staff and Congressional Delegation visits; informal background discussions on issues, and formal statements of Coast Guard and administration position, including testimony.

Because hearings and professional/committee staff are located in Washington D.C, communication engagements are more frequently in Washington, D.C., than in the field. While field commands should answer questions and provide information within their span of control, this is frequently part of a larger effort coordinated through CG-0921 and CG-82, with extensive effort from DCO and DCMS.

A.1.f.(3).
Resolving
Concerns and
Reporting Back

Maintaining strong relationships and communicating – both ways – requires credibility and trust. Accordingly, we must conduct good faith, accessible, and responsive redress of concerns. We must report back on environmental, social, and mission performance, both for concerns legislators raise and on their general priorities. These engagements include reports required in law, recurring formal performance reporting, acquisition notifications, and protracted engagement with officials to examine possible solutions to identified problems.

These engagements are accomplished primarily in Washington, D.C., and focused through the CG-0921 and CG-82 staff elements with extensive effort from CG-094, CG-095, DCO, and DCMS.

A.1.f.(4).
Consulting and
Cooperating
through Oversight

Perhaps the most delicate and demanding engagements occur between the Coast Guard’s senior leadership, the Administration leadership, and our core Congressional oversight committees on controversial, emergent, and complex National issues. For these issues, where shared understanding is critical, we must enter into good faith consultation to identify and address Congressional interests. We will cooperate with the oversight process as a form of consultation beneficial to the Service and the Nation. Examples of consultation engagement include formal oversight hearings, oversight-required reports including performance plans and performance reports, and dialogue with members and staff, and similar engagement.

Accomplish consulting and cooperating through oversight at the most senior levels of our service and focused almost exclusively on policy, programs, and budget.

A.1.g. Rules of Engagement with Governmental Officials

When engaging governmental officials, the following rules of engagement apply:

A.1.g.(1). Policy, Authority, and Budget Engagements

Headquarters elements only engage on budget, authority, operations policy, and mission support policy. Headquarters elements can request area and district Commander engagement on these areas for discussions outside the Washington D.C. area; in these cases CG-0921 and CG-82 coordinate providing existing talking points to support.

A.1.g.(2). Operations, People, and Asset Engagements

Area, district, and MACOM commanders (through their chains of command) lead engagements on specific operations, personnel, and assets within a geographic region under their direct control. CG-0921 coordinates when these engagements occur in the Washington D.C. area. If an incident, operation, or asset engagement has national policy, program, or budget implications, field commanders should engage Coast Guard Headquarters to make a consensus decision on the appropriate engagement level.

A.1.g.(3). Area Engagements

Atlantic and Pacific area commanders engage with USCG oversight committee and sub-committee chairmen, and ranking members outside the Washington D.C. area. They also maintain strong relationships with the governors of each state and tribal leadership within their AOR. This lead responsibility is exercised with due regard for the policy, program, and budget engagement rules stated above. Area Commanders engage members of the foreign affairs committee regarding operations and developments within the span of the area's responsibility. For foreign affairs issues touching on national strategy and policy, coordinate engagements with Headquarters program managers and the Commandant.

A.1.h. District Engagements

District Commanders have primary responsibility for engaging Congressional members and their district staff, state and local elected officials, and tribal leadership, within their AOR. Engagements should focus on daily operational successes and on the challenges and trade-offs associated with existing capabilities.

Speaking to the operations and assets inherent to the district, district Commanders should engage in locale-appropriate ways to build awareness, relationships, and communication.

A.1.i. Major Command Engagements	Major commands' engagement varies according to specific AOR and district demands. Where a mission, activity, or assets can be used to support the district Commander's external engagement priorities, major commands should view this as a primary responsibility, albeit not to disrupt high-priority operations. Governmental engagements, however, should not be viewed as "collateral" to the Coast Guard mission.
A.1.j. Statement of Coast Guard or Administrative Position	Field commanders should not comment on legislation or make requests for increased local resources or assets unless previously cleared through Coast Guard Headquarters (CG-82 and CG-0921) via the chain of command.
A.1.k. Opinion and Speculation	Do not offer or provide opinions on subjects outside your specific span of control, do not speculate on hypothetical situations or rumors, and do not discuss Coast Guard or Administrative pre-decisional positions or options.
A.2. Meetings and Briefings with Congress	<p>Requests for Congressional briefings or meetings on the Hill generally come to the USCG via the House or Senate Liaison Office, or the Legislative Counsel. Route requests for state, local, or tribal meetings with USCG headquarters through the Governmental Affairs Program Manager. Request Congressional, state, local, or tribal meetings in the field through the GAO.</p> <p>Generally, officials request a briefing on a particular topic of interest, such as a pending acquisition, pending legislation, a constituent concern, or a USCG-related matter in their home district (e.g., LNG terminals, SAR case, law enforcement action, oil spill, etc.).</p> <p>As a general rule, CG-0921 always provides an escort to accompany USCG briefers on the Hill or for any Congressional, state, local, or tribal visits to CGHQ or other CG locations in the area (such as ICC). GAOs in the field should make arrangements for an appropriate escort if they cannot attend themselves.</p> <p>Keep meeting and briefing parties to the smallest size able to effectively carry out the engagement. Extra personnel, not directly involved in the meeting or briefing, are not authorized.</p>
A.2.a. Arranging Briefers	<p>The CG-0921 member receiving a program brief request forwards the information to CGHQ, via CG-82, to identify a briefer. The request states:</p> <ul style="list-style-type: none">• Topic:• Audience:• Background:

- Requested Date:
 - Location:
-

A.2.b. Briefing &
Meeting
Preparation

For Senior Leadership engagements (CG-00, CG-09, CG-01), CG-0921 prepares talking points for the meeting. The appropriate Liaison Officer or Governmental Affairs Program Manager prepares taking points, then routes them to CG-0921 for clearance and forwarding to CG-0921. CG-0921 also develops a timeline with due dates for the talking points based upon the engagement's proximity. CG-0921 forwards the talking points to CG-82 for review and input. CG-82 routes the final draft of talking points to the front office and Senior Leadership for review before the meeting.

CG-0921 staff do not possess the depth to craft talking points for field commanders, but are available to provide guidance. Talking points should remain at the local or regional level in focus, as outlined in the Objectives and Constraints section of this guidance.

For other briefings/engagements, a pre-brief meeting is normally held at HQ, between CG-0921 staff, CG-82 staff, and the designated briefer. This pre-brief is an opportunity to ensure that the briefer has the right focus (as conveyed to CG staff), and is aware of the underlying interests/agenda. It gives the briefer an opportunity to rehearse their presentation before giving it to the requesting official, and to practice responding to anticipated questions/concerns.

A.2.c. Briefing
Summaries

Before the meeting, the CG-0921/GAO escort ensures all participants know that CG-0921/GAO will deliver the summary, and they must not put sensitive observations/discussions in writing. After the meeting, the CG-0921 escort drafts a short summary and sends it to main CG-0921 (CO, deputy, and secretary), CG-82, and to appropriate program reps.

These summaries should include a list of all meeting participants, topics covered, promises made, and due-outs.

The GAO should create a contact report that formally documents field engagements.

For Hill engagements by senior leadership (CG-00, 01, 09), the Liaison should send the summary only to the Chief and deputy, including a brief listing of topics discussed, deliverables, and commitments made. The Chief then reviews, adds comments, and forwards to senior leadership and CG-82.

Generally, the CG-0921 escort generates these summaries the same day as the meeting (especially when there are deliverables needed in a timely manner), and enters the summaries into the knowledge management

system with all other pertinent briefing data, including briefers and attendees, to keep an accurate record of the meeting.

A.2.d. Deliverables Submit deliverables separately to CG-823, following usual Q index procedures.

A.2.e. Tracking of deliverables & Briefing Summaries The Liaisons are responsible for tracking all deliverables until they have been resolved. The Chief maintains a listing of all deliverables from the senior leadership engagement (which they share with the liaisons).

A.2.f. Field Commanders on Capitol Hill Generally, “inside the Beltway” engagements belong to USCG HQ leadership, except that district, area, and major unit commanders conduct their engagements “in the field.”

That said, CG-0921 is always happy to set up a select number of member visits for flag level field commanders as the opportunities arise, on a not-to-interfere basis with other priorities.

Any time a Congressional office asks a field commander to come to D.C. for a meeting, that commander or the applicable GAO should immediately notify the House or Senate Liaison, as appropriate.

A.3. Congressional Hearing Procedures There are a variety of committees that hold Coast Guard-related hearings. Hearing witnesses must be thoroughly prepared for these hearings. The process below explains how CG-0921 prepares witnesses for hearings. While CG-823, the External Coordination division, coordinates the overall hearing preparation process, the Civilian Legislative Analyst oversees this process within CG-0921.

A.3.a. Hearing Alignment Meeting The House or Senate liaisons are normally notified first of a committee’s intent to invite a USCG witness to testify at a hearing. Notification is normally through an invitation letter addressed to the CMDT, however, notifications about the hearing are typically “informal,” and well before receiving the letter.

Once notified of an impending hearing, the liaisons notify CG-0921, the Civilian Legislative Analyst, and CG-823, which then schedules a Hearing Alignment Meeting with the subject matter experts and the appropriate CG-0921. During this meeting, participants discuss the best way to prepare the witness for the hearing, identify deliverables, and brainstorm about possible questions the witness might be asked.

A.3.b. Scoping Meeting	<p>Liaisons work with the relevant committee staff to schedule a scoping meeting one to two weeks before the hearing. The scoping meeting includes key Congressional committee staff, CG-0921 personnel, and CG-82 personnel. This meeting reviews the hearing’s objectives and logistics (i.e., location, time, and transportation), which members are planning to attend, and what questions might be asked.</p>
A.3.c. Briefing Binder	<p>CG-823 prepares a briefing binder for the hearing witness. The Civilian Legislative Analyst provides the following items to CG-823 for inclusion in the briefing binder:</p> <ul style="list-style-type: none">• Bios of the Committee Chairman and Ranking Member.• A seating chart of the Committee.• A copy of the invitation letter.• Biographies of non-CG witnesses.
A.3.d. Hearing Theme Paper	<p>Three to five days before the hearing, CG-0921 prepares for the briefing binder a hearing theme paper, which is typically a three to six page memo discussing the hearing context, committee dynamics, related DHS and Administration positions, order of panels and witnesses, CG objectives, strategy and themes, and expected topics of interest. The Theme Paper will be used to lead the Hearing Prep Meeting, discussed below.</p>
A.3.e. Committee Member Synopsis	<p>One to three days before the hearing, the Liaisons calls the personal staff of all members on the applicable committee to ask which members will attend and what questions they might ask. While not every staffer will provide this information, it is very valuable process as it yields further information about the hearing’s content and helps prepare the witness.</p>
A.3.f. Testimony	<p>CG-82 work with SMEs to develop written testimony for the hearing witness and clear it through DHS and Office of Management and Budget (OMB). The written testimony is due to DHS 10 days before the hearing and, if there is time, CG-0921 reviews this testimony before submitting it to DHS. The written testimony is submitted to the applicable committee staff 48 hours before the hearing.</p> <p>The SMEs and witness also prepare oral testimony of three to five minutes in length to present at the hearing. The oral testimony does not require DHS or OMB clearance.</p>

A.3.g. Informative Q's	If requested, the USCG can provide informative Q's (questions the USCG would like the Congressional members to ask witnesses during the hearing). The Civilian Legislative Analyst coordinates informative Q's with CG-82 and the appropriate Liaison, who then delivers these Q's to applicable staff members.
A.3.h. Hearing Prep Meeting	CG-823 schedules a hearing prep meeting two to five days before the hearing to fully prepare the witness. During the meeting, CG-0921, CG-82, and SMEs review the Hearing Theme Paper, hearing procedures, and discuss possible Q's. This meeting gives the witness an opportunity to ask questions about the Congressional members and their positions.
A.3.i. Witness Training and Mock Hearing	For inexperienced witnesses, CG-0921 and CG-823 arranges witness training. Attending the training are the witness, a few programmatic staff, the CG-0921 Deputy, Counsel and Civilian Legislative Analyst. During this brief session, CG-0921 provides an overview of what to expect the day of the hearing, and how to handle questions. Time permitting, CG-0921 and CG-823 also holds a mock hearing (also known as a "murder board") after the hearing prep meeting. As with the witness training, only a few participants attend the mock hearing to give the witness a chance to practice answering various questions in front of an audience. Normally, only a few of the most senior members of CG-0921 attend a mock hearing.
A.3.j. Summary of Subject Matter	The summary of subject matter (also informally known as the committee memo), is a briefing document prepared by committee staff and given to Congressional members before a hearing. This document is often the only information the member has on the subject. Acquiring an advance copy of this document from staff is very helpful in preparing for a hearing.
A.3.k. Hearing Day	On hearing day, CG-0921 transports the witness and backbenchers to the Hill. On the Hill, liaisons escort them to the hearing room and introduce them to the committee chairman and ranking member. CG-0921 staff take notes during the hearing on the topics discussed and questions asked.
A.3.l. Questions for the Record (QFR)	During the hearing, questions that the witness cannot answer are taken as questions for the record (QFR). CG-0921 reports QFRs to CG-823 for response, following the same procedures as other congressional inquiries.
A.3.m. Hearing Summary	Immediately after the hearing, the Civilian Legislative Analyst prepares a summary for review/release by CG-0921.

A.3.n. Insert and
Hearing
Transcript

Approximately two weeks after the hearing, the committee gives a hearing transcript to the Civilian Legislative Analyst. The Civilian Legislative Analyst then provides the transcript to CG-823 which reviews the transcript for inserts for the record (IFRs) and technical corrections. CG-823 tasks any IFRs for response, following the same procedures as other congressional inquiries.

**A.4.
Congressional
and Staff
Delegations**

Congressional and Staff Delegations (CODELS and STAFFDELS) are one of the most effective methods of educating Congressional members and staff on USCG operations, authorities, and limitations. CODELS and STAFFDELS are also an extremely important tool in building relationships with staff and members.

A CODEL involves a Congressional representative or Senator traveling on a USCG-funded trip to Coast Guard units to observe operations and assets firsthand. STAFFDELS are similar trips organized for Congressional personal or committee staff. CODELS and STAFFDELS can be initiated by Congressional offices, DHS, and/or USCG. Execution and careful trip planning are necessary to a successful trip.

The seven DHS operational components each have strong regional and field command presences. Each of these will likely engage the same Appropriations, Senate Homeland Security and Governmental Affairs, and House Committee on Homeland Security members that field GAOs might contact. Noting this significant overlap, field GAOs should contact and de-conflict their engagements with other DHS components to present a “one DHS” approach. Such approach should not come, however, at the expense of achieving our engagement objectives.

Refer to the following checklists when planning and executing a CODEL or STAFFDEL.

A.4.a. Before
CODEL/
STAFFDEL

- Identify the necessity and objectives for a CODEL or STAFFDEL.
 - Who initiated the trip?
 - What is the purpose?
 - What are the requirements (i.e. site visits, time constraints, etc)?
- Notify the CG-0921 front office early to ensure funding is available.
- Identify the delegates’ priorities for the visit. Distinguish between “must do’s” and “nice to do’s”.
- Determine feasibility of notional activities and identify alternative options with host area, district, and units.

- Formally notify area, district and unit GAOs of notional trip.
- Share draft itinerary early with units and travel party reducing uncertainty on both ends. Draft itinerary is a fluid and unpredictable aspect of the trip with frequent changes from the travel party, district, and CG-0921 leadership.
- CG-0921 provides TONOs. Consider booking hotels, airlines, and rental cars directly to TONO. This helps with logistics and travel claims after trip.
- If trip is senior staff or members– request use of CG-01 or CG-02.
- Reference “Congressional Flight Request” TTP.
- If trip includes a familiarization flight in USCG aircraft – work with CG-0921 front office to submit waiver for flight per 3710.

A.4.b. Following the Trip

- Send thank you messages to units that supported trip.
- File travel claims for Members/Staff.
- Complete a brief summary for the CG-0921 record.

A.4.c. Potential Problems

- Identifying what staff wants to see/do changes dramatically as a variety of staff members are added or removed from the travel party.
- If trip involves multiple agencies, bring the appropriate point of contact into the planning process early in the trip planning, take the lead in planning the trip, communicate the Coast Guard’s desire to lead, and make sure you are sensitive to the desire of all agencies to have face time with members and staff to discuss their agency’s concerns and issues.
- Paralysis by Analysis – you can over plan a trip sometimes getting an 80 percent solution out early if better than a 90 percent solution the day before the trip.
- Attempt to get flight requests routed as early as possible as you will want to stay on top of this challenge.
- If you are visiting a unit that requires security clearances, you must work with the Senate Security Office to transmit the staff’s clearances to each individual unit. Call each unit ahead of time to ascertain their standard operating procedures regarding clearances (do they accept and PDF or FAX only) and hand carry a copy in case issues arise.

A.4.d. Sample
STAFFDEL
ITINERARY

U.S. Department of Homeland Security
United States Coast Guard
COAST GUARD CONGRESSIONAL AFFAIRS/
SENATE LIAISON OFFICE
UNCLASS / FOUO
DRAFT ITINERARY LAST UPDATED BY LCDR I. M. COASTIE AS OF MONDAY, FEBRUARY 04, 2013 9:42 AM

PURPOSE:	STAFFDEL SAN FRANCISCO/LOS ANGELES XX-XX AUGUST 20XX MONDAY - FRIDAY
TRAVEL PARTY:	Mr. Joe Bob - Professional Staff/Counsel (CST - Commerce, Science & Transportation; OAFSG - Surface Transportation and Merchant Marine Infrastructure, Safety, and Security d Subcommittee - Majority) Mr. John Doe - Professional Staff/Counsel (CST - Commerce, Science & Transportation; OAFSG - Oceans, Atmosphere, Fisheries & Coast Guard Subcommittee - Majority) CDR Eager Coastie - Coast Guard Fellow (CST - Commerce, Science & Transportation- Majority) CDR Friendly Coastie - Senate Liaison, CG-0921 (Primary POC)
SECURITY C:	N/A (Not Required)
TRANSPORT:	FLIGHT INFORMATION: Flight information provided as a separate attachment. FLIGHT CONNECTION INFORMATION: SEE ATTACHMENT LOCAL TRAVEL: RENTAL CAR
HOTEL:	Hilton San Francisco 333 Somewhere Street San Francisco, Ca 94102 PH: (XXX) XXX-XXXX
ATTIRE:	BUSINESS CASUAL
POINTS OF CONTACT:	MOBILE/OFFICE/OTHER
COMMANDER FRIENDLY COASTIE	(XXX) XXX-XXXX (mobile)
LCDR EAGER COASTIE (D11)	(XXX) XXX-XXXX (office) (XXX) XXX-XXXX (mobile)
LCDR OTHER COASTIE	(XXX) XXX-XXXX (office) (XXX) XXX-XXXX (mobile)

WEATHER

Washington, DC
Monday, August XX

☀️ 88°
☁️ 74°
Aft Cloudy/PM Sun

Los Angeles, CA
Monday, August XX

☀️ 81°
☁️ 65°
Aft Cloudy/PM Sun

San Francisco, CA
Monday, August XX

☀️ 65°
☁️ 55°
Aft Cloudy/PM Sun

San Francisco, CA
Tuesday, August XX

☀️ 66°
☁️ 56°
Sunny

WEATHER

San Francisco, CA
Wed, August XX

☁️ 63°
☁️ 56°
Fest Showers

San Francisco, CA
Thursday, August XX

☀️ 62°
☁️ 54°
Partly Cloudy

San Francisco, CA
Friday, August XX

☀️ 62°
☁️ 51°
Partly Cloudy

Washington, DC
Friday, August XX

☀️ 94°
☁️ 78°
Mostly Sunny

1

Figure 3-1 Sample STAFFDEL Itinerary Page 1, "FOUO is for illustrative purposes only"

U.S. Department of Homeland Security
United States Coast Guard
COAST GUARD CONGRESSIONAL AFFAIRS/
SENATE LIAISON OFFICE
UNCLASS / FOUO
DRAFT ITINERARY LAST UPDATED BY LCDR I. M. COASTIE AS OF MONDAY, FEBRUARY 04, 2013 9:42 AM

MONDAY, XX AUGUST 20XX (ALL LOCAL TIMES - EASTERN/PACIFIC STANDARD TIME AS NOTED)	
7:45AM (Eastern Standard Time - EST)	Depart Washington Reagan Airport (DCA) en route Los Angeles, CA, via COMMERCIAL FLIGHT • FLIGHT DELTA ?? TO ????? DEPART ?? ARRIVE ???PM • FLIGHT DELTA ?? TO ????? DEPART ?? ARRIVE ???PM Travel Party: List Names Here
Time Shift <i>Shift Clocks Back -3 Hours</i>	
12:30PM Begin (Pacific Standard Time - PST)	Arrive Los Angeles International Airport (LAX) • LCDR I.M. Coastie will provide transportation for the STAFFDEL in Los Angeles. LCDR I.M. Coastie will meet the STAFFDEL at the Airport and provide transportation to the CG Air station LA. Travel Party: List Names Here
12:50	Depart Los Angeles International Airport (LAX) - Los Angeles, CA En-route to Lunch location (TBD)
1:00-2:30	Lunch (TBD)
2:30-5:00	Coast Guard Air Station LA Visit • Coast Guard Air Station 101 Briefing (15 min) • CG Sector LA Port of LA/LB Briefing (45min) • HH-65 Over-flight of Port of LA/LB (1.0 hour) (Sector LA/LB POC will ride along during the flight). Only Mr. Bob and Mr. Doe will participate on the HH-65 overflight.
5:15	Depart Coast Guard Air Station LA en-route to Los Angeles International Airport (LAX) • LCDR I.M. Coastie will provide transportation for the STAFFDEL to the Airport. Travel Party: List Names Here
7:00PM	Depart Los Angeles International Airport (LAX) to San Francisco International Airport (SFO) via COMMERCIAL FLIGHT • FLIGHT DELTA ?? TO ????? DEPART ?? ARRIVE ???PM • FLIGHT DELTA ?? TO ????? DEPART ?? ARRIVE ???PM Travel Party: List Names Here

8:17PM	Arrive San Francisco International Airport (SFO) • Rental Car: confirmation #
8:45PM	Depart San Francisco International Airport en-route to lodging location • Directions attached Travel Party: List Names Here
9:30PM	Arrive at lodging location (Check-in (Rooms have been prepaid for) Hilton San Francisco Union Square 333 O'Farrell Street San Francisco, Ca 94102 PH: (415) 771-1400
TBD PERSONAL TIME/DINNER	
EVENING COMPLETE	
TUESDAY, 14 AUGUST 2012 (ALL LOCAL TIMES / PACIFIC STANDARD TIME)	
7:30AM	Depart lodging location en-route to PacArea/D11. • Directions Attached • COAST GUARD ISLAND Alameda, CA 94501-5100 Travel Party: List Names Here
8:15	Arrive PacArea/D11 • PACAREA/D11 will provide designated parking for vehicle.
8:30 - 9:30AM	PACAREA Visit • Meet/ Greet (VADM I.M. Coastie) (Bio Attached) • PACAREA 101 Briefing

2

Figure 3-2 Sample STAFFDEL Itinerary Page 2, "FOUO is for illustrative purposes only"

 U.S. Department of Homeland Security United States Coast Guard COAST GUARD CONGRESSIONAL AFFAIRS/ SENATE LIAISON OFFICE UNCLASS / FOUO *DRAFT ITINERARY LAST UPDATED BY LCDR I. M. COASTIE AS OF MONDAY, FEBRUARY 04, 2013 9:42 AM*		 U.S. Department of Homeland Security United States Coast Guard COAST GUARD CONGRESSIONAL AFFAIRS/ SENATE LIAISON OFFICE UNCLASS / FOUO *DRAFT ITINERARY LAST UPDATED BY LCDR I. M. COASTIE AS OF MONDAY, FEBRUARY 04, 2013 9:42 AM*	
9:45 - 10:45PM	D11 VISIT <ul style="list-style-type: none"> Meet /Greet (RADM I.M. Coastie) (Bio Attached) D11 101 Briefing 	8:30 - 11:00	Coast Guard Air Station San Fran Visit <ul style="list-style-type: none"> CMD Meet/Greet (15min) CDR I.M. Coastie (Commanding Officer) Air Station 101 (30 min) Tour (30 min) HH-65 Over-flight (45 min)
10:45 - 11:30	VISIT/TOUR PACAREA/D11 COMMAND CENTER	11:00 - 12:00PM	Lunch Air Station San Fran
11:30 - 12:30	LUNCH	12:00PM	Depart for Coast Guard TRACEN Petaluma <ul style="list-style-type: none"> Directions Attached Coast Guard Training Center Petaluma 599 Tomales Road Petaluma, CA 94952
12:30 - 2:00PM	MSST SF visit (brief, 25 RB-S Static, MLE-FP, canine demo)	1:10PM	ARRIVE CG TRACEN PETALUMA <ul style="list-style-type: none"> TRACEN Petaluma POC will meet/greet travel party at the front gate TRACEN Petaluma will provide designated parking for vehicle.
2:00	DEPART COAST GUARD ISLAND ALAMEDA EN-ROUTE TO LODGING LOCATION	1:15 - 3:30PM	VISIT CG TRACEN PETALUMA <ul style="list-style-type: none"> MEET/GREET CMD (15 MIN) CAPTAIN I.M. Coastie (COMMANDING OFFICER) NSC SIMULATOR (30 MIN) FS KITCHEN DEMO/HS SCHOOL HOUSE (30 MIN) FULL DRIVE TOUR OF BASE (1 HOUR)
2:30PM	ARRIVE LODGING	3:45	DEPART CG TRACEN PETALUMA EN-ROUTE TO HOTEL
TBD PERSONAL TIME /DINNER TBD EVENING COMPLETE		5:00	ARRIVE LODGING
WEDNESDAY, 7 AUGUST 2012 (ALL LOCAL TIMES / PACIFIC STANDARD TIME)		TBD PERSONAL TIME /DINNER TBD EVENING COMPLETE	
7:30AM	Depart lodging location en-route to Coast Guard Air Station San Fran. <ul style="list-style-type: none"> Directions Attached COAST GUARD Air Station San Fran (San Fran International Airport) SFO International Airport, Bldg 1020 San Francisco, CA 94128 Travel Party: List Names Here		
8:15AM	Arrive Coast Guard Air Station San Francisco <ul style="list-style-type: none"> Air Station San Fran POC will meet/greet travel party at the front gate Air Station San Fran will provide designated parking for vehicle. 		

Figure 3-3 Sample STAFFDEL Itinerary Page 3, "FOUO is for illustrative purposes only"

 U.S. Department of Homeland Security United States Coast Guard COAST GUARD CONGRESSIONAL AFFAIRS/ SENATE LIAISON OFFICE UNCLASS / FOUO *DRAFT ITINERARY LAST UPDATED BY LCDR I. M. COASTIE AS OF MONDAY, FEBRUARY 04, 2013 9:42 AM*		 U.S. Department of Homeland Security United States Coast Guard COAST GUARD CONGRESSIONAL AFFAIRS/ SENATE LIAISON OFFICE UNCLASS / FOUO *DRAFT ITINERARY LAST UPDATED BY LCDR I. M. COASTIE AS OF MONDAY, FEBRUARY 04, 2013 9:42 AM*	
THURSDAY, 16 AUGUST 2012 (ALL LOCAL TIMES / PACIFIC STANDARD TIME)		THURSDAY, 09 APRIL 2012 (ALL LOCAL TIMES / PACIFIC & EASTERN STANDARD TIME)	
9:00	Depart lodging location en-route to Sector San Fran <ul style="list-style-type: none"> Directions Attached USCG Sector San Francisco Yerba Buena Island San Francisco, CA 94130 Travel Party: List Names Here	2:45	STATION MEET/GREET Chief Warrant Officer I.M. Coastie (Commanding Officer)
9:30	Arrive Coast Guard Sector San Fran <ul style="list-style-type: none"> Sector San Fran POC will meet/greet travel party at the front gate Sector San Fran will provide designated parking for vehicle. 	3:30	BOAT RIDE ON 47 FT OF USCG STATION GOLDEN GATE AOR
9:30 - 11:30	Visit Coast Guard Sector San Fran <ul style="list-style-type: none"> CMD meet/greet (15 min) Captain I.M. Coastie (Commanding Officer) Sector 101 (30 min) IOC/VTS tour (30 min) Boat Ride 45 RB-M SF Bay /Port of San Fran/Port of Oakland (45 min) 	TBD PERSONAL TIME /DINNER TBD EVENING COMPLETE	
11:30-12:30	Lunch Coast Guard Sector San Francisco	THURSDAY, 09 APRIL 2012 (ALL LOCAL TIMES / PACIFIC & EASTERN STANDARD TIME)	
12:30	Depart for USCG Station Golden Gate <ul style="list-style-type: none"> Directions Attached Coast Guard Station Golden Gate 435 Murray Circle Sausalito, CA 94965-2289 	TBD	Travel Party Luggage Call
1:00PM	Arrive USCG Station Golden Gate <ul style="list-style-type: none"> CG Golden Gate POC will meet/greet travel party at the front gate CG Golden Gate will provide designated parking for vehicle. 	TBD	Depart Hotel en-route San Fran International airport
1:15-2:45	USCG STATION GOLDEN GATE VISIT	TBD	Travel Party: List Names Here
		TBD (PST)	Depart San Francisco International Airport en-route Washington Reagan Airport (DCA) <ul style="list-style-type: none"> FLIGHT DELTA ?? TO ????? DEPART ?? ARRIVE ???PM FLIGHT DELTA ?? TO ????? DEPART ?? ARRIVE ???PM
		Time Shift Shift Clocks Ahead +3 Hours	
		TBD	Arrive DCA
		MISSION COMPLETE	

Figure 3-4 Sample STAFFDEL Itinerary Page 4, "FOUO is for illustrative purposes only"

A.5. USCG Mission Days

Mission days expose non-Coast Guard personnel to the service by educating them on our missions in an active, hands-on format.

Mission days should engage participants and encourage questions and dialogue. While an open house allows for people to see Coast Guard assets, a mission day allows them to experience Coast Guard missions. Mission days should focus on how the USCG conducts missions, as well as the authorities and limitations involved. Missions days should include a mix of discussion and audience-participation. The activities should put the participant in the role of a field Coast Guard boarding officer, coxswain, security team member, member of the watch, inspector, or investigator. Getting underway in a small boat or cutter, or conducting familiarization flights are hallmarks of mission days. Display marine safety equipment, and allow visitors to touch and handle equipment within safety protocols. Formal presentations are discouraged. Instead, itineraries should incorporate a “show and tell” framework.

CG-0921 organizes an annual mission day for D.C. staff members. GAOs are encouraged to conduct annual “district mission days” to focus on local operations and challenges. District mission days should target state, local and tribal staff as well as local congressional staff. Depending on the objectives and constraints, mission days can be open to the general public.

A.5.a. Planning Checklist

Planning Checklist

- Identify event objectives and key messages.
- Based on the objectives and key messages, create an invitation list considering the following groups:
 - Local and state officials.
 - Tribal Leaders.
 - Organizational heads of state and local operational counterparts (emergency response agencies, port authorities, etc.)
 - Local Congressional staff .
 - General public
 - Note that foreign nationals may require additional security clearance.
- Select a date, keeping in mind the schedules of the district, units, and guest list.

- If you are unsure of availability, informally inquire with key principals.
- Develop an itinerary based on objectives, key messages, participants, budget, and available assets.
- Prepare back-up alternatives in case operational needs result in short-notice cancellations.
- Manage the itinerary pace to keep participants active, but not to exhaust them during the day. Build in comfort breaks.
- Consider weather forecasts for outdoor activities (i.e., stage bottled water during hot summer days).
- Ensure personal protection equipment is available when required.
- Recruit project support (e.g., escorts, guides, speakers, etc.).
- Clarify and address security requirements and obtain approvals for activities requiring documented justification.
- Determine funding (sponsored or no host) and arrangements for meals (i.e. boxed lunches, unit mess, catered).
- Identify transportation and funding if transportation is to be contracted.
- Send out invitations to participants and manage RSVPs. Include draft itinerary if possible.
- Before the event, send out a welcome letter to confirmed participants. Information to include:
 - Muster points and times – include maps when possible.
 - Dress code – be explicit about activities, safety protocols, and weather that may impact dress decisions.
 - Example: Safety protocols require everyone to wear flat, closed toe shoes. Women may want to consider wearing slacks as they will be climbing up and down ship ladders. You will be outside during the majority of the day, so please prepare for weather conditions (sunglasses, hats, sunscreen, raincoat, windbreaker, etc.)
 - Meals – Note whether meals are sponsored or no host. Request notification of food allergies and dietary restrictions.

- Clearance information – if clearance information is needed to attain access to certain operational areas during the day, ensure that you clearly explain which personal information is needed in advance and note the deadline for submission.
- Prepare a welcome package for participants.
 - Copy of the itinerary.
 - Brochures, fact sheets, and other informative handouts.
 - Recruiting items.
 - Command should be mindful of financial stewardship and optics.

A.5.b. Mission
Day Draft
Itinerary

Time	Event
0700	Attendees begin arriving at Peace Circle; loading buses
0715	Depart Pease circle en route to AIRSTA Washington
0730-0740	Arrive AIRSTA Washington, group photo in front of C-130
0800	C-130 departs for Yorktown, VA
0900	Arrive Newport News / Williamsburg VA Airport. Divide into assigned groups (will depart in shuttle buses)
0930	Arrive Training Center, Yorktown
1000-1120	Commence morning session
1120-1130	Shuttle transit to lunch at Port of York
1130-1230	Lunch / comfort break
1230-1245	Transit to next session
1245-1400	Afternoon sessions
1650-1700	Sessions complete – transit to Port of York
1700	Arrive at Port of York for comfort stop
Reception	
1800	Depart Training Center Yorktown
1820	Arrive Newport News / Williamsburg Airport. Depart via USCG C-130 en-route to Washington, DC.
1900	Arrive AIRSTA Washington
1920-1930	Arrive Garfield Circle.

A.5.c. Sample
Missions Day
Invitation

“You are cordially invited to attend the Coast Guard Missions Day on Day, Month Date, Year, in City, State at the U.S. Coast Guard Unit.

Station/Sector/Unit will host an action-packed, all-day event to give invited guests an insider’s view into the missions and daily routine of your local Coast Guard units. On this day you will get underway on a 175 foot buoy tender, and see buoy operations first-hand; you will tour our helicopters; you will board a 41 foot utility boat and view a demonstration of a hoist to a helicopter simulating an evacuation of injured persons; and you will undergo different parts of the rigorous training that Coast Guard members must complete to carry out their respective missions. Experienced Coast Guard personnel will lead you in small groups through each activity and answer your questions about the Coast Guard one-on-one.

Further information on locations and time will be forwarded to you based on RSVPs.

Please contact LTJG Friendly Coastie at XXX-XXX-XXXX or [e-mail address](#) to make reservations and ask any questions you may have about Coast Guard Missions Day. Hope to see you there!

v/r – Commanding Officer”

A.5.d. Sample
Mission Day
Welcome Letter

“On behalf of the men and women of the U.S. Coast Guard, thank you for attending Coast Guard Missions Day. Today’s agenda will introduce you to Coast Guard operations, missions, and its dedicated men and women.

Today’s activities will show you firsthand how the Coast Guard operates every day to conduct search and rescue, law enforcement, marine safety and security, pollution response, national security missions, and more in this [city, state, area]. Please take the opportunity to ask Coast Guard personnel questions. They’re excited to show you the important missions of the U.S. Coast Guard!

Again, thank you for joining us on this important day. Myself and the crew (s) of Coast Guard Unit XXXX look forward to working with you in the future.

Sincerely, I. M. Coastie
LT/LCDR/CDR/CAPT/RADM, U. S. Coast Guard
Commanding Officer, Unit XXXXXX”

A.6. Ethics

Serving in CG-0921 puts members in positions of authority in which they are often exposed to possible ethics conflicts. As stewards of the public trust, all members of CG-0921 must ensure they follow proper procedures found in reference (b). This helps ensure members do not compromise themselves or the Coast Guard.

A.6.a. Ethics Questions

Refer questions concerning possible ethical dilemmas, including concerns about prohibited gifts, lobbyists, awarding contracts, etc. to the Office of General Law, CG-0944 for guidance.

A.6.b. Congressional Fellow Ethics

Once detailed for more than 30 days, a fellow is no longer subject to USCG ethics rules. Instead, the fellow is subject to the ethics rules of the legislative body to which he or she is assigned.

A.6.c. Anti-Lobbying/Hatch Act/Elections

GAOs should refer to ALCOAST 017/12 for guidance regarding political activities. This ALCOAST is updated on a regular basis and provides the latest regulations and references pertaining to federal employees and military members engaging political officials.

A.7. Participation in Non-Federal Proceedings

Official participation or testimony before a non-federal executive or legislative body by a USCG employee raises the potential for significant risks to USCG policy initiatives and legislative or regulatory objectives. However, in some circumstances, an official appearance before such a proceeding might facilitate mutual policy objectives, advance the interests of the USCG or DHS, or reduce the potential for subsequent litigation.

Coast Guard employees must comply with established clearance procedures prior to committing to an appearance.

A.7.a. CGHQ Procedures

- After receiving a request for participation and testimony, The Judge Advocate General (TJAG, CG-094) consults with CG-092 and appropriate assistant commandants and, based on the proceeding subject matter and with CG-092 concurrence, approves or disapproves the request to participate.
 - Upon receipt of draft testimony, TJAG consults with CG-092, CG-8 and other appropriate assistant commandants regarding recommended testimony and, with CG-092 concurrence, approves or disapproves the testimony.
 - CG-0921 assists in preparing a recommendation for approval or disapproval to participate and give testimony.
 - If needed, CG-823 coordinates with CG-0921 to prepare the witness.
-

**A.8. Incident
Management**

Coast Guard contingency response actions are adapted to a standardized response management system, called the Incident Command System (ICS). DHS security manages the ICS, which is used nationwide. It provides a uniform but flexible structure for incident management.

During an incident, GAOs might need to assume the role of Liaison Officer in this command structure. The liaison officer is a member of the Command staff and is responsible for facilitating the integration of local and state wide agency resources into the incident organization. GAOs should attempt to attain Liaison Officer certification through the Coast Guard ICS-402 Advanced Liaison Officer Training. The training concentrates on the duties and responsibilities as they pertain to planning, staff supervision, and coordination of the Liaison Officer duties which include information gathering, multiagency coordination, meetings and briefings, supply, and demobilization.

Section B: Communication

B.1. Congressional Correspondence

The Coast Guard receives approximately 1500 pieces of correspondence from members of Congress each year; generally, these are referred to as “Congressionals.” Most often, the inquiries seek information on the Coast Guard’s response to issues brought to the attention of the Congressman or Senator from one of their constituents. The issues can cover a wide array of topics including, but surely not limited to: disputes over contract awards, personnel issues, perceived mistreatment of a Coast Guard member (military or civilian), and more. Other times, correspondence might relate to pending legislation, or other oversight committee business.

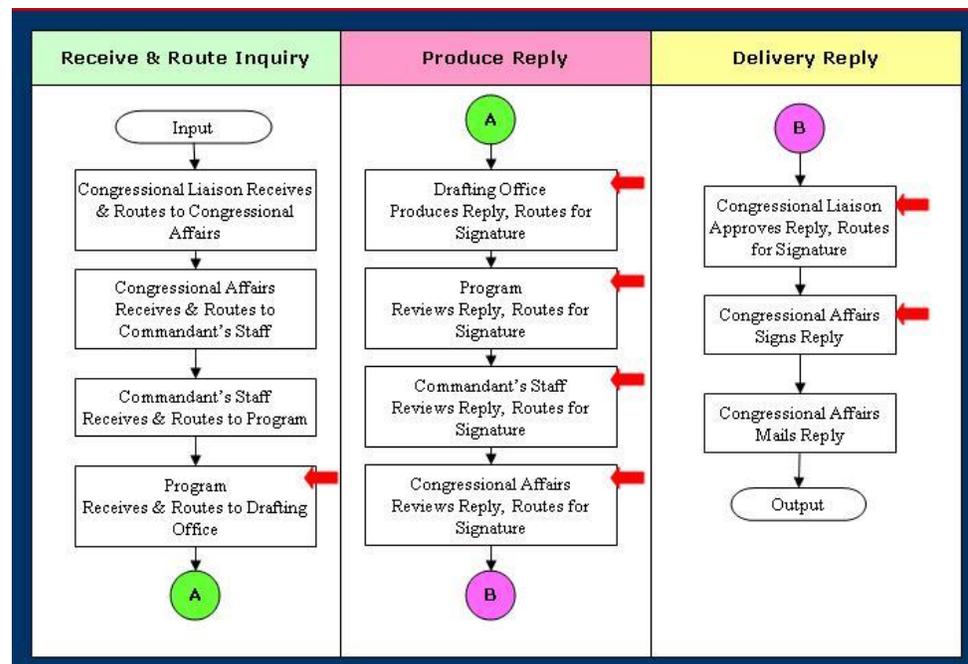


Figure 3-5 Congressional Correspondence flowchart

B.1.a. Process

The Commandant’s administrative staff owns and controls the process of responding to congressional inquiries. The flow chart above describes the process for the standard congressional that comes into the Office of Congressional Affairs. If inquiries are received by other offices or units, route a copy of the inquiry to the House or Senate Liaison to keep the Liaisons aware of the inquiry. In addition, send a copy of the inquiry response to CG-0921 for entry into the executive correspondence tracker (ECT) system.

B.1.b. References	CG-0921 prepared a congressional correspondence guide available on CG Portal, under the “Congressional Inquiry Tools” button. The Correspondence Handbook provides an excellent overview of the procedures for handling congressionals received at USCG Headquarters, including template response letters.
B.1.c. Review of Congressional Responses	<p>On a case-by-case basis, CG-0921 staff “chop” Congressional responses drafted for CG-00 signature.</p> <p>Otherwise, the officer responsible for signing the response performs a final quality review to ensure the letter appropriately responds to the concerns or questions raised in the member’s request. Make corrections via the most expeditious means possible.</p>
B.1.d. Executive Privilege	Route any congressional inquiry requesting documents created in the White House or information concerning deliberations within or communication to and from White House officials to the Legislative Counsel. The Legislative Counsel notifies the Chief of Congressional Affairs and the Office of the Counsel to the President. The Legislative Counsel and the Office of the Counsel to the President work with the appropriate Congressional representative to find a mutually satisfactory accommodation.
B.1.e. Attorney-Client Privilege	Any congressional inquires relating to on-going or current investigations are vetted through a USCG Legal office to ensure they do not violate an Attorney-Client Privilege.
B.1.f. Signing Congressionals	<p>CG-00’s admin staff IDs the appropriate signer during the intake process.</p> <ul style="list-style-type: none">• Letters addressed directly to the Commandant are typically signed by CG-00, rather than by the House or Senate Liaison Officers, particularly if they are from one of our oversight chairmen.• The Legislative Counsel signs correspondence prepared by National Pollution Fund Center. In his or her absence, correspondence is submitted to the Deputy for signature.• The USCG Personnel Command and the USCG Recruiting Command have limited signature authority for Congressionals regarding routine personnel matters of constituents.• The Deputy signs Congressional notification letters sent as part of the Operating Facility Change Order (OFCO) process. In his or her absence, these are signed by the House and Senate Liaison Officers.

- Congressionals received by areas, districts, USCGA, and commanding officers of HQ units are handled at that level, unless those staffs believe that the inquiry should be answered by HQ. If the Congressional is addressed directly to the COMDT, or if it pertains to a national issue such as budget suggestions, agency authorization, etc., it is normally forwarded to CG-0921 for dispensation.
- The House and Senate Liaison (Commanders) sign all other Congressional correspondence going to their respective members. In their absence, correspondence goes to the Deputy House or Senate Liaison for signature.

B.1.g. Filing

CG-0921's secretary and the CG-00 admin staff use the ECT system to maintain electronic files for each member of Congress. This includes copies of all Congressional responses, regardless of who signed them. CGRC, CGPC, and all other units authorized to handle Congressionals forward copies of inquiries and responses signed at their level to CG-0921 for entry into ECT.

B.2. Questions from Congress

USCG offices at CGHQ and in the field receive numerous email and verbal requests for information from Congressional staff and members. All field units should inform their district GAOs of all Congressional inquiries.

When the information is easily obtained from available sources, district GAOs or CG-0921 staff should make the information available directly (e.g., a request for a CGHQ organizational chart, a mailing address, or a request for a copy of a report that was previously released, etc.).

If research is required, then submit the question through CG-0921 to CG-823 for entry into the Q-Index maintained by that division. CG-823 forwards the question to the appropriate directorate for response, and then forwards the approved/cleared response back to the appropriate CG-0921 staff member for delivery to the requester.

Due to the workload these questions create, CG-0921 members must try to keep all basic questions out of CGHQ by answering them directly.

B.2.a. Format of submittal to HQ

When submitting a Q index question via email to CG-823, include the following information:

- Requester:
 - Committee/Member:
 - Genesis:
 - Question:
 - When Needed:
-

B.2.b. Timeframe for response	We recognize that everyone would like to have their question answered as soon as possible but, given the limited resources available to address these queries, request a reasonable deadline, and manage the Congressional staff's expectations accordingly. Route all questions coming from Appropriations Committee staff or members through DHS for clearance, which necessarily adds time to the process.
B.2.c. Sensitive Security Information (SSI)	If the answer to any Congressional Questions requires Sensitive Security Information (SSI), then follow all procedures in Navigation Vessel Inspection Circular (NVIC) 9-02, Change 1. Refer questions about this policy and reports of possible security incidents concerning SSI material to the Office of Security Policy and Management, CG-861.
B.2.d. Tracking pending questions	The House and Senate Liaison and Legislative Counsel each maintain a list of pending Q&A's, which they provide as weekly reminders to CG-823.
B.2.e. Review & Delivery of Response	Once receiving a cleared answer back from CG-823, give the information a final review to ensure it satisfactorily addresses the questions raised, then repackage as appropriate and either email or hand-deliver to the requester. Handle follow-on questions generated by this information in the same manner as the original request.
B.2.f. Accessing past and pending Q's	CG-823 maintains a database of all past and current Q&A's, and provides access to CG-0921 as needed.

B.3. Congressional Notifications

B.3.a. OFCOs	<p>An operating facility change order (OFCO) is required when implementing significant changes to operating facilities. Reference (c) provides greater understanding of the OFCO process in its entirety. It is not a policy document; policy and management decisions are finalized before preparing the OFCO.</p> <p>The process for handling OFCOs and the Congressional Notifications associated with each OFCO is as follows:</p> <ol style="list-style-type: none">1. Receive concurrent electronic OFCO from the program that originated the OFCO.2. Review entire package and become intimately familiar with any significant issues that might have political implications.3. Solicit the House and Senate Liaisons for input regarding the OFCO.
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4. Review and edit draft notification letters for content accuracy. Provide feedback as well as an updated Oversight Committee list to the action officer responsible for drafting the notification letters. This list consists of the bare minimum members of congress who receive notification letters, and is in the OFCO shared folder.
5. Upon receiving the sequential hard copy OFCO package from CG-833, review entire package for accuracy. The sequential package should include hard copies of all notification letters. Review each notification letter and make corrections as needed. Upon completion of corrections, prepare the letters for signature by the deputy. If the deputy is unavailable then the House & Senate Liaisons sign their respective letters.
6. Make copies of signed letters and give them to the Administrative Assistant for filing. Place the originals back in the original package, and forward to CG-833 for completion.
7. CG-833 processes and approves the OFCO, CG-833 returns the notification letters to CG-0921 for delivery to the Hill.

B.3.b. Contract
Notifications

DHS must notify the House and the Senate appropriations committee of any contract award value exceeding \$1M., no later than 3 days before contract award. See reference (d) for further explanation of the process.

Procedure for notifying Congress of contracts exceeding \$1M:

1. Any unit awarding a contract exceeding \$1M completes a copy of DHS Form 2140. This form specifies what the contract is for, the contract unit, and contract amount.
2. DHS sends DHS Form 2140 to Office of Legislative Affairs (OLA) at DHS (DHS-OLA), and sends a copies to CG-0921 and CG-91.
3. DHS-OLA notifies the correct POCs on the appropriations committees via email. They also inform CG-0921 and the POC on Form 2140 that the Congressional notifications have been made.
4. After waiting 3 days, CG-0921 notifies the USCG Authorization Committees and the members of Congress from the districts in which the company that was awarded the contract is located. Often, these members want to personally notify the companies of the award.

The original unit coordinates company notification with CG-0921. This prevents the company from finding out about the award before the member notifying them.

B.3.c. American Recovery and Reinvestment Act (ARRA) Notifications

Contracts exceeding \$1M awarded using ARRA funds must go through DHS-OLA and OMB before making contract notification. When the USCG decides to award an ARRA funded contract with a value exceeding \$1M, the details are sent to DHS-OLA. DHS-OLA reviews and forwards on to OMB for approval. Following OMB approval, USCG continues with notifications as explained above.

B.3.d. Other Notifications

The USCG notifies select members following incidents that may warrant significant positive or negative media reactions. If possible, make these notifications before releasing information to the press.

The process for handling congressional notifications is as follows:

1. CG-0921 receives notification of significant event.
2. Ensure CG-092 is notified, coordinate press release with CG-0922 as required. If possible, make congressional notifications before distributing the press release publically.
3. Depending on the importance of the event, CG-0921 develops a schedule of required action items involved in the notification process. These actions might include:
 - a. With input from the House and Senate liaisons, prepare a list of pertinent members to notify and the method of notification.
 - b. Review and edit draft notification letters for accuracy of content.
 - c. Schedule any required conference calls or briefings.
 - d. Distribute letters of notification.

B.4. Reports to Congress

CG-823's external coordination division is the main POC for these reports. They maintain an Intranet site with the status of reports and old archived reports. CG-823 can provide access to this website as needed.

CG-0921's role is to deliver finished products, electronic and hard copy, to the Hill and check to make sure they are being delivered to the right Members. The reports coordinator packages the product and delivers it to House and Senate Liaisons for delivery.

B.5. FOIA Requests

The Civilian Legislative Analyst also acts as the FOIA coordinator. FOIA tasking comes from CG-611 and is routed through CG-092. Requests are generally for copies of written correspondence to and from the Coast Guard and Members, especially in an election year.

The FOIA coordinator handles FOIA information requests as follows:

1. After receiving a request for numerous documents, the FOIA coordinator can contact the requestor to try to refine the request.
2. The FOIA coordinator coordinates the data pull for responsive records from all relevant sources including ECT, CG-823, Liaisons and GAOs.
3. After pulling all requested data, the FOIA coordinator redacts personally identifiable information (PII) in the responsive documents, then prepares a package containing the following:
 - a. A justification memo for Coast Guard response;
 - b. A letter for CG-092's signature;
 - c. Redacted responsive records;
 - d. Un-redacted responsive records.
4. The FOIA coordinator sends this package to the Legal Office CG-0944 for review and approval.
5. When CG-0944 approves the package, the FOIA coordinator sends it to CG-092 for signature.
6. Once CG-092 signs the package, the FOIA coordinator sends it to CG-611 for final approval.
7. When CG-611 approves the package, the FOIA coordinator sends the signed letter and redacted response documents to the requestor only.
8. The FOIA coordinator maintains a copy of the signed/dated letter, redacted records, and un-redacted records in case of appeal. He or she also tracks all hours for researching and copying documents, and must respond to the annual FOIA Report Data Call in September/October.

B.6. Drafting Assistance

Congressional members and staffers might occasionally ask for USCG assistance in drafting legislation. The USCG can prepare drafting assistance when requested. This drafting assistance does not rise to the level of executive administration, and thus does not require formal clearance from DHS or OMB.

Forward all requests for drafting assistance to CG-0947 through the Legislative Counsel for preparation.

Reference (e) contains further detail on drafting assistance requirements.

B.6.a. Process

The process for preparing drafting assistance is as follows:

1. USCG receives a request for drafting assistance, normally through House/Senate Liaisons. The request is passed to Legislative Counsel.
2. Legislative Counsel passes request to CG-0947 for drafting.
3. CG-0947 prepares request for drafting assistance.
4. Request for drafting assistance is routed to CG-09 for approval.
5. Approved drafting assistance is passed to Legislative Counsel, who delivers it to Congressional staff.

B.6.b. Disclaimer

Annotate all drafting assistance with the following statement in bold lettering:

“The language in this document is provided in accordance with OMB Circular A-19 in response to a request for drafting assistance from [Member or Committee]. It does not constitute a commitment with respect to the position of the Administration, the Department of Homeland Security, or the United States Coast Guard.”

Section C: Special Programs

C.1. Coast Guard Caucus

The Congressional Coast Guard Caucus is an informal congressional member organization (CMO). CMOs are ad hoc social or policy groups comprising a limited number of members of Congress from one or both houses. The Congressional Coast Guard Caucus is a bipartisan group that brings together members of Congress with a common interest in a robust, well equipped, and properly trained Coast Guard that is committed to saving lives, protecting the environment, and safeguarding our national security. The primary role of the Caucus is to serve as a bipartisan voice in Congress to educate congressional colleagues and the public about the critical missions that the USCG – the nation’s smallest military service – provides.

C.2. Senate Confirmation Process

The Civilian Legislative Analyst coordinates the Senate confirmation process for Coast Guard officer promotions so advancements can occur as service needs require.

To do so, the Civilian Legislative Analyst regularly interfaces with Coast Guard Personnel Command (CGPC) and Senate staff to ensure nomination lists are processed through the Senate in a timely fashion.

To process Flag Officer nominations through confirmation, the Civilian Legislative Analyst:

- Drafts initial congratulatory email to new nominees for CG-0921 Deputy release.
- Sends instructions and blank forms to nominees (Personal Financial Disclosure Form and Senate Committee Questionnaire); requests completed, signed, and notarized forms (hard copy and electrons) be returned by deadline.
- Works with the Office of General Law (CG-0944) to conduct initial technical review of completed forms for accuracy and completeness; requests missing information from nominees and makes corrections to all forms. Then conducts second technical review with CG-0944.
- Sends final forms to CG-0944 for ethics review and TJAG signature.
- Sends approved forms to DHS ethics officer for review and approval.
- Makes any necessary changes and forwards packages (transmittal letter, PFDR, Committee Questionnaire) to Senate Committee on Commerce, Science and Transportation.

- Sends electronic copy of final corrected documents to nominees and CG-0944 to keep for their records.
- Monitors progress of nominations on Senate website and by keeping in touch with committee counsel and staffers.
- Keeps CG-0921, CG-0944, and all nominees apprised of status of nominations.
- Maintains nominations tracking log.
- Maintains files of nominees documents (PFDR and Committee Questionnaire, DHS letter).

C.2.a.
Commandant
Senate
Confirmation
Process

The Office of Legislative Affairs (OLA) at DHS (DHS-OLA) manages the confirmation process for a new Commandant.

CG-0921 provides any needed assistance for the nomination, which normally includes:

- **Scheduling** meetings with key Senators and staff to socialize the prospective Commandant with important stakeholders.
 - **Preparing** the prospective Commandant. CG-0921 works with DHS-OLA and CG-82 to ensure the prospective Commandant is fully briefed and knowledgeable on all relevant USCG and Congressional issues.
 - **Developing** talking points and briefing memos for the prospective Commandant. DHS-OLA prepares a first draft, and sends to CG-0921. CG-0921 adds perspective as needed and routes to CG-82 for additional programmatic insight and clearance. CG-82 edits and returns to CG-0921. CG-0921 approves and forwards to DHS-OLA, who approves and provides the final document to the prospective Commandant.
 - **Preparing** the prospective Commandant for all confirmation hearings. CG-0921 attends all hearing preparation meetings to provide insight and suggestions. For all hearing preparation documents, follow the same process laid out above.
 - For all official QFRs and document submissions (witness testimony, etc...) to Congress, CG-82 drafts with input from CG-0921. The documents are then sent to the prospective Commandant's transition team for approval. The transition team approves and sends the documents to CG-0921 who routes them to DHS-OLA. DHS-OLA ensures departmental clearance, then delivers them to Congress.
 - All informal "get-backs" for members and staff are provided by CG-0921 with an informational copy sent to DHS-OLA.
-

**C.3. Executive
Branch Forum
(EBF)**

The executive branch forum (EBF) is a formal mechanism for communicating Coast Guard interests to members detailed to billets outside the service. CG-092 manages the EBF on behalf of the Vice Commandant. The EBF ensures that members stay current on Coast Guard issues and priorities through regular communication via email, high-level bi-annual briefs, and Storm Warning reports.

C.3.a.
Membership

Members include liaisons, detailees, fellows, and senior service students. They represent the service in think tanks, other federal agencies, sister services, graduate programs, and on the Hill. Most members come from the following offices: CG-0921, CG-095, CG-2, DCO, and DCO-I.

C.3.b. Member
Contact
Information

Maintaining updated contact information for EBF members is extremely difficult as no one program is responsible for all liaisons, detailees, fellows, and students. Generally, members push updated information after they learn about the EBF through word of mouth. Alternatively, the bi-annual meetings also provide an opportunity to refresh contact information.

Because members are assigned to billets outside of the USCG, they do not have ready access to their USCG email accounts. Establishing an out-of-network email account on the USCG.mil system is cumbersome and reserved for special circumstances. Unless IT is willing to support an enterprise solution, the Governmental Affairs Program Manager must maintain a distribution within their personal contacts. We recommend they manage this list under their “Shared Contacts” so they can grant access to other staff members.

Generally, the full distribution is too large for one listserv and it must be divided into multiple lists. When there are too many email addresses, Microsoft Outlook will not allow emails to send. The listserv should also use enterprise distribution lists to include:

- HQS-DG-1st-CG-0921-Fellows
- HQS-DG-1st-CG-DCO-LNO-06’s
- HQS-DG-1st-CG-DCO-LNO-DC Area
- HQS-DG-1st-CG-DCO-LNO-Non-DC Area

CG-095 maintains an updated distribution for senior service students and think tank Fellows. DCO-I is able to provide information on CG billets assigned overseas.

C.3.c. Information Sharing When sharing information with EBF members, personnel must be mindful that they are pushing information outside of the uscg.mil domain. EBF members should also exercise good judgment when sharing USCG information within their current organization. When in doubt, EBF members should request guidance from CG-0921.

C.3.d. Meetings This forum provides an opportunity for members to gather at USCG headquarters twice annually to receive USCG program updates, discuss interagency projects, share best practices, and build our network of USCG officers external to the Service. The agenda provides the information necessary to allow members to effectively communicate Coast Guard priorities and represent USCG interests in their external positions. These meetings are also an excellent opportunity to provide liaison skills training.

Because we encourage briefs and conversations to be as frank as possible, EBF discussions are not-for-distribution, so do not record, broadcast, or make sessions available via conference call.

C.3.e. Fall Meeting The Fall agenda should be tactical, focusing on the following objectives:

- Clearly articulate the purpose and expectation for EBF member billets.
- Provide senior-level briefs that establish a foundational understanding of the USCG's current state – both internal and within the larger federal family. Topics should include, but not be limited to: administration priorities/guidance, budget and political environment, legislative update, service strategies, and acquisition updates.
- Encourage networking both inside HQ and among EBF members to maintain awareness and exploit natural synergies.

C.3.f. Spring Meeting The spring agenda should be strategic, focusing on the following objectives:

- Provide senior-level briefs that project future objectives for the service to include: President's budget request and impact to service, strategic service priorities for following calendar year, and long term service objectives/direction (i.e., Evergreen).
- Discuss EBF member effectiveness within their respective positions and share lessons learned.
- Review of EBF to explore effectiveness of meetings and information exchange.

C.3.g. Storm
Warning Reports

CG-0921’s Storm Warning is an internal USCG document providing awareness on upcoming issues for USCG officers working outside the service as liaisons, fellows, and representatives. It enhances the EBF member’s ability to represent service's interests. Do not share, forward, distribute in print, copy, or otherwise re-distribute the Storm Warning.

Storm Warnings frame issues and instruct readers on where they can find additional information. The tear line for each item indicates the appropriate level of action or information to convey. EBF members should not not take action on informational storm warning items independently. Issues are characterized by importance per the following scale:

C.3.g.(1). Small
Craft Advisory



Denotes an issue or event considered to be significant enough to deserve your awareness as a Fellow or GAO. They represent areas where you may receive questions or issues to which CG-0921 staff have devoted some significant time and attention. These items generally do not require any action on your part unless you have questions – in which case you should discuss or email the House or Senate Liaison.

C.3.g.(2). Gale
Warning



Denotes an issue or event for which questions are considered probable, creating a significant workload for CG-0921, or need to know in order manage your time/schedule/performance. These items generally require heightened awareness – with you providing detailed strategic context and background for any discussion of the subject in which your staff engages.

C.3.g.(3). Storm
Warning



Denotes an issue or event considered to be of significance to the Commandant’s strategic budget and legislative priorities, and deserving of your time to provide strategic context and background for your Principle or staff – as we believe these items are likely to come up and will definitely require background to explain. If you are not conversant in these issues or events, detailed backgrounding with CG-0921 or the House and Senate Liaisons is warranted. Also denotes items which will require you to alter your schedule and directly participate.

C.3.g.(4).
Hurricane
Warning



Denotes an issue or event central to the Commandant’s strategic budget and legislative priorities, and presents significant external risk for the Service. To provide strategic context and background for your staff, you will need significant bolstering from CG-0921 or the House and Senate Liaisons, as well as more detailed backgrounders from CG-82 and other Headquarters program elements. Also denotes items or events which will consume significant amounts of time, effort, and political/strategic sensitivity and skill on your part – and for which you should obtain direct clarification on expectations and effort from CG-0921.

**C.4. Promotion
of the White
House Fellows
Program**

In August / September, CG-0921 releases the annual ALCOAST message describing the White House Fellows (WHF) program, who can apply, and how CG-0921 supports Coast Guardsmen selected for the interview rounds. CG-0921 answers questions from USCG personnel and keeps historical information about the program and military participation.

In support of this program, the Civilian Legislative Analyst:

- Ensures CG Portal is updated; especially calendar year deadlines.
- Drafts the ALCOAST in August or early September.
- Coordinates an informational session in September for those interested in learning about the program. Informational session include presentations by current and past Coast Guardsmen who served as White House Fellows.
- Gathers a list of USCG members applying for White House Fellows program.
- Reviews regional finalists when announced in March. Sends congratulatory letters to all selected Coast Guardsmen, and coordinates regional interview training for them.
- Reviews National Finalists when announced in April timeframe. Sends congratulatory letters to all selected Coast Guardsmen, and coordinates Nnational finalist Iinterview training for them.
- CG-0921 normally provides TONOs for travel to regional and national interviews.
- Reviews Presidential selection in June/July. Sends congratulatory letters to selected Fellows.
- Coordinates a WHF Brown Bag lunch in July for those interested in learning about the program. Informational session includes presentation by a Coast Guardsman who is currently serving as a White House Fellow.

Fellowships run from approximately September 1 to August 31.

**C.5. USCGA
Board of Visitors
(BOV)**

C.5.a. USCGA
Sample BOV
Charter, Page 1

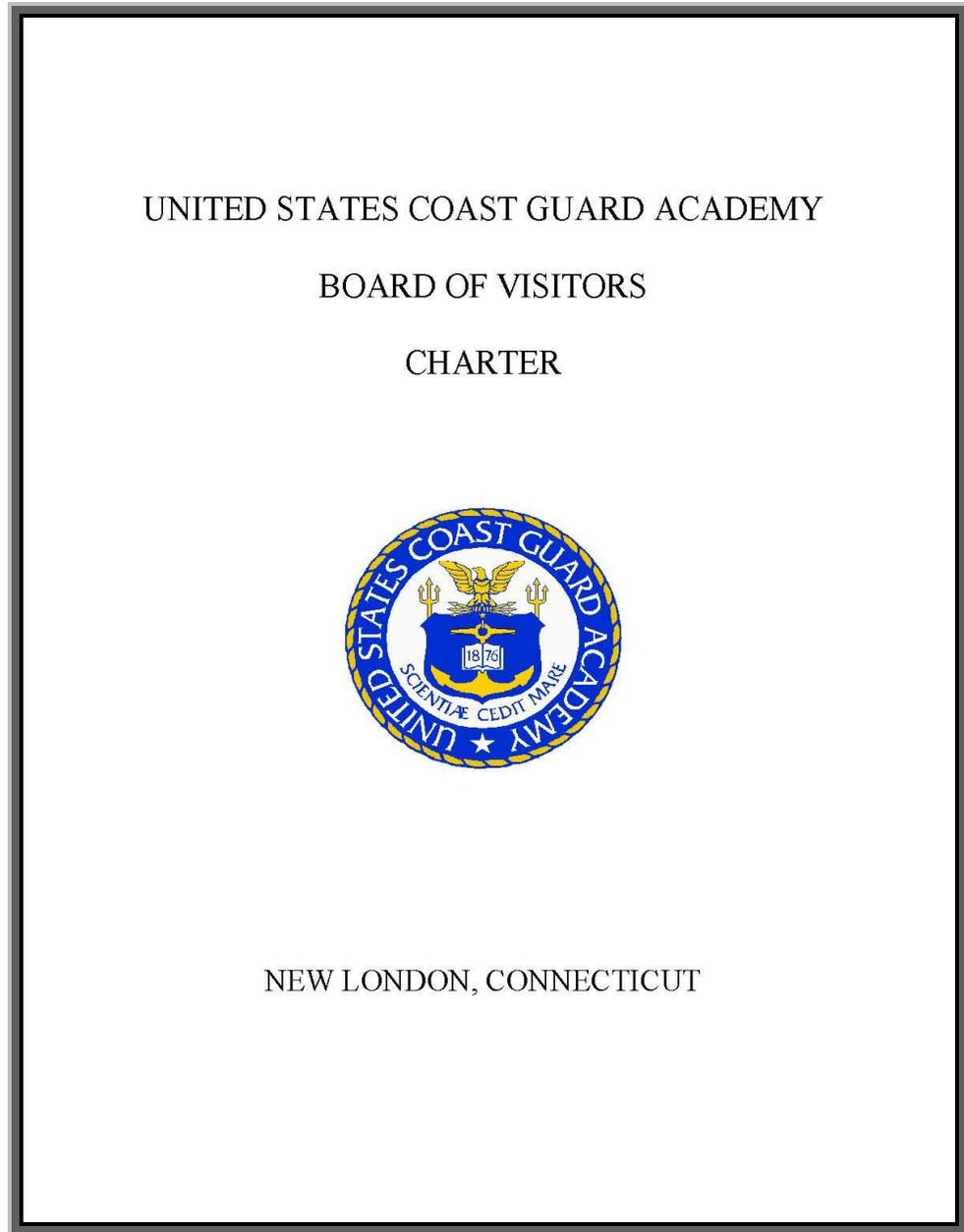


Figure 3-6 USCGA Sample BOV Charter Page 1

THE BOARD OF VISITORS

General Delegation

- A. Official Designation. The Board shall be known as the United States Coast Guard Academy Board of Visitors (hereafter referred to as "the Board").
- B. Objectives and Scope of Activities. The Board, under the provisions of 14 U.S.C § 194, and the Federal Advisory Committee Act of 1972, as amended, shall provide the Commandant of the Coast Guard independent advice and recommendations on the operation and matters relating to the U.S. Coast Guard Academy.
- C. Board Membership. Under the provisions of 14 U.S.C § 194, the Board shall be composed of the following Members:
- a. House of Representatives:
 - Ex officio – Chairman, Transportation and Infrastructure Committee (T&I)
 - Three Members designated by the Chairman of T&I
 - Two Members designated by the Speaker of the House
 - b. Senate:
 - Ex officio – Chairman, Commerce, Science and Transportation Committee (CS&T)
 - Two Senators designated by the Chairman of CS&T
 - One Senator designated by the President of the Senate
 - c. Members of the Board shall be designated in the First Session and serve for the duration of the Congress. Once appointed, they serve until replaced. If a member of the Board dies or resigns or is unable to perform the functions of a Board Member, a successor will be designated for the unexpired portion of the term by the appropriate appointing official.
- D. Board Chairperson. The Board, once appointed, shall select a Board Chairperson and a Vice Chairman from the total membership of the Board. The Vice-Chair shall serve in the absence of the Chairperson for any scheduled Board meeting or if the Chair resigns or is unable to perform his or her functions.
- E. Board Meetings. The Board shall meet at the call of the Chairperson in consultation with the Coast Guard Director of Reserve and Training (CG-13). It is estimated that the Board will meet at least twice annually with at least one of those meetings being held at the U.S. Coast Guard Academy in New London, CT. Additional meetings may be held at specific locations as desired and determined by the Chairperson and the Board. The Board shall be authorized to establish subcommittees as necessary. Such subcommittees shall not work independently of the Board, and shall report their recommendations and advice to the

Figure 3-7 USCGA Sample BOV Charter Page 2

C.5.c. USCGA
Sample BOV
Charter, Page 3

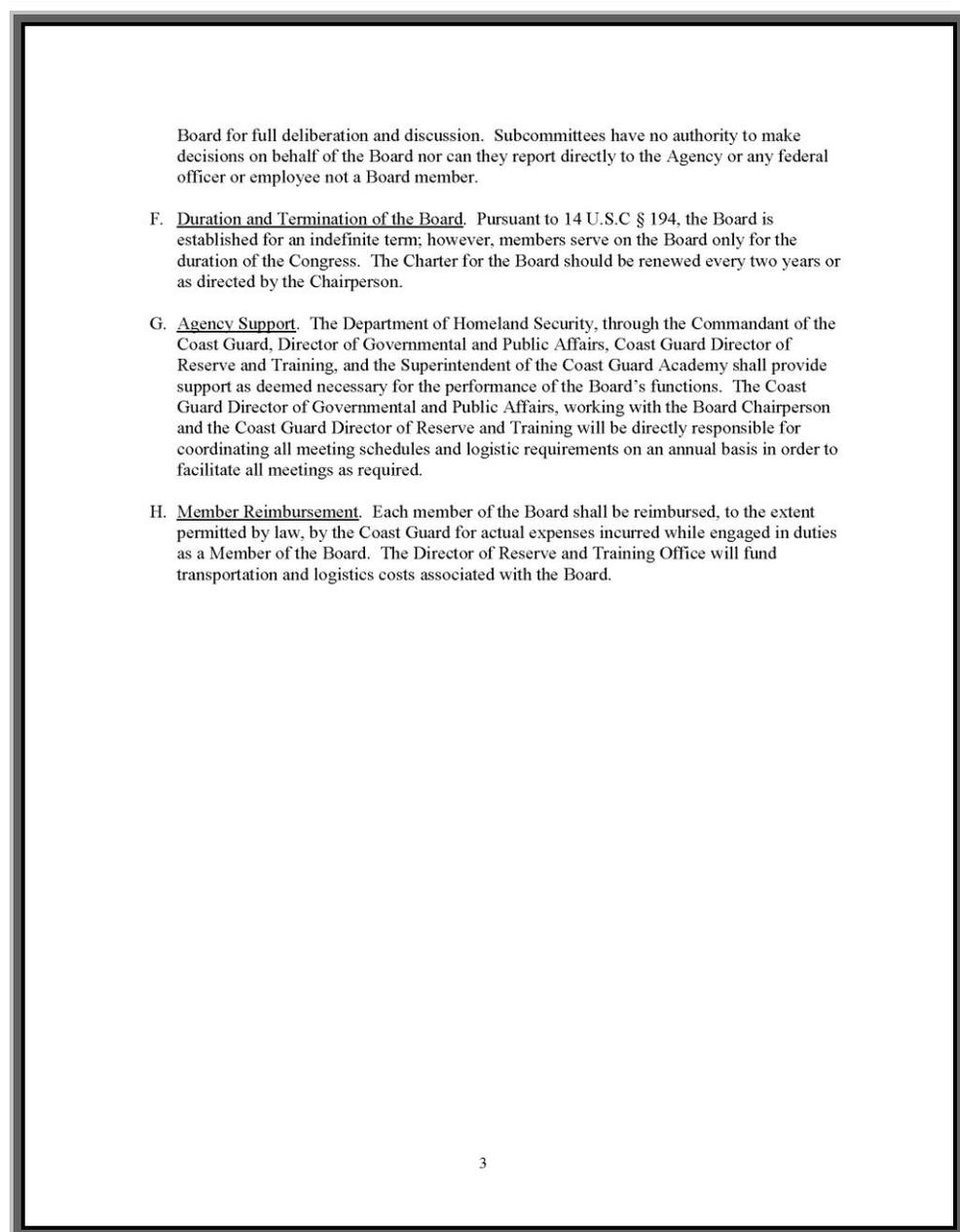


Figure 3-8 USCGA Sample BOV Charter Page 3

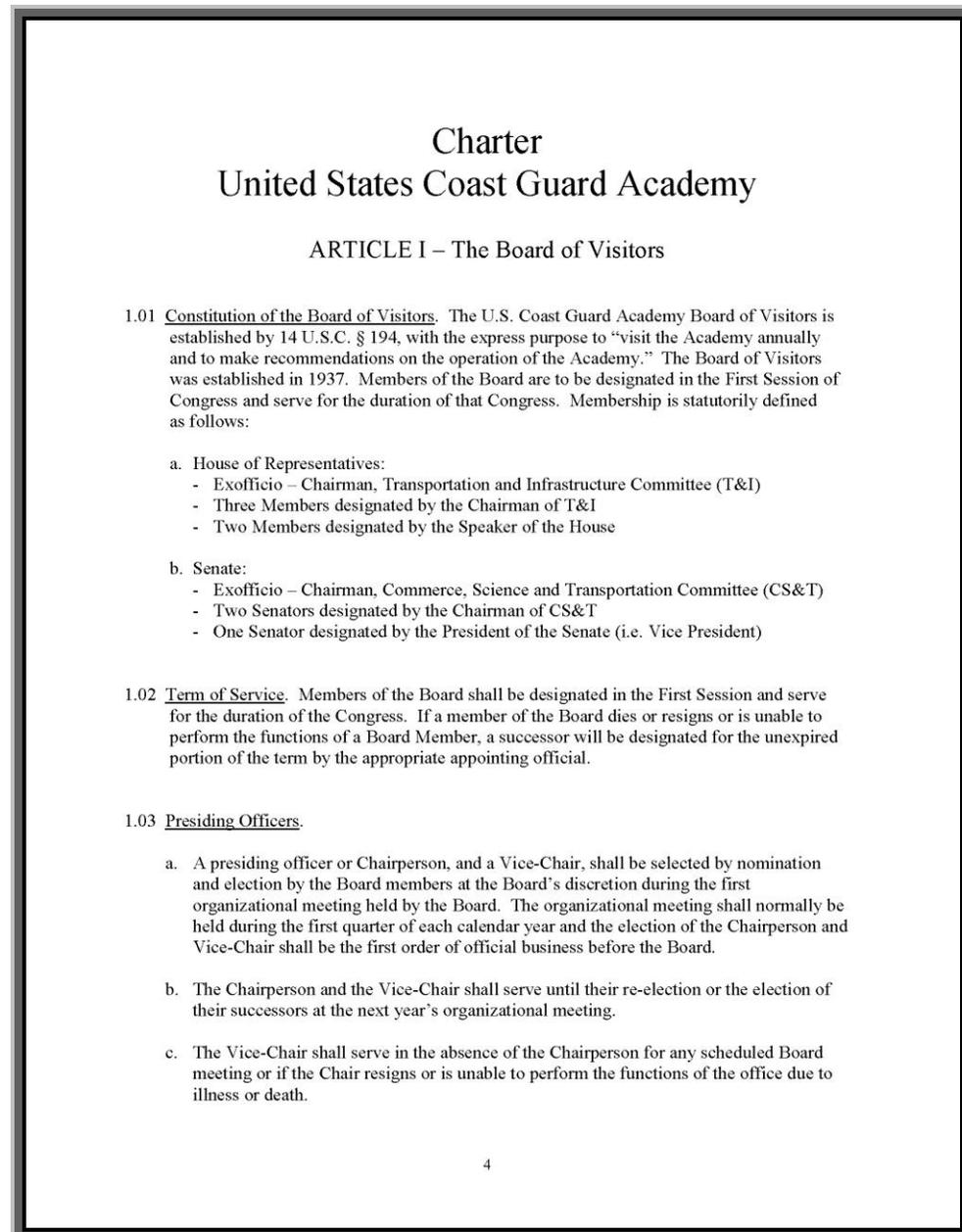


Figure 3-9 USCGA Sample BOV Charter Page 4

C.5.e. USCGA
Sample BOV
Charter, Page 5

- d. If the Chairperson and Vice-Chair are unable to attend a scheduled meeting but a quorum is present (minimum of one member from both the majority and minority party), the Board members present shall elect an Acting Chair who shall serve as such during that Board meeting only.

1.04 Executive Secretary. The Executive Secretary shall be appointed by the Director of Reserve and Training. The Executive Secretary shall attend all meetings of the Board and shall perform any other such functions as prescribed by the Superintendent to support the Board. The Executive Secretary shall be assisted in his or her duties by the United States Coast Guard Academy Governmental Affairs Officer and an assigned Academy staff member.

ARTICLE II – Meetings

2.01 Definitions. For the purposes of this charter, the following definitions will apply:

- a. Board Meeting. Any assemblage of Board Members fulfilling the requirements for a quorum called to address items of business before the Board.
- b. Special Visit. Visits to the U.S. Coast Guard Academy by members of the Board, either individually or as a group other than in connection with a regular Board Meeting.
- c. Annual Visit. A visit by members of the Board to the U.S. Coast Guard Academy explicitly identified by the Board to fulfill the provisions required by 14 U.S.C § 194, that results in the development of a specific report to the Commandant of the Coast Guard.

2.02 Designating Board Meeting Dates.

- a. Prior to the first meeting in each calendar year, the Executive Secretary will prepare a tentative meeting and visit plan for the new Board after consultation with the Coast Guard Office of Congressional and Governmental Affairs. The plan will include the designated Annual Visit to the Coast Guard Academy and any other visits to or meetings at the Academy or other anticipated meetings elsewhere throughout the year.
- b. The Board or any member of the Board may make Special Visits to the Academy in addition to those described in 2.02(a) in connection with the duties of the Board or to consult with the Superintendent. Any such Special Visits shall be coordinated through the Coast Guard Office of Congressional and Governmental Affairs in consultation with the Executive Secretary and the Coast Guard Director of Reserve and Training.
- c. The schedule of visits contained in the plan will be submitted to the Commandant of the Coast Guard through the Assistant Commandant for Human Resources and the Director of Governmental and Public Affairs.

Figure 3-10 USCGA Sample BOV Charter Page 5

C.5.f. USCGA
Sample BOV
Charter, Page 6

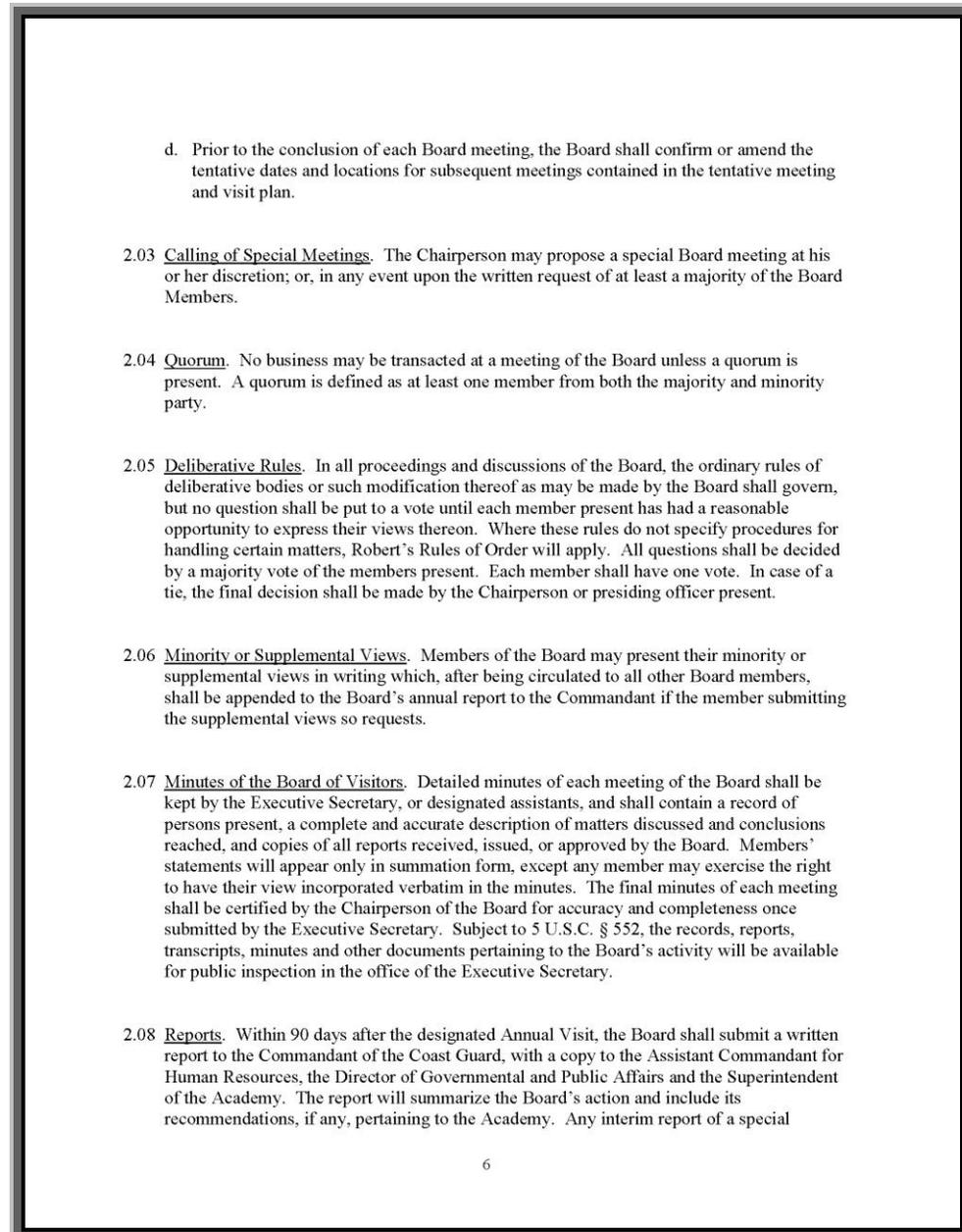


Figure 3-11 USCGA Sample BOV Charter Page 6

C.5.g. USCGA
Sample BOV
Charter, Page 7

meeting or visit shall, if approved by a majority of the members of the Board, be submitted to the Commandant within 30 days after the approval of the report. A copy shall be provided to the Assistant Commandant for Human Resources, the Director of Governmental and Public Affairs, and the Superintendent of the Academy. Such interim reports will be incorporated as enclosures to the final annual written report to the Commandant.

ARTICLE III – Specific Duties of the Board

- 3.01 The Board of Visitors shall provide the Commandant of the Coast Guard independent advice and recommendations on matters relating to the operation of the U.S. Coast Guard Academy.
- 3.02 All members shall make every effort to attend meetings of the Board commensurate with their other public duties.
- 3.03 The Executive Secretary shall support the Board in the execution of its duties, to include dissemination of relevant information to Board members, recording minutes of Board meetings, and other such administrative duties as prescribed by the Chairman or Vice Chairman.

ARTICLE IV – General

- 4.01 Prior Board of Visitors Recommendations. Prior to the convening of the Board for each meeting, every member will be provided a report by the Executive Secretary detailing the status of actions completed or underway in response to each recommendation of the prior meeting of the Board of Visitors.
- 4.02 Notice of Meetings of the Board of Visitors.
 - a. Notice of the scheduled meetings of the Board of Visitors will be published by the Coast Guard Academy for all faculty and staff. The notice shall be published at least 15 days before the date of the meeting, except that a shorter period may be authorized, when necessary. The notice shall state the time, place, and purpose of the meeting and set forth a summary of the agenda. The notice shall also state whether the meeting will be open to the public. All meetings of the Board of Visitors will be open to the public except as provided by 4.02(b).
 - b. In those instances where a majority of the Board of Visitors determines in advance that certain sessions (e.g., the Executive Session or Briefing Sessions) of a scheduled meeting or the entire meeting should be closed to the public, the Chairperson will so notify the Executive Secretary.

Figure 3-12 USCGA Sample BOV Charter Page 7

C.5.h. USCGA
Sample BOV
Charter, Page 8

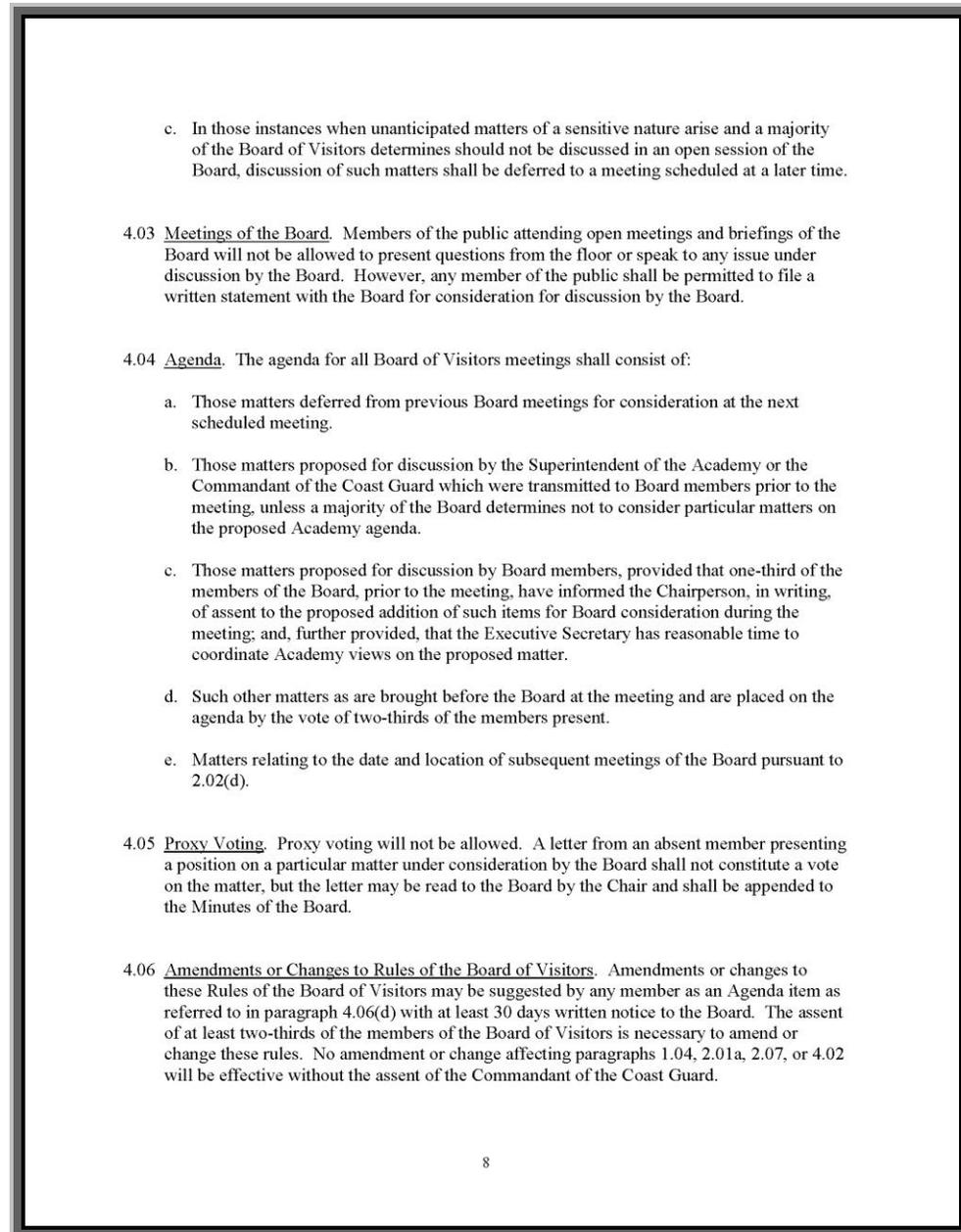


Figure 3-13 USCGA Sample BOV Charter Page 8

C.5.i. USCGA
Sample BOV
Charter, Page 9

**United States Coast Guard Academy
Board of Visitors
XXXth Congress**

_____ Congressman – Ex-officio	_____ Senator – Ex-officio
_____ Member	_____ Member
_____ Member	_____ Member
_____ Member	_____ Member
_____ Member	
_____ Member	

9

Figure 3-14 USCGA Sample BOV Charter Page 9

C.5.j. USCG
Sample BOV
Checklist, Page 1

CG-0921 Board of Visitors Checklist

At the Start of a New Congress:

_____ : Request Designations from T&I (House) and CST (Senate)

_____ : House Designations:

1) Chairman _____, T&I, Ex Officio

2) Chairman's Choice #1: _____, Read into Record on ___/___/___

3) Chairman's Choice #2: _____, Read into Record on ___/___/___

4) Chairman's Choice #3: _____, Read into Record on ___/___/___

5) Speaker's Choice #1: _____, Read into Record on ___/___/___

6) Speaker's Choice #1: _____, Read into Record on ___/___/___

_____ : Senate Designations:

1) Chairman _____, CST, Ex Officio

2) Chairman's Choice #1: _____, Read into Record on ___/___/___

3) Chairman's Choice #2: _____, Read into Record on ___/___/___

4) Pres of Senate's Choice #1: _____, Read into Record on ___/___/___

After Designations have been made

_____ : Welcome Letters from CCG Drafted by CG-0921

_____ : Welcome Letters from Superintendent Approved by CG-0921 (letters are optional)

_____ : Welcome Letters from CG-13 Approved by CG-0921 (letters are optional)

_____ : Welcome Letters from Superintendent sent (letters are optional)

_____ : Welcome Letters from CG-13 sent (letters are optional)

_____ : CG-0921, CGA GAO, and CG-13 Coordinate First Meeting

First Meeting: _____
(Location)

_____ : Selection of Chair and Vice-Chair

Figure 3-15 USCG Sample BOV Checklist Page 1

C.5.k. USCG
Sample BOV
Checklist, Page 2

Chair: _____

Vice-Chair: _____

_____ : Date/ Location set for Second Meeting
(note: One meeting should be held at the Academy each year)

After First Meeting

_____ : Minutes sent out by Executive Secretary

_____ : Plan Second Meeting
(note: One meeting should be held at the Academy each year)

Figure 3-16 USCG Sample BOV Checklist Page 2

C.5.1. USCG
Sample BOV
Checklist, Page 3

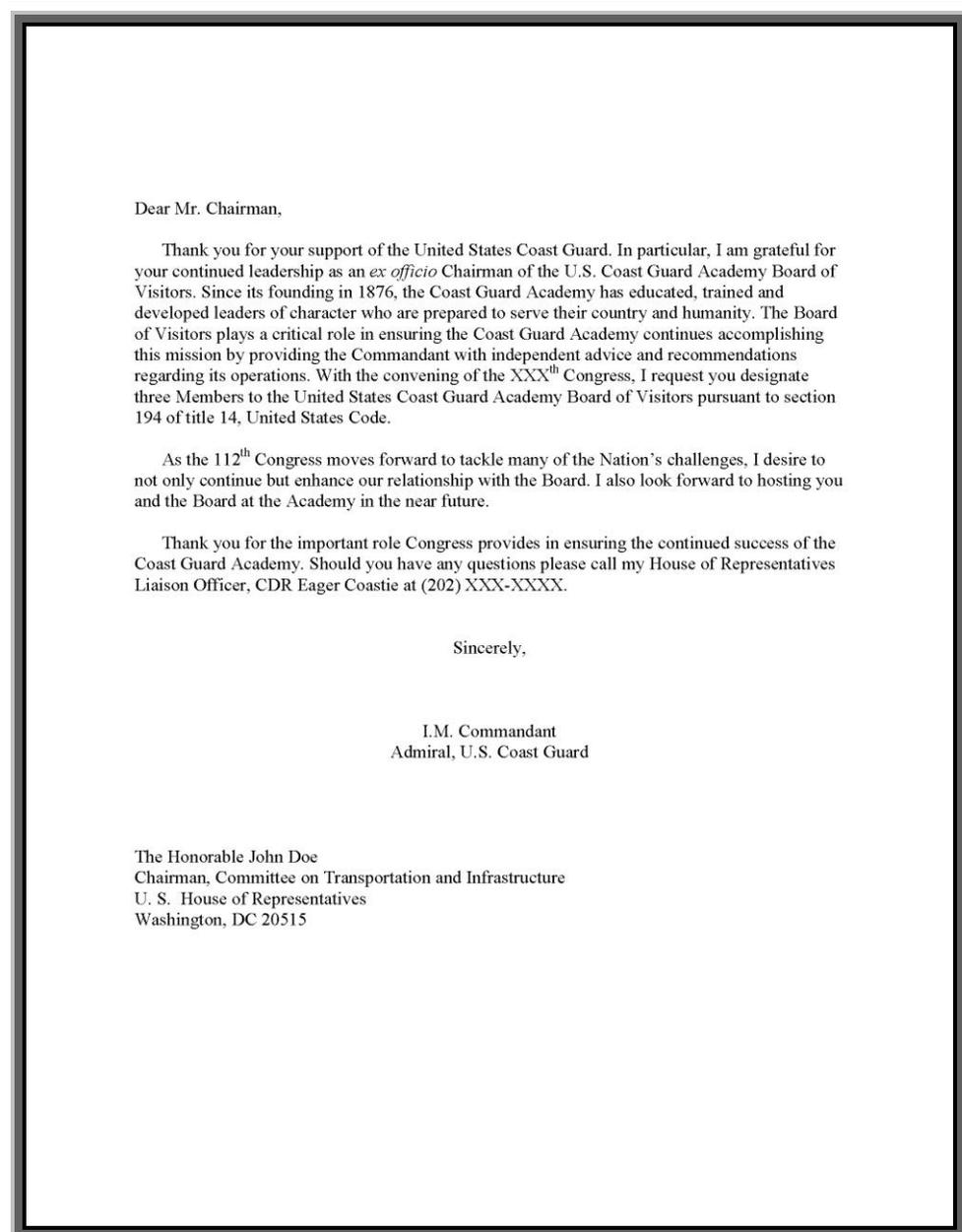


Figure 3-17 USCG Sample BOV Checklist Page 3

**C.6. Sponsorship
Selection**

CG-092 is the authority for selecting the sponsor for a new cutter construction or conversion, and is responsible for initiating and compiling sponsor nominations. The Commandant makes the final sponsor selection.

If naming the cutter for an individual, the Office of Public Affairs (CG-0922) and the Project Officer coordinate with the CG Historian's Office (CG-09224) to research the namesake's spouse, widow, or nearest direct lineal female descendent(s).

If not naming the cutter for an individual, CG-0922 works with the Office of Congressional Affairs (CG-0921) and the Project Officer to identify candidates who have an association to the namesake's heritage (either geographical or cultural) or to the cutter's background and/or mission.

**C.7. Government
Accountability
Office (GAO)**

The Budget and Accounting Act of 1921 established the Government Accountability Office (GAO). GAO investigates public funds management on behalf of the United States. They regularly conduct audits of federal agencies and programs, typically at the request of Congress. Periodically, the GAO conducts site visits to Coast Guard units to inform their written reports on the Service's management and operations.

GAOs are often identified as the project manager for these visits. As the project manager, GAOs are required to develop an itinerary based on GAO requirements, serve as escorts, and provide requested information during those visits. GAOs might wish to consult with CG-0921 before the visit to ensure they have all of the latest information on the topic being investigated. Following the visit, GAOs should share their impressions with CG-0921 and any other units preparing for similar visits.

Section D: Reporting

D.1. CG-0921 Reports	The following sections discuss the various reports that CG-0921 prepares.
D.1.a. Plan of the Day (POD)	<p>Before COB each day, the admin officer transmits a POD via email detailing the next business day’s schedule of events.</p> <p>Preparing the POD:</p> <ol style="list-style-type: none">1. YN1 develops draft POD based upon shared calendar entries for the next day. The POD does not include items marked “private,” which are made known to the admin officer, YN1, and driver for transportation purposes, if necessary.2. Drafter ensures each event/meeting has the following information: who, what, where, when, transportation requirements, and POC for details as necessary to flesh out the entry.3. The YN1 and admin officer work out overlapping/conflicting transportation requirements.4. YN1 forwards the draft POD to the admin officer (or deputy, in his or her absence) by 1430. Before final distribution, all involved consult the shared calendar for any last-minute changes, and consult the Captain’s calendar for any additional meetings not included on the shared calendar.5. Final POD is sent to CG-0921 staff (not the Fellows), CG-092, CG-092-ea, CG-09222, CG-09222-d, and CG-092-a.
D.1.b. CG-0921 Morning Brief	Provides CG-0921 staff with an overview of news articles focusing on Congressional topics that impact the Coast Guard. Also, contains any information related to the Coast Guard from the previous day’s Congressional record. List the floor schedule for both chamber and any significant hearings that will take place that day.
D.1.c. Daily Congressional Engagement	CG-0921 Deputy updates DHS Legislative Affairs when three and four star admirals testify to Congress.
D.1.d. Congressional Affairs Weekly Report	The senior liaison on the hill prepares a weekly report of pending Congressional questions, briefings, meetings, and engagements for CG-082.

D.1.e. CG-092
Weekly Update

CG-092 issues a Congressional and Public Affairs Update each week, which it provides to the Flags at the Tuesday afternoon all flags staff meeting, then distributes electronically to Flags in the field. Each Friday, the admin officer sends a draft Congressional Affairs Update out to CG-0921 staff and the GAOs for review/additions/modifications. The final version is routed to the Captain for review and approval by 1300 on Monday. The admin officer forwards the approved version to CG-092-A by COB Monday.

D.1.f. Week
Ahead Report

The Civilian Legislative Analyst prepares a list of items of interest for the COMDT's week-ahead meeting. The list will be submitted to CG-0921 NLT COB each Tuesday.

D.1.g. DHS
Weekly
Coordination
Report

A weekly update of all pending CG-0921 issues and engagements sent to DHS. The administrative officer drafts and routes the report through CG-0921 to DHS Legislative Affairs at the end of each week.

D.1.h. Items of
Interest

The Legislative Analyst compiles a weekly list of *Items of Interest* for the Legislative Counsel to disseminate via email. This is prepared using the *Items of Interest* template with links to websites to search for items of CG-congressional relevance. Items can include:

- House and Senate floor activity expected that day.
 - All upcoming hearings at which CG is testifying.
 - Other hearings of interest to CG expected that week.
 - Congressional Record items – On-line version is usually up by 9am at Thomas (<http://thomas.loc.gov>). Check the Daily Digest for bills introduced, bills reported, amendments if bill is on the floor, nominations, and BOV announcements. Also check Extension of Remarks.
 - CQ Articles (CQ Today, CQ Weekly, CQ Homeland Security).
 - National Journal articles.
 - Articles from The Hill, Roll Call, Government Executive, etc.
 - Google searches on “coast guard” and “port security” and “ballast water,” etc.
 - GAO Reports, CRS Reports, Hots Docs from GalleryWatch and CQ.com
-

- D.1.i. Recess Guidance
Before each Congressional Recess period, CG-0921 (or designee) prepares recess guidance for the field GAO to assist them in their outreach efforts to Congress. This guidance includes general guidelines for field engagement, and highlights any key themes that may be emphasized during a visit.
-
- D.1.j. Engagement Plan
An engagement plan for senior leadership is maintained and periodically updated by the Chief or deputy.
-
- D.1.k. Rating Chain Memo
Each August, the admin officer prepares a memo identifying the rating chain for all officers, including fellows, in the CG-0921 office. This memo includes a spread sheet listing all officers attached to CG-0921, with the anticipated “end of reporting period.”
-
- D.1.l. FOIA Report Data Call
The Civilian Legislative Analyst maintains a record of all FOIA requests and hours spent finding responsive records, and submits this data to CG-611 every September.
-
- D.1.m. White House Fellows ALCOAST
CG-0921 releases an ALCOAST describing the White House Fellow program every August.

D.1.n. Report Spreadsheet

Report Spreadsheet					
Report Title	Frequency	Due Date/Time	Originator	Approver	Destination
POD	Daily	COB Day Prior	YN1	Admin Officer	CG-0921, CG-092
CG-0921 Morning Brief	Daily	Prior to 0845	Admin Officer	Admin Officer	CG-0921 Staff
Cong. Engagement	As needed	n/a	CG-0921 Deputy	CG-0921 CO	DHS Leg. Affairs
Cong. Engagement	Daily	1500 Day Prior	YN1	Admin Officer	DHS Leg. Affairs
Cong. Affairs Weekly Report	Weekly	Sunday Evening	Senior Hill Liaison	CG-0921 Deputy	CG-082
CG-092 Weekly Update	Weekly	1300 on Monday	Admin Officer	CG-0921 CO	CG-092
Week Ahead	Weekly	COB on Tuesday	Civ. Leg. Analyst	CG-0921 CO	COMDT's Staff
DHS Weekly Coordination	Weekly	1100 on Friday	Admin Officer	CG-0921 CO	DHS Leg. Affairs
Items of Interest	Weekly	NA	Civ. Leg. Analyst	Leg. Counsel	CG-0921
Recess Guidance	Semi-Annual	Prior to Recess	Governmental Affairs PM	CG-0921 CO	Gov. Affairs Officers
Engagement Plan	NA	NA	CG-0921 Deputy	CG-0921 CO	CG-0921
Rating Chain Memo	Annual	31-Aug	Admin Officer	CG-0921 Deputy	CG-0921
FOIA Report	Annual	30-Sep	Civ. Leg. Analyst	CG-0921 Deputy	CG-612
White House ALCOAST	Annual	31-Aug	Admin Officer	CG-0921	ALCOAST
E-6 EER	Semi-Annual	31 May/30 Nov	YN1	RO	EPM
CAPT OER	Annual	30-Apr	ROO	RO	CG-092
CDR OER	Annual	31-Mar	ROO	RO	CG-092
LCDR OER	Annual	30-Apr	ROO	RO	OPM
L/T OER	Annual	31-May	ROO	RO	OPM
Civilian Marks	Annual	31-Mar	Civilian	RO	NA

Figure 3-18 Report Spreadsheet

**D.2. SAMPLE
CG-0921 Look
Ahead Report**



For internal CG-0921 schedule and discussion purposes only

CG-0921 Look Ahead
As of XX February 20XX

<u>During February</u>		
FEB (TBD)	All Day	CODEL: Chairman Smith will visit the XXXX in XX. DHS OLA Capitol Hill Detailee Meet and Greet w/ Secretary Smith . This DHS-internal meeting is intended for ... Coast Guard staff will brief staff for the House XXX on matters discussed in the GAO's recent report on XXX. Coast Guard staff will join DHS staff to brief majority and minority staff from the House Committee on XXX in preparation for the upcoming hearing on XXX.
FEB (TBD)	TBD	
FEB (TBD)	TBD	
Wed, XXFEB	10:00-11:00	
<u>During March</u>		
March	TBD	Tentative: CG FYXX Budget-In-Brief for Industry sometime during the week of XX-XX March. (Tentative) Hearing: The XXX Committee (full committee) will hold a hearing on XXX. The Coast Guard has been invited to testify, and confirmation of a Coast Guard witness pends, along with precise date and time of the hearing.
Thu, XXMAR	TBD	
<u>During April</u>		
APR (TBD)	All Day	CGA Board of Visitors event (tentative) The Coast Guard XXX Briefing will occur at Coast Guard Headquarters. Coast Guard OUTLOOK Magazine will be published.
APR (TBD)	TBD	
APR (TBD)	TBD	
<u>On the Horizon</u>		
Wed, XXMAY	TBD	The Coast Guard Academy Graduation Ceremony will occur in New London, CT. Tentative CGC XXX Congressional Engagement (in the NCR) Tentative: Chairman Smith attends Ribbon Cutting Ceremony at XXX. Tentative: Senate CST Field Hearing in XXX on XXX. Tentative: Keel laying on XXX.
XX-XXMAY	TBD	
Mon XXMAY	TBD	
AUG (TBD)	TBD	
AUG (TBD)	TBD	



For internal CG-0921 schedule and discussion purposes only.

Page 1 of 1

Figure 3-19 Sample CG-0921 Look Ahead Report

**D.3. SAMPLE
Congressional
Affairs Week
Ahead Report,
Page 1**



Congressional Affairs Week Ahead

Congressional assessment for external and internal engagement planning

Coast Guard Congressional Affairs
470 L'Enfant Plaza East, SW
Washington, DC 20024
www.uscg.mil

Issue Date: August XX, 20XX
Contact: CAPT I. M. Coastie
Phone: (202) 245-XXXX
E-mail: I.M.Coastie@uscg.mil

Schedules	<ul style="list-style-type: none">• The House is considering a bill to...• The Senate resumes consideration of ...• In the future: XX August – XX September: House and Senate Recess XX-XX August: Republican National Convention XX-XX September: Democratic National Convention
Appropriations	<ul style="list-style-type: none">• Stopgap Spending Deal Reached. Congressional leaders announced a bipartisan agreement on ...• End of the Road. Appropriations committee work on fiscal spending bills will likely ...• Senate Defense Bill Could Seek Changes. Senate appropriators could ...
Politics	<ul style="list-style-type: none">• Tax Changes. GOP leaders this week are expected to ...
Authorization	<ul style="list-style-type: none">• H.R. XXXX, Fish Act of 20XX (Updated): This bill was approved as amended...• S. XXXX, Coast Guard Authorization Act for Fiscal Years 20XX-XX (Updated): The Senate has been working to hotline ...• S. XXXX, Vessel Act (Updated): Senator Smith introduced the long awaited Senate counterpart to the H.R. XXXX's Coast Guard related title...
Nominations	<ul style="list-style-type: none">• XX nominees for promotion to O-7 have been announced and are completing the necessary confirmation paperwork.
Congressional Engagement	<p><u>S-1/S-2:</u></p> <ul style="list-style-type: none">• XX-XX AUG - Secretary Smith will join the XXX CODEL with CCG, Senators Smith, Smith, and Smith. <p><u>Commandant:</u></p> <ul style="list-style-type: none">• XX-XX AUG – XXX CODEL with Senators Smith, Smith, and Smith. Secretary Smith will join CODEL on XX AUG <p><u>Other Engagements:</u></p> <ul style="list-style-type: none">• XX AUG – HSGAC/CHS Monthly Border Threat Brief• XX AUG – HAC-HLS Quarterly Acquisition Brief• XX AUG – Rep. Smith meet/greet with VADM Coastie, D3

For internal review, discussion, and scheduling purposes only

Page 1 of 2

Figure 3-20 Sample Congressional Affairs Week Ahead Report 1

**D.4. SAMPLE
Congressional
Affairs Week
Ahead Report,
Page 2**

Hearings	• XX-XX AUG – HPSCI PACOM CGCU STAFFDEL			
	<i>Date</i>	<i>Committee</i>	<i>Topic</i>	<i>Witness</i>
	XX Aug	SAC -HLS	XXX Field Hearing on Coast Guard Operations in XXX	ADM Coastie
	TBD	Congressional Tri-Caucus	Something and Something Else	TBD
	TBD	CG&MT	GAO report on XXX	RADM Coastie
Rollouts / Notifications	• <i>Pending</i> Commandant's Final Action on the XXX investigation report.			

For internal review, discussion, and scheduling purposes only

Page 2 of 2

Figure 3-21 Sample Congressional Affairs Week Ahead Report 2

**D.5. SAMPLE
Congressional
Engagement
Report, Page 1**



CG-0921 CONGRESSIONAL ENGAGEMENT

WEEK AHEAD XX-XX MAY 20XX

CONGRESSIONAL AFFAIRS

OVERVIEW:
Both chambers of Congress will remain in session until ...
On Wednesday, the House Homeland Security Appropriations Committee backed ...
The House on Thursday also passed the ...

HEARINGS:

- On May XXth, Vice Admiral Coastie will testify before the **House Committee on Transportation and Infrastructure, Subcommittee on Coast Guard and Maritime Transportation** on Coast Guard XX programs.
- On May XXth, Rear Admiral Coastie will testify before the **Senate Committee on Commerce, Science, and Transportation, Subcommittee on Oceans, Atmosphere, Fisheries, and Coast Guard** regarding XX.
- On May XXth, Admiral Coastie will testify along with Vice Chairman of the Joint Chief of Staff, and Chief of Naval Operations in a hearing before XX regarding XX.

CONGRESSIONAL AND STAFF DELEGATIONS:

- Nothing significant to report.

LOCAL ENGAGEMENTS:

- On May XXth, the **Senate Homeland Security and Government Affairs Committee (HSGAC)** and **House Committee on Homeland Security** staffs will ...
- From May XXth through May XXth the Coast Guard Cutter XXXX, will make a port call in ...

1

Figure 3-22 Sample Congressional Engagement Report Page 1

**D.6. SAMPLE
DHS Weekly
Report, Page 2**

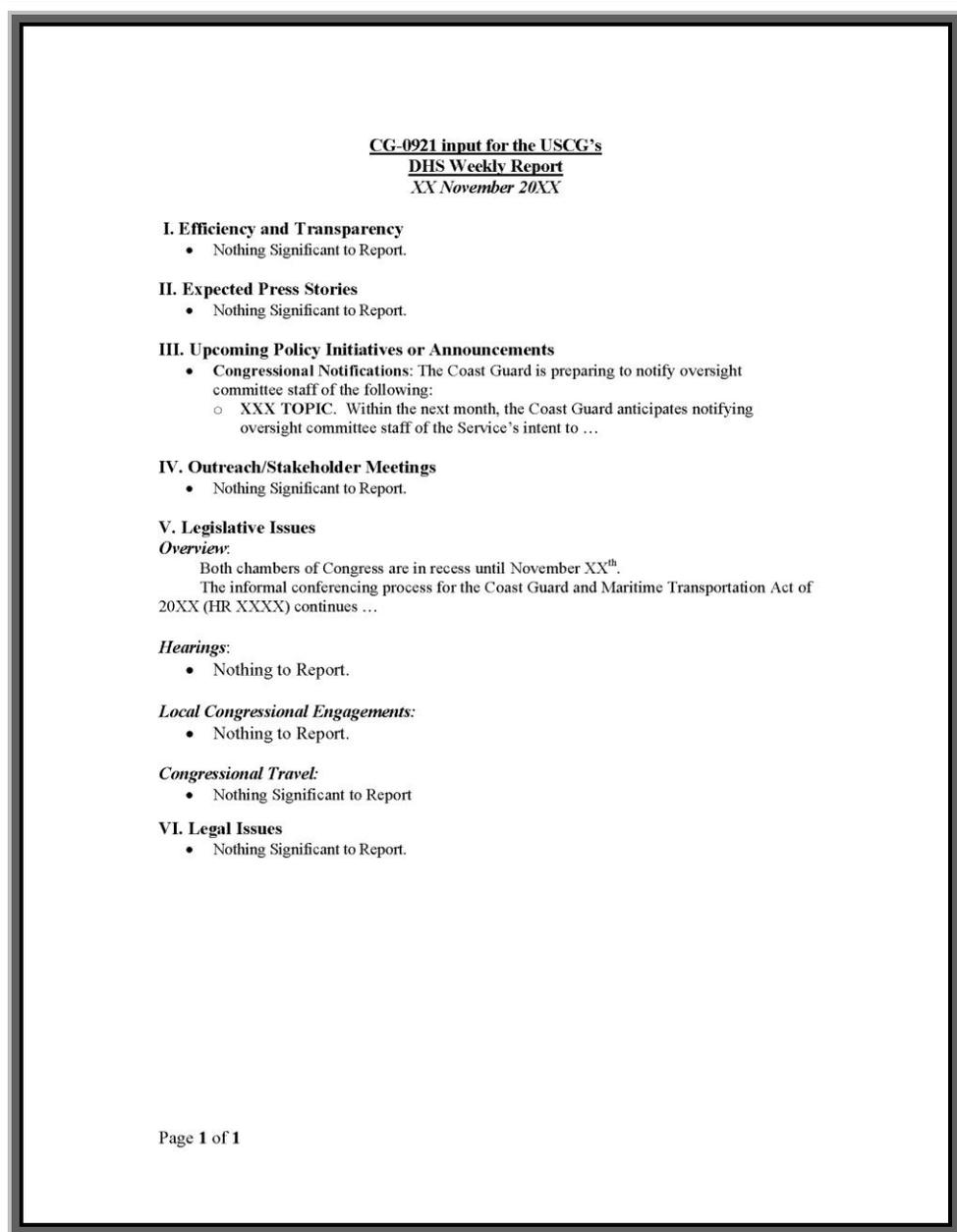


Figure 3-23 Sample Congressional Engagement Report Page 2

**D.7. SAMPLE
Storm Warning,
Page 1**

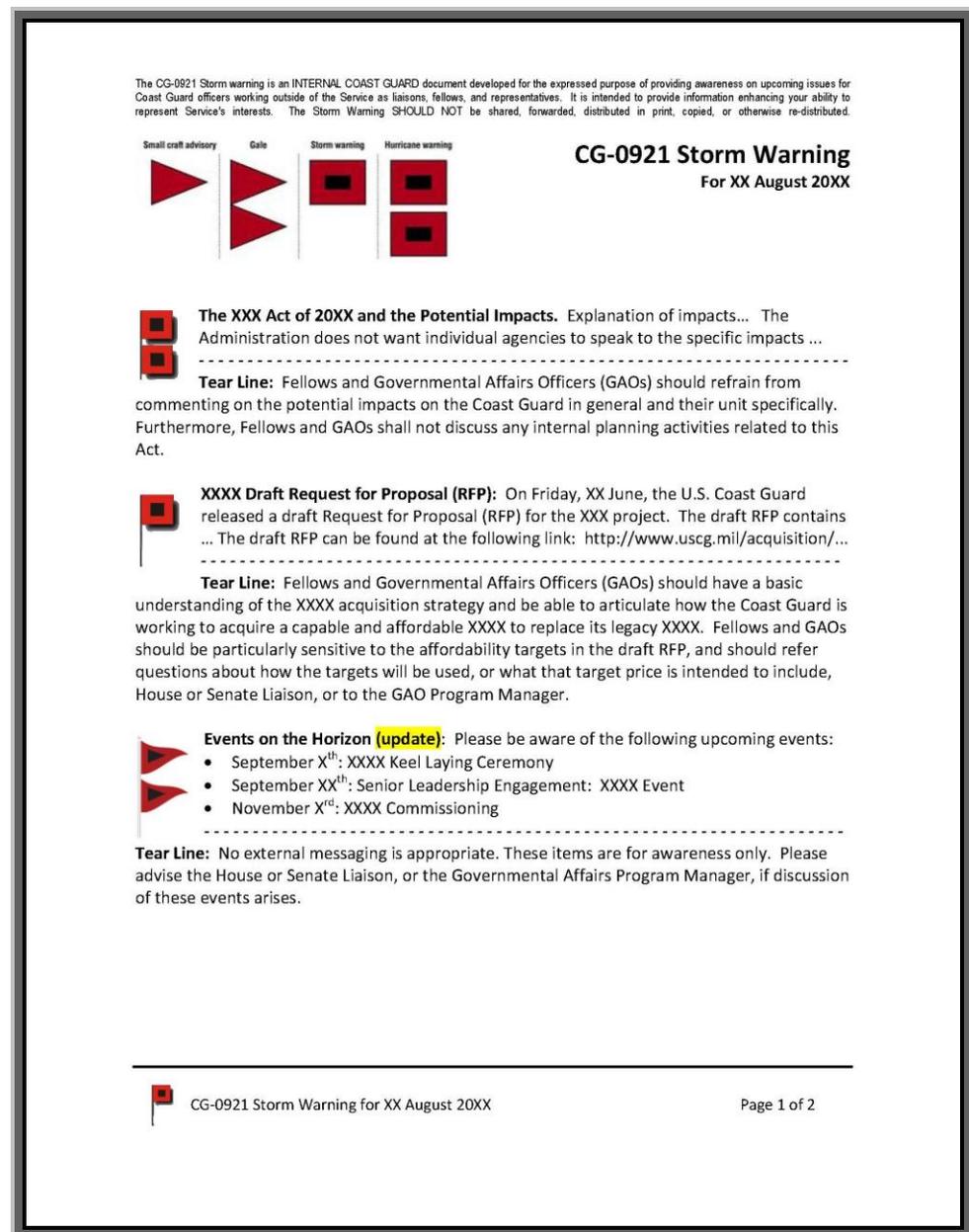


Figure 3-24 Sample Storm Warning Page 1

D.8. SAMPLE Storm Warning, Page 2

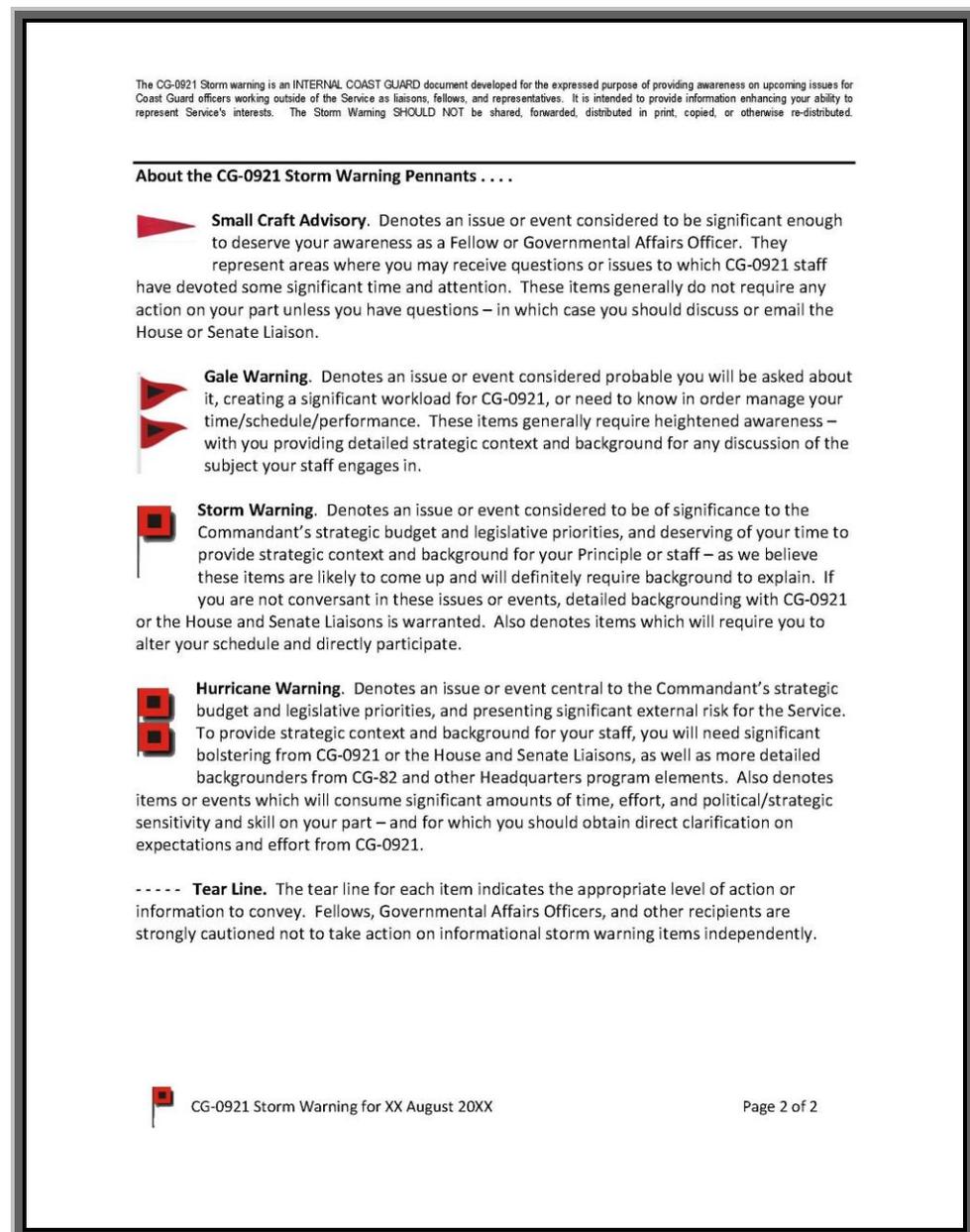


Figure 3-25 Sample Storm Warning Page 2

D.9. Contact Reports

GAOs report all interactions with governmental officials (Congressional, State, Local, and Tribal) by preparing a contact report and emailing it to appropriate CG-0921 leadership, Governmental Affairs Program Manager, Congressional liaisons, and the Civilian Legislative Analyst. GAOs also input contact reports into any knowledge management databases as specified by CG-0921.

D.9.a. SAMPLE Contact Report

Congressional/Government Official Contact Report

After a meeting or event with a U.S. senator, representative or staff member, send an electronic mail to the District or Area government affairs officer (GAO) with the following information contained in the body of the mail:

1. Type of contact: (unit visit, meeting, phone conversation, inquiry, politically-motivated media interest, etc.):
2. Name and title of official contacted: *xx*
3. Name and title of representative or senator represented: *xx*
4. Address and phone number of contact: *xx*
5. When did the contact take place?
6. Who made the initial contact? How?
7. Who were the principal Coast Guard members and units involved?
8. Was this contact anticipated?
9. What were the primary areas of interest and/or discussion? Were there any surprises?
10. Is any follow-up required? Is any CG-092 staff assistance required or desired? *xx*
11. Additional comments or observations: *xx*
12. Name and contact information of person making this report: *xx*

Figure 3-26 Sample Contact Report

Section E: Travel Procedures

E.1. Congressional Travel Funding

Paying for Travel by Legislative Branch Employees and Members of Congress

As requested, the Coast Guard provides members of Congress and their official staff with the opportunity for first-hand review and observation of the work of the Coast Guard. Section 1108(g) of Title 31, U.S. Code, indicates Members of Congress and their staff can travel for field examinations at the Executive Branch agencies' expense. Thus, CG-0921 can use appropriated funds to cover the costs associated with this travel. This includes the point-to-point travel costs, lodging, meals, and other reimbursable expenses associated with the travel (such as local travel, parking, luggage handling charges, etc.).

These trips, referred to as Congressional and Staff Delegations (CODELS & STAFFDELS), provide an opportunity for Members of Congress and their staff to observe Coast Guard operations firsthand. A CODEL involves a House member or Senator traveling on a Coast Guard funded trip for the purpose of educating or informing them on a Coast Guard mission or unit. STAFFDELS are similar trips organized for personal or committee Congressional staff. CODELS and STAFFDELS are an aspect of CG-0921's mission to educate Congress on matters of significance to the Coast Guard.

E.1.a. Non-applicability of Federal travel regulations

Federal Travel Regulations in 41 C.F.R. Section 301 do not apply to Congressional travel. *See* 5 USC § 5703 and 41 CFR § 301-1.1, which provide that the term "agency" does not include a member or committee of Congress. Since they are not an agency, members and staffs are not employees within the meaning of the travel regulations.

E.1.b. Travel Orders

If issuing orders to each traveler is deemed to be the most efficient method of funding any of the components of travel, then all regulations written in the JFTR apply and are reflected as such in the orders.

E.1.c. Payment for Commercial Travel

Commercial transportation for members of Congress or their staff can be paid for as a direct charge to CG-0921's accounting string. Use the contracted government rate. This is the preferred method of payment.

E.1.d. Payment for lodging for use by Members of Congress/Staff

When requested to support travel of members of Congress or their staffs, the Coast Guard can pay for lodging as necessary. In general, ask for the GSA government contract lodging rate when making reservations.

Members of Congress or their staffs should use the lodging purchase card to pay for rooms when traveling on the Coast Guard's account. At least 2 members of CG-0921 hold lodging purchase cards., and must follow guidelines established by FINCEN and the HSC Contracting Officer.

NOTE:

When escorting a member of Congress or staff, Congressional Affairs staff members are required to purchase their lodging using the travel charge card in their name.

E.1.e. Actual expense authorization for lodging

If required by the members of Congress or staff, and after consulting with, and approval by CG-0921, reservations can be made for lodging at rates exceeding the GSA per diem for that area. For Congressional Affairs staff escorts, prepare an actual expense authorization memo for the file documenting justification for exceeding per diem.

E.1.f. Payment for meals and incidental expenses for Members of Congress/Staff

The procedures when we have issued orders to travelers are as follows:

E.1.f.(1). Direct Deposit Option

- Enroll the traveler in the "Fast Pay" direct deposit system so the traveler can receive advances or reimbursement electronically. (See: CG FINCEN website).
- Request advances for the traveler (which are deposited in the traveler's bank account).
- File travel claims on behalf of the traveler(s) when the mission is completed.

E.1.f.(2). Cash Advance Option

- The imprest fund can be used as a source of cash for cash advances chargeable to the traveler's orders.

E.1.g. Logistics

- Notify the CG-0921 front office early in the planning process to ensure funding is available and notify them of potential dates.
- Talk with those traveling to determine what it is they want to see/do.
- Informally speak with district or unit to be visited to see if notional plan is possible and identify alternatives.
- Formally notify area, district and unit GAOs of window for trip and notional itinerary.

- Finalize the itinerary. This is a fluid and unpredictable aspect of the trip with frequent changes from the travel party, district, and CG-0921 leadership.
 - CG-0921 provides TONOs. Recommend booking hotels, airlines and rental cars directly to TONO to greatly assist with logistics and travel claims after trip.
 - If trip is senior staff or members– request use of CG-01 or CG-02.
 - If trip includes a familiarization flight in CG aircraft – work with CG-0921 front office to submit waiver for flight per 3710.
 - Recommend getting out a draft itinerary early to unit and travelers reducing uncertainty on both ends.
-

E.1.h. General
Funding for
Congressional
Travelers

This section provides an overview of the process to use when determined that issuing orders to Congressional travelers is the most efficient method of funding travel.

E.1.i. Initial
actions by
House/Senate
prior to travel

The House/Senate liaisons notifies CG-0921 of pending travel and then makes reservations at a hotel using a government Travel Card. Pass the reservation information to CG-0921/YN1 for calculating per diem costs.

The liaison furnishes travelers with FINCEN’s “Fast Pay” link. The travelers complete FINCEN’s online form to secure advance per diem via direct deposit. The liaison then notifies YN1 of form completion.

E.1.j. Actions by
YN1 before travel

- YN1 receives notification and guarantee hotel reservations, for congressional traveler only, using the CG-0921 government Purchase Card.
 - YN1 furnishes the Liaison with TONO/Accounting Data for all travelers to permit making plane/train reservations.
 - YN1 prepares orders based on information provided by the liaison, and includes the following notations on orders in remarks block: *Hotel confirmation number; traveler authorized per diem costs only; air/train fare charged against assigned TONO.*
 - YN1 prepares an Advance of Funds Application (SF-1038) and faxes the SF-1038 and a copy of orders to PSC (TVL).
 - YN1 sends orders and a copy of the SF-1038 to the liaison office via CG-0921 driver.
-

E.1.k. Actions by House/Senate following completion of travel	When travel is complete, the liaison prepares a travel claim for Congressional travelers and attaches all required receipts. The traveler signs the travel claim (liaison signs as “supervisor”). Claims are then forwarded to CG-0921.
	The Liaison completes his or her own claim via T-PAX.
E.1.l. Action by YN1 following completion of travel	When YN1 receives the claim, he or she checks for completeness, makes copies, and forwards to PSC (TVL) for processing. Approximate processing time is 5-7 weeks.
	FINCEN posts reimbursement (if any) on their website, which authorizes Treasury to effect ACH. The traveler should receive a check with 3-5 working days from that posting.
E.2. Congressional Flights Observing Coast Guard Operations	USCG aircraft use can provide Congressional members or their staff with an overview of USCG operations (requires approval by the DHS Assistant Secretary for Legislative and Intergovernmental Affairs, following process described below). The focus might be on the flight itself (introduction to aviation operations), or the flight might enable observation of USCG operations (overflight of natural or manmade disaster, overview of port complex to facilitate discussion of COTP responsibilities, etc.).
E.2.a. Congressional Transportation on USCG Aircraft	USCG aircraft can also transport Congressional members or their staff when in the best interest of the Federal Government (requires approval by the DHS Assistant Secretary for Legislative and Intergovernmental Affairs, following process described below).
E.2.b. Approval Process	The staff planning the flight completes a flight request form with all the necessary information. This form is available on CG Central (Congressional Affairs tab, Governmental Affairs Tools).
	For field visit engagements originating at the local level, the GAO typically handles the flight request. For CG-0921-planned travel, the House or Senate Liaison Office prepares the flight request.
	Forward the request to CG-0921 by the fastest means available. The admin officer prepares a memo for CG-0921 signature, to DHS (I-1), Assistant Secretary for Legislative Affairs, through CG-0010 and CG-09.
	For transportation flights, the admin officer prepares a cost justification to accompany the request, comparing the cost of commercial transportation to the cost of using government aircraft.

Forward the request early enough to allow time for complete routing of the request prior to the scheduled flight. In situations where the standard approval procedures are not practical due to time constraints, the area/district commanders, or Commandant (CG-3) for AR&SC and ATC Mobile can approve congressional travel. CG-0921 still needs the usual flight request information to process a DHS after-the-fact written approval.

E.2.c. General Considerations

Before submitting a formal request to CG-01 or CG-02, the admin officer or CG-0921 calls the front office flight scheduler to determine availability.

Hand deliver flight requests to the front office POC for these matters to ensure timely processing.

E.2.d. SAMPLE Flight Requests

U.S. Department of Homeland Security
United States Coast Guard

Commandant
United States Coast Guard

470 L'Enfant Plaza SW, Suite 7110
Washington, DC 20024
Staff Symbol: CG-0921
Phone: (202) 245-0520
Fax: (202) 245-0529

5730

MEMORANDUM

From: I. M. Coastie, CAPT
CG-0921

Reply to: U. R. Coastie, LT
Attn Of: 202-245-0XXX

To: Assistant Secretary for Legislative Affairs, Department of Homeland Security
Thru: (1) CG-711
(2) VCG

Subj: CONGRESSIONAL OPERATIONAL OVER FLIGHT & TRANSPORTATION
REQUEST, XX FEBRUARY 20XX

Ref: (a) USCG Air Operations Manual, COMDTINST M3710.1F

1. Mission. Staffers (6) from the Homeland Security & Governmental Affairs Committee will visit DHS entities (CG District 7, SOUTHCOM, JIATF-S, CBP, & ICE) in the Miami/Key West AOR in support of future DHS and Coast Guard Authorization & Budget statutes. Coast Guard Air Station Miami will provide an HC-144 aircraft over-flight and sensor pallet demonstration for the staff. In conjunction with the over-flight, Coast Guard Air Station Miami will provide transportation for the staffers from Miami, FL to Key West, FL. CG- 21XX (HC-144 CASA Aircraft) from Coast Guard Air Station Miami will support this request on XX February, 20XX.

2. Justification. This request falls under the "Congressional Orientation/Transportation" section of reference (a). This proposed mission is consistent with the Commandant's Congressional outreach objective to improve understanding of the Coast Guard and its missions.

3. Cost Comparison for Transportation Portion of the Mission. The use of a Coast Guard aircraft saves the government \$ XX,XXX.XX

4. Recommendation. As permitted under reference (a), this flight is clearly in the best interest of the federal government.

#

Enclosure: (1) Coast Guard Congressional Air Request Form
(2) Cost Comparison Worksheet

Figure 3-27 Sample Flight Requests

E.2.e. SAMPLE
Cost Comparison,
Page 1

COST COMPARISON WORKSHEET FOR PASSENGER TRANSPORTATION		
A. General Information		
1. Purpose of Travel: BSU Elizabeth City, Aviation Logistics Command, ATTC, Air Station Elizabeth City		
2. Travel Date: 12/20/XX		
3. Government Transportation Itinerary (All Times Local)		
Airport & City - Departure Time & Date	Flight Time	Airport & City - Arrival Time & Date
Miami, FL - TBD XX Feb 20XX	1.25	Key West, FL - TBD XX Feb 20XX
Total Flight Hours		5.5
4. Information on Official Passengers:		
1 Happy Staffer 1 (HSGAC)		
2 Happy Staffer 2 (HSGAC)		
3 Happy Staffer 3 (HSGAC)		
4 Happy Staffer 4 (HSGAC)		
5 Happy Staffer 5 (HSGAC)		
6 Friendly DHS 1 (DHS)		
7 Friendly DHS 2 (DHS)		
8 LCDR Friendly Coosie		
9		
10		
11		
12		
13		
14		
15		
16		
17		
18		

Figure 3-28 Sample Cost Comparison Page 1

E.2.f. SAMPLE
Cost Comparison,
Page 2

5. Are there any non-official passengers on this trip?		
	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>
<i>If "YES", list individuals:</i>		
1		
2		
3		
4		
5		
B. Commercial Transportation:		
Airport & City - Departure Time & Date	Flight Time	Airport & City - Arrival Time & Date
Miami, FL	1.5	Key West, FL
Time between flights		

Figure 3-29 Sample Cost Comparison Page 2

E.2.i. SAMPLE
Cost Comparison,
Page 5

	Total Commercial Costs \$ 11,262.40
Explain:	
F. Cost Comparison Analysis	
1. Total Cost of Commercial Transportation:	\$ 11,262.40
2. Total Cost of Using DHS Aircraft:	\$ 11,560.00
3. Difference between 1 & 2:	\$ (297.60)
G. Justification & Additional Information	
<input checked="" type="checkbox"/> 1.	Justified on economics based on cost comparison analysis.
<input checked="" type="checkbox"/> 2.	Transportation requirement could not be fulfilled by commercial transportation.
<input type="checkbox"/> 3.	Transportation performed for another agency under reimbursable agreement.
<input type="checkbox"/> 4.	Other (Justify in 6 below).
<input type="checkbox"/> 5.	Transportation of spouse/dependent/other non-official traveler involved (Justify in 6 below).
<input checked="" type="checkbox"/> 6.	Justification:
<p>The use of Coast Guard Aircraft saves the government approximately Eleven thousand dollars. Also, commercial carriers cannot meet the demands of this travel. The Homeland Security and Governmental Affairs Committee has requested a demo of the Coast Guard's newest Aviation Asset. Because of the limitation of commercial travel to/from Key West, the STAFFDEL, can only be supported with a CG Asset. As such, commercial air would necessitate an additional overnight stay (1X) and a significant time loss for HSGAC Staff. The purpose of this Staff delegation is to view Coast Guard assets in their operating environment as well as receive briefings from other agencies the Coast Guard operates with. The staff is specifically interested in the abilities of the HC-144 aircraft and how it is used in the SAR, AMIO, and counter drug missions. The flight will display the improved sensor package of the aircraft. In Key West, the Staff will receive multiple briefings on inter-agency ops from JIATF-S.</p> <p>This is an excellent outreach opportunity for the Coast Guard and approval should be granted.</p>	

Figure 3-32 Sample Cost Comparison Page 5

E.2.j. SAMPLE
Cost Comparison,
Page 6

PREPARED BY:	DATE:
Friendly Coastie, LCDR	
APPROVED BY:	DATE:

Note: This worksheet will become a part of the official flight record.

Figure 3-33 Sample Cost Comparison Page 6

E.2.k. SAMPLE
Air Request Form

Coast Guard Congressional Air Request Form

Please fax Air Request to:
Coast Guard Congressional and
Governmental Affairs (CG-0921)
Attn: Administrative Officer
Fax: (202) 245-0529

1	Date of Air Request	1/XX/20XX
2	Air request originator	LCDR Eager Coastie, Senate Liaison Office
3	Date/Location of requested flight	XX February 20XX/ Miami, FL
4	Type of aircraft	CG-HC-144 / Air Station Miami
5	Name and title of officials, staffers, and/or guests participating	HSGAC Committee Staff 1. StafferA 2. StafferB 3. StafferC 4. StafferD 5. StafferE 6. StafferF, 7. LCDR Eager Coastie, 8. LCDR Friendly Coastie
6	Purpose of request	Coast Guard Air Station Miami will provide an HC-144 overflight of D7/Miami AOR, Sensor Pallet Demo, and transportation for HSGAC as part of a Senate STAFFDEL visit to DHS entities in Miami/Key West
7	Requested flight plan	Depart/Return: Miami, FL to Key West FL
8	Principal Coast Guard members/units involved	Coast Guard Air Station Miami
9	Coast Guard members escorting VIP's	LCDR Eager Coastie CG-0921, Deputy Senate Liaison
10	Benefit to Coast Guard and Federal Government	Staff has requested an overflight of D7/Miami/Key West AOR, Sensor Pallet Demo of the CG's newest Aviation Asset
11	Negative impact if request is denied	Missed opportunity to show the CG's Authorization Staff CG entities.
12	Unit POC and phone number	LCDR Eager Coastie, 202-224-2913
13	Congressional POC and phone number	LCDR Eager Coastie, 202-224-2913

Figure 3-34 Sample Air Request Form

Section F: Additional Resources

F.1. Annual Events

The following sections discuss and give specifics on GAO annual events.

F.1.a. GAO Offsite

Primary CG-0921 Coordinators: Governmental Affairs program manager and Civilian Legislative Analyst.

Other Coordinator(s): Admin officer.

General time frame: Early December, when Congress is in recess, in time to prepare for next/new session of Congress.

Overview of Event: Achieve greater alignment in delivery of the Coast Guard message to external audiences, including Congress. Achieve greater alignment in developing USCG engagement plan. Familiarize GAOs with developments on Capitol Hill. Promote GAO networking and relationship building.

Participants: Governmental Affairs Officers (GAOs), CG-0921 staff, Congressional Fellows.

Source of Funds: The participants' own offices pay for the travel.

F.1.b. Bertholf Award Ceremony

Primary CG-0921 Coordinator: Organizational liaison.

Other Coordinator(s): Admin officer, House or Senate Liaison (alternates each year); Navy League (pays for event, emcee's).

General time frame: July/August when Congress is in session (was originally in August for USCG's birthday).

Overview of Event: Evening reception at which the Bertholf Award is presented to selected member of Congress who has been a staunch USCG supporter.

Participants: Members of Congress, staffers, all USCG flag officers & SES, CG-0921, DHS, Navy League leadership, industry.

Source of Funds: Navy League capital council.

F.1.c. Navy
League Sea
Service
Congressional
Award

Primary CG-0921 Coordinator: Organizational liaison.

Other Coordinator(s): Navy League (produces invitation, pays for event); admin officer.

General time frame: September/October/November when Congress is in session.

Overview of Event: Evening reception at which an award is presented to selected Members of Congress who have been supporters of the Sea Services.

Participants: Members of Congress, especially co-chairs & members of CG Caucus, staffers, CCG, all CG flag officers & SES, CG-0921, Navy League leadership, industry.

Source of Funds: Navy League of the U.S.

F.1.d. Fleet
Reserve
Association
(FRA) Breakfast
for USCG Caucus

Primary CG-0921 Coordinator/POC: Organizational liaison, House liaisons (reserves room; reviews all other FRA arrangements to ensure nothing goes awry that will reflect on USCG).

Other Coordinator(s): FRA (produces invitations, arranges caterer, pays for event, event emcee, etc); admin officer; (sends invite to flags, transportation).

General time frame: June/July when Congress is in session.

Overview of Event: Breakfast and remarks by FRA, USCG leadership, and members spotlighting USCG's service and promoting dialogue between USCG and members.

Participants: Members of USCG Caucus, staffers, CCG, USCG flag officers & senior enlisted, CG-0921, FRA leadership.

Source of Funds: FRA.

F.1.e. Association
For Rescue At
Sea (AFRAS)
Award Event

Primary CG-0921 Coordinator/POC: Organizational liaison, House liaisons (reserve room; review all other AFRAS arrangements to ensure nothing goes awry that might reflect badly on USCG).

Other Coordinator(s): AFRAS (produces invitations, arranges caterer, pays for event, event emcee, etc.); CG-0921 admin officer; (invite to flags, transportation).

General time frame: September/October when Congress is in session.

Overview of Event: Present three awards: Automated Mutual-assistance Vessel Rescue System; enlisted man or woman for extraordinary bravery during a rescue at sea; U.S. Coast Guard Auxiliarist for extraordinary bravery during a rescue at sea.

Participants: Members of Congress, staffers, CCG, USCG flag officers & senior enlisted, CG-0921, USCG Auxiliary leadership, DHS, AFRAS leadership.

Source of Funds: AFRAS.

F.1.f. Senate Joint
Services
Welcome Back
Reception for
Senators

Primary CG-0921 Coordinator: Senate liaisons.

Other Coordinator(s): Armed Services Senate liaisons (rotates each year as to which service coordinates the event) ; CG-0921 admin officer (invite to flags, transportation).

General time frame: Early/mid February, when Congress returns to start a new Congress/session.

Overview of Event: Cocktail reception, no presentations.

Participants: Senators, Senate staffers, all Armed Services Senate liaisons and officers; USCG flag officers, CG-0921 & Fellows.

Source of Funds: XXF Account.

F.1.g. House Joint
Services
Welcome Back
Reception for
Members

Primary CG-0921 Coordinator: House liaisons.

Other Coordinator(s): Armed Services House liaisons (services rotate event coordination each year); CG-0921 admin officer (invite to flags, transportation); Organizational Liaison (gets funding from Navy League).

General time frame: early/mid February, when Congress returns to start a new Congress/session.

Overview of Event: Cocktail reception, no presentations.

Participants: House members, some staff, all Armed Services House liaisons and officers; USCG flag officers, CG-0921 & Fellows.

Source of Funds: Navy League of the U.S.

F.1.h. House Joint
Services Holiday
Reception for
Staff

Primary CG-0921 Coordinator: House liaisons.

Other Coordinator(s): Armed Services House liaisons (services rotate event coordination each year), CG-0921 admin officer (invite to flags, transportation); Organizational Liaison (gets funding from Navy League).

General time frame: December.

Overview of Event: Cocktail reception, no presentations.

Participants: House staffers, all Armed Services House liaisons and officers; USCG flag officers, CG-0921 & Fellows.

Source of Funds: Navy League of the U.S.

F.1.i. Great Lakes
Day Breakfast

Primary CG-0921 Coordinator: House liaison.

General time frame: March.

Overview of Event: Breakfast.

Participants: Great Lakes delegation, Coast Guard district Nine Commander.

USCG plays no role in setting up or executing the event. Listed here for general awareness. USCG often asked to set up courtesy calls for D9 Commander with Great Lakes delegation members while he or she is here for breakfast and other related activities.

F.1.j. Missions
Day

Primary CG-0921 Coordinator: Admin officer.

Other Coordinator(s): Hosting USCG Unit.

General time frame: April (previously the day after JCOC).

Overview of Event: Educate Hill staffers, White House, OMB and other USCG stakeholders about USCG missions, roles, and culture (by flying them to TranCen Yorktown for a day of interaction with USCG personnel), assets, etc. Can also be held at ISC Portsmouth, or other location suitable for hosting the event.

Participants: Hill staffers, key DHS staff, White House and OMB reviewers, CG-0921, some new USCG personnel (eg. staff from Office of Legislation).

Source of Funds: CG-0921.

F.1.k. Taste
America (House)

Primary CG-0921 Coordinator: House liaisons (makes arrangements for USCG Flag mess to participate).

Other Coordinator(s): Industry (main coordinator).

General time frame: Late July (right before August recess).

Overview of Event: No presentations; new theme each year.

Participants: House members and families (some staff), USCG Flag mess, industry.

Source of Funds: CG-0921.

F.1.l. National
Safe Boating
Council (NSBC)
Reception

Primary CG-0921 Coordinator: House liaisons (reserve room; reviews all other NSBC arrangements to ensure nothing goes awry that will reflect on USCG).

Other Coordinator(s): National Safe Boating Council; (produces invitations, arranges caterer, pays for event, Emcee's event); CG-0921 Admin Officer; (invite to flags, transportation).

General time frame: May.

Overview of Event: Present the National Safe Boating Council Confluence Awards to recognize members of Congress and other government officials who have worked to better the resources and vision of safe recreational boating opportunities on America's waterways.

Participants: House members and staffers; CG flag officers & SES, CG-0921; NSHC leadership.

Source of Funds: National Safe Boating Council (NSBC).

F.1.m.
Congressional
Pizza Briefings
(monthly)

Primary CG-0921 Coordinator: House liaisons.

Other Coordinator(s): Organizational liaison.

General time frame: Usually third Friday of each month.

Overview of Event: USCG briefer provides 20 min brief on current USCG topic to Hill staffers; pizza and sodas provided.

Participants: House staffers; CG-0921.

Source of funds: Navy League of the U.S.

F.2. Coast Guard Budget Process

This section gives an overview of the process of formulating and receiving approval for the annual USCG budget.

The entire budget process takes approximately 3 years to develop and execute. The timeline below is delineated by the number of months before or after execution (e.g., OCT (E-24)) means that the event takes place in October, 24 months before budget enactment; for FY2010, this event would have taken place in October 2007).

Budget Process Timeline						
24 Months from Execution		12 Months from Execution		Execution		
CG Budget Development	Oct	OMB Budget Development	Oct	Budget Execution	Oct	
	Nov		Nov		Nov	
	Dec		Dec		Dec	
	Jan		Jan		Jan	
	Feb		Feb			Feb
DHS Budget Development	Mar	Congressional Budget Development (w/ CG-0921 involvement)	Mar			Mar
	Apr		Apr		Apr	
	May		May		May	
	Jun		Jun		Jun	
	Jul		Jul			Jul
	Aug		Aug			Aug
	Sep		Sep			Sep

Figure 3-35 Budget Process Timeline

F.2.a. USCG Action

- In OCT (E-24) through FEB (E-20), CG-82 reviews electronic resource programs.
- In JAN (E-21), the Investment Review Board at CGHQ makes a final decision on the CMDT’s request to DHS.
- In FEB (E-20), the CMDT prepares a Resource Allocation Plan for submittal to DHS.

F.2.b. DHS Action

- In MAR (E-19) through AUG (E-14), DHS review the budget and makes cuts.
- In JUL (E-15), the Secretary signs off on the final Resource Allocation Decision and submits the budget request to OMB in AUG (E-14).

F.2.c. OMB Action

- In SEP (E-13) through JAN (E-9), OMB reviews the budget, incorporates Presidential priorities, and makes cuts.
- On the first Monday in FEB (E-8), the President’s Budget Request is submitted to Congress.

F.2.d.
Congressional
Action

- From FEB (E-8) through SEP (E-1), Congress holds hearings on the budget, submit Q’s, and determine budget priorities.
- In MAR (E-7), Congressional leaders typically set limits on the Federal Budget.
- In MAY (E-5), the House Appropriations Committee (HAC) typically makes its “marks,” and Homeland Security Subcommittee (HLS) prepares its position on the President’s Request.
- In JUN (E-4), the Senate Appropriations Committee (SAC) typically makes its “marks,” and Homeland Security Subcommittee (HLS) prepares its position on the President’s Request.
- In JUL (E-3), SAC-HLS and HAC-HLS typically confer and compare marks to reconcile differences.
- In SEP (E-1), Congress deliberates the appropriations bills and hopefully passes a budget. If no budget is passed, Congress normally passes a continuing resolution.

F.2.e.
CG-0921 Action

- During the Congressional Action Phase, from FEB (E-8) through SEP (E-1), CG-0921 staff is deeply involved in preparing briefings, answering Q’s, and helping Congressional members and staff understand the CG portion of the President’s Budget Request.
- In addition, in AUG (E-2) while Congress is in recess, CG-0921 coordinates visits by staff and Congressional delegations to operational units to help them understand the budget priorities.

F.2.f. Coast
Guard Action

- In OCT (E+1), either the budget (typical) or a continuing resolution are enacted. The USCG is required to spend down the budget over the next year per OMB and DHS spend-down rates.
- By the end of SEP (E+12), the entire budget needs to be spent.

**F.3. Routine
Meeting List**

Routine Meetings List			
Frequency	Meeting	Time	Attendees
Daily	COMDT’s Morning Briefing	0800	CG-0921
Monday	ARRA Weekly Project OPS Mtg	0830	CG-0921-d, Org. Liaison
Tuesday	Congressional Engagement Mtg	0900	CG-0921
Tuesday	Executive Communications	1000	Governmental Affairs PM
Tuesday	COMDT’s All Flags	1300	CG-0921
Wednesday	CG-0921 Staff Meeting	0800	CG-0921
Wednesday	COMDT’s Week Ahead	1330	CG-0921
Thursday	Resource Group	1430	CG-0921-d
Monthly	GAO Conference Call	Last Wednesday of the month at 1400	All GAOs, Governmental Affairs PM

Figure 3-36 Routine Meeting List

F.4. Information Resources

F.4.a. Shared Calendar

The shared calendar tracks all Congressional Affairs staff official activities. It also reflects personnel absences for leave, TAD, or RDOs, and significant field engagements coordinated by our office. The calendar lists any event that requires transportation, and should include sufficient detail in the comments block (who, what, when, where, transportation needs) so the plan of the day can properly describe the event. The following is an example calendar entry:

Topic: Coast Guard 101 brief, including CG activities in Iowa's first district
Background: n/a
Briefer/s: LCDR Suzie Coastie (CG-82)
Audience: Joe Staffer, LA for Rep. Braley
Date/Time: 1100-1200
Location: Longworth 1410
Escort: CDR Soandso
Other Attendees: n/a
Uniform: Troops or Business Attire
Vehicle pickup as follows: 1040 pickup briefer at CGHQ

F.4.b. Shared CG-0921 Folder

Accessible only by members of CG-0921, this shared folder serves as a repository for all documents that must be available to other staff members for reference, review, amendment, or copying.

F.4.c. CG-0921 SharePoint

General information regarding governmental engagements is on the CG-0921 SharePoint site.

<https://cgportal2.uscg.mil/units/cg0921/SitePages/Home.aspx>

F.4.d. CG-823

- Email distribution list for Reports to Congress.
 - Q Index Email Distribution List.
-

F.4.e. Front Office

- Daily schedule for CG-00, CG-09, and CG-01 (CO and Deputy).
 - Long-range schedule for CG-00, CG-09 (admin officer, for forwarding to CO, Deputy, Organizational Liaison, House and Senate Liaisons).
 - Long-range schedule for CG-01(admin officer, for forwarding to CO, Deputy, Organizational liaison, House and Senate liaisons).
-

F.4.f. Online Subscription Services

The Civilian Legislative Analyst manages renewal and updates to standing online subscription services. The Civilian Legislative Analyst maintains these subscriptions and ensure all members of CG-0921 are aware of procedures for accessing them online. Currently, CG-0921 uses CQ.com.

F.4.g. CGHQ
Command Center
Information

The Command Center pushes out various products via email to inform senior leadership and other key staff on issues of concern:

- Daily OPSUM.
- CIC.
- Information Alerts.
- Newsworthy Alerts.

Each email goes to a specific distribution list, which is named after the product.

CO, Deputy, Legislative Counsel, House liaison, and Senate liaison should get on the distribution lists for these products.

When someone reports/departs, they can email the CC with a list of items that must be added to/deleted; the Command Center adds/deletes them to/from the distribution list.

NOTE:

Use discretion in passing on the contents of these emails to Congressional staff. Premature release of information can compromise ongoing law enforcement operations.

Command Center also lists CG-0921 for receiving phone calls as part of certain “quick response cards” (QRC’s). They are:

- SAR degradation.
- Personnel casualty.
- After hours congressional calls.

Command Center calls are generally made to deputy, (Leg Counsel is backup), who then relay info to Chief and House and/or Senate Liaisons, as appropriate.

F.4.h. Executive
Correspondence
Tracker (ECT)

ECT tracks and maintains a record of all Congressional Inquiries. The Assistant House liaison, the CG-0921 Secretary, and the Senate liaison Rep. ensure all Congressional inquiries are entered into the system in order to maintain accurate records.

Because the Coast Guard pays the ECT contractor based upon the number of users, limit the number of people with access to ECT. Those with access track workflows to ensure Congressional Inquiries are responded to within the set timeframe.

If they are not, notify the appropriate liaison and send an interim response sent to the inquiring office.

You can access the ECT system with this link:

<https://iq.dhs.gov/iq/myIQHome.aspx>

Chapter 4: History

Introduction This chapter discusses USCG artifacts, histories, and records.

In This Chapter This chapter contains the following sections:

Section	Title	Page
A	Artifacts Instructions	4-2
B	Recording Coast Guard Oral Histories	4-4
C	Preserving Coast Guard Records	4-7

Section A: Artifacts Instructions

A.1. Artifacts

Artifacts help illustrate the military, social, and cultural heritage of the Coast Guard and its predecessor agencies. These items include, but are not limited to:

- Contract builder's (and other) models.
- Lighthouse, lightship, and buoy lenses.
- Ship's, buoy and fog bells, helms, binnacles, compasses, engine order telegraphs.
- Peloruses, inclinometers, sextants; chronometers, deck watches, Chelsea clock,s and radiobeacon clocks.
- Commissioning/shipbuilder's ID plates.
- Ship's seals, decorative dodgers, flags, pennants; ship's (and other) unique silver.
- Life rings.
- Operational clothing (e.g., firefighting, flight, survival, other).
- Aviation material.
- Medals and insignia.
- Weapons/firearms.
- Religious articles.
- Items from humanitarian operations, search and rescue, drug interdiction, and wartime activities.
- Other items which represent the uniqueness of the Coast Guard missions and members.

Per reference (f), the Coast Guard's historical artifacts shall not be sold, traded, or given away for any reason. See reference (f) for further guidance on specific artifact policy, loans, and reporting artifacts as property.

For further information on the Coast Guard's artifact identification, preservation, inventory and loan procedures, contact the Coast Guard Historian's Office.

A.2. Reporting

All personnel who manage and dispose of Coast Guard property must carefully screen and evaluate all material and make appropriate entries to the unit's accountable property inventory, using one of the following item name code(s) (INC):

- **ART01** for art,
- **ART02** for artifacts, and
- **MOD01** for models.

In addition, they must report artifacts to Commandant (G-IPA-4) as outlined in references (f) and (g). Forward a list of historical artifacts to Commandant (G-IPA-4) at least 30 days before unit decommissioning or disestablishment. Artifacts are USCG property and any unauthorized artifact transfer is illegal. Unless otherwise authorized by Commandant (G-IPA-4), ship artifacts directly to:

The Coast Guard Exhibit Center,
7945 Fernham Lane,
Forestville Business Park, Forestville, MD 20747.

Include all items that reflect the history and tradition of the Coast Guard and its operations, including its predecessor agencies.

A.3. Gifts

Per reference (h), historical artifacts can only be accepted as gifts with the recommendation of Commandant G-IPA-4 and with Commandant G-CFP's approval. Units must advise the Historian's Office of potential artifact gifts and after approval from G-CFP, must then complete a deed of gift (per reference (i)) and send copies to G-IPA-4 and G-CFP.

Section B: Recording Coast Guard Oral Histories

B.1. Collection of Oral Histories

The primary responsibility of the team's documentation effort is to collect oral histories, since they can serve as the basis for published Coast Guard histories. The Team Leader assigns team members to conduct interviews with a wide range of personnel at the command to which the team is deployed.

- The Team Leader ensures:
 - Signature on an oral history consent form.
 - Abstracts prepared for each oral history interview.
 - The primary interviewer prepares the oral history abstract as soon as possible after the interview. This brief description of the interview is the historian's primary guide in determining whether further investigation into the audio recording is germane to his or her research
 - Preparing an oral history spreadsheet.
 - The spreadsheet, should list all oral history interviews giving the interviewee's full name, rank/rate, interviewer's full name and rank/rate, date of interview, and classification, if any. Transfer this oral history spreadsheet to CG-09224 with the interviews. Clearly label any media containing oral history interviews with the full name and rank/rate of the interviewee, date of the interview, and number of media items (1 of 1, 1 of 2, etc.). You can record oral histories in any format as long as they can be converted to a ".wav" format before submission to CG-09224. Write information, such as name of interviewee, and the restrictions and/or classifications on the CD with an acid-free Sharpie marker.

B.2. Preparation and execution

Preparation is the key to a successful interview, so learn as much about your subject as possible before beginning the interview. For career interviews, knowledge of the interviewee's career (i.e. rate; rank) is essential for developing a meaningful list of questions.

For example, if you are interviewing an individual on their role during the Katrina operations, first learn everything that you can about their rate and responsibilities.

If you are interviewing an aircrew member, learn as much as possible about the air station and the kinds of aircraft at that station. Always observe all customs and courtesies.

- For interviews during or just after a major response, gather such knowledge during your first interview question by asking the subject to detail the career experiences that led him or her to be in position to respond to a particular incident. When feasible, contact the person well ahead of time and give them time to prepare. Give them a general idea of why you want to interview them, and what subjects you would like to focus on. Come to the interview with your questions ready and organized into groups.
- Typically, conduct your interview in a private room such a conference room. This is far from guaranteed, as interviews can and have been conducted on flight lines, on mess decks, and in changing closets in a mall store in use by a Joint Information Command. Arrive early and double check to ensure your video and/or digital audio recorder is working properly. Bring extra batteries, tapes and/or memory sticks.
- Ask the interviewee if you can take a digital photograph of him or her before the interview for later archiving alongside the audio file and your interview abstract. For interviews with Incident Commanders or other highly visible response personnel (e.g., the National Incident Commander (NIC)), try to supply the subject with your questions in advance so that they can collect their thoughts and formulate coherent answers. For these types of senior-level interviews, try to have a PA photograph images of you and the interviewee for later use by the Historians Office in documenting its response to the incident.
- Try not to jump right into the interview. Spend the first few minutes in general conversation making the interviewee feel comfortable. Bring a pad of paper and several pens to take notes so you can follow-up on something. Do not interrupt a good story with questions. Instead, write notes so you can ask questions later. Be an active listener.
- Be courteous. Do not overstay your welcome. Keep to a reasonable length of time, especially if the individual is still in the middle of an operational response.
- To minimize background noise, make sure the recorder is close to the subject.

B.3. Post-interview storage and transmission

Record the interviews on a digital voice recorder. Once the interview is complete, rename the audio file with a standardized naming convention (which should include the name of the interviewee and the date, then save the audio file to your laptop in .WAV format).

Later, burn all of your interviews to a CD-ROM (properly labeled with an acid free pen) for each interview or group of interviews, and place in a plastic jewel case.

- Make four copies of each CD. Keep one copy as a back-up and send three copies via FedEx shipment to CG-09224. The first CD-ROM created is the archival copy and is so labeled. Make a duplicate CD-ROM for each interview or group of interviews, and label as the reference copy. The third copy eventually goes to a transcription service for transcribing.

B.4. Technology

Prepare for deployments well in advance by having on hand a small, portable laptop loaded with Microsoft Office, as you will need Microsoft Word for documents and Excel for the oral history spreadsheet.

- Save digital audio files as “.wav” files, and access using software such as Nero (<http://www.nero.com/enu/>). You will need an external hard drive to back-up all collected audio files. The external drives is also useful if an ICS ICP or JIC offers to download significant documents, maps, imagery, PowerPoint briefings, or other digital documentation for you to hand carry to CG-09224.
 - The reservist should also carry digital still and video cameras for recording interviews and interview subjects if there are plans to use these for film projects at a later date. If so, carry an external lavalier microphone and clip it to the interview subject during the interview.
 - A cell phone with spare battery completes the deployable technology, but make certain you switch the phone to silent mode before any interview.
-

Section C: Preserving Coast Guard Records

C.1. Formal Records

The primary guide to preserving Coast Guard documents and photography is reference (a). For more guidance, contact the Coast Guard Historian's Office.

C.2. Informal Records

There is no requirement for an annual history report. However, the Historian has a special interest in items not specifically described in reference (a), such as district newspapers or newsletters, clipping files, and finding aids (phone books, unit listings, personnel locators, etc.).

- District PAOs and CGHQ units should send copies of general-interest internal publications to the historian. These are valuable for building the historical files.
 - Before you dispose of old or obsolete publications (such as Light Lists, Annual Reports, Manuals, Notices to Mariners, etc.) please check with the Historian to see if they are necessary for the reference collection.
 - Contact the Coast Guard Historian if you have questions on properly disposing of any item.
 - Individuals. People are the most important resource in recognizing and preserving Coast Guard history. Each Coast Guard employee can have a significant effect. The Coast Guard encourages individuals – especially retirees, to will or donate privately-owned documents, photographs, artifacts, and artwork that help tell the service's history.
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Chapter 5: Standardization

Introduction This chapter discusses standardization.

In This Chapter This chapter contains the following sections:

Section	Title	Page
A	External Affairs Standardization Team	5-2
B	Public Affairs Awards	5-5
C	Unit Training Program	5-9

Section A: External Affairs Standardization Team

A.1. Purpose The External Affairs Standardization team (EAST) assesses External Affairs staff readiness and ability to carry out activities in support of the External Affairs mission. It also ensures consistent, effective application of policy, doctrine, TTP, and best practices throughout the program.

A.2. Functions The team is responsible for four major functions:

- Evaluate, assess, and report on standardization implementation and execution by field public affairs offices to area/district commanders and CG-092.
- Serve as SMEs and advisors to CG-09225 in developing and maintaining program standardization doctrine and TTP.
- Serve as a conduit for issues and concerns from field units to Headquarters, and for program direction and intent to field units.
- Serve as informal mentors and coaches to field unit personnel.

A.3. Occupational Analysis EAST coordinates with Force Readiness Command (FORCECOM) to produce the PA Occupational Analysis (OA) at no more than every four years. FORCECOM prescribes methods to produce these analyses.

A.4. American Council on Education (ACE) CG-09225 acts as liaison to the Coast Guard Institute and American Council on Education (ACE) to provide programmatic input for academic accreditation through non-educational experience. EAST coordinates with ACE to update officer and enlisted EA practitioner accreditations at no more than every four years. ACE prescribes methods to evaluate and award academic credit.

A.5. United Services Military Apprenticeship Program (USMAP) The PA Rating Force Master Chief (RFMC) serves as the liaison to USMAP. USMAP is a federally approved apprenticeship program under the guidelines of the U.S. Department of Labor, Apprenticeship Training, Employer and Labor Services (DOL/ATELS). The PA RFMC notifies USMAP of changes to the work process schedule, and provides technical expertise in establishing new trade area. The PA RFMC consults with DOL/ATELS on issues pertaining to the acceptability of an occupational specialty for apprenticeship recognition and registration at no more than every four years.

A.6. Standard Equipment

EAST annually holds a review panel to provide recommendations to CG-092 for updating standard equipment for all PA specialists and EA practitioners. Only make recommendations for standard PA equipment when necessary. For example, if the standard equipment list does not need updating, or the same equipment is serviceable and can be purchased without challenge, updating the standard equipment list is not necessary. Realistically, standard PA equipment is in a constant state of improvement. Video cameras, still cameras, imagery editing platforms, and software are upgraded, sometimes annually. The PA standard equipment list is updated and evolves as technologies evolve.

A.7. Staffing Standards

EAST reviews the staffing standards of all EA offices and provides a report on the health of EA staffing standards, at no more than every four years, via memorandum to CG-092, “thru” CG-0922 and CG-0921. CG-092 provides recommendations for adjusting staffing standards to CG-833 by memorandum drafted by CG-09225 “thru” CG-0922/CG-0921 before CG-833 Semi-Annual Reprogramming Review (SARR) deadlines.

A.8. Evaluations

Programs division promulgates the assessment and review of EA offices, and bases its assessments on the TTP found in this guide.

Each EA staff receives at least one site visit every three years, with remote assessments conducted the other two years.

The programs division examines the following categories:

- **Initiative.** Evaluate effectiveness of the EA offices’ created opportunities to conduct external affairs through multiple modes of external communication and interaction.
- **Consistency.** Evaluate effectiveness of the EA office in showing consistent effort in all its external affairs activities throughout the entire evaluation period.
- **Impact.** The degree of overall impact the EA office had on accomplishing programmatic goals; the degree to which the EA office achieved maximum exposure for its initiatives.
- **Management.** Evaluate effectiveness of how the EA office planned, executed, and measured their PA program.
- **Quality.** Evaluate the degree of professionalism and quality of work seen in the EA office’s program and products.
- **Response Readiness.** Evaluate the EA offices’ ability to deploy and respond to contingency operations.

- **Governmental Affairs.** Evaluate effectiveness of the EA office's success at conducting congressional, inter-governmental (state/local), and tribal relations.
 - **Knowledge Management.** Evaluate effectiveness of the EA office's success at providing and sharing important information to senior authorities relating to external affairs activities.
 - **Reserve Affairs.** The measure to which an EA office's Reserve Forces meet readiness and performance requirements.
 - **Planning.** The measure to which an EA office was effective at constructing successful national and local communication plans to include planning elements, theme & message alignment, and campaign execution & participation.
-

Section B: Public Affairs Awards

B.1. Chief Journalist Alex Haley Award

Information is the catalyst for accountability in our society. Inherent in the first amendment under freedom of speech and freedom of the press, the American people have an expectation of transparency and a ‘right to know’ from their government. United States Code Title 14, specifically empowers the Commandant to collect, publish, and distribute information concerning Coast Guard operations to meet this public expectation. As servants of this public trust, we have an obligation and responsibility to educate the public on Coast Guard activities. Communication with the public is an element of operations that is fundamental to mission success.

The Chief Journalist Alex Haley Award recognizes the special achievements of individual USCG personnel whose efforts and published works communicated the Coast Guard story. The Commander Jim Simpson Award recognizes a unit’s overall achievement in supporting the Coast Guard’s public affairs program.

These awards exist to encourage and formally recognize Coast Guard-wide participation in conducting public affairs. The Coast Guard’s success depends in great measure upon the American public understanding and supporting our operational missions.

B.1.a. Background

The JOC Alex Haley Award honors the Coast Guard’s first chief journalist and renowned author. The JOC Alex Haley Award recognizes the achievement of individuals whose efforts and published works have helped raise the Coast Guard’s visibility.

B.1.b. Eligibility

This competition is open to individual Coast Guard active duty, reserve, civilian, and auxiliary members as well as family members of Team Coast Guard. There two entry categories, category A and B.

B.1.b.(1). Category A

Coast Guard Public Affairs Specialist of the Year Rated Public Affairs Specialists (PA) may compete in category A. PAs are enlisted, active duty and reserve members formally trained in public affairs who are assigned to headquarters, area, or district public affairs offices.

B.1.c. Category B

Outstanding Individual Achievement in Coast Guard Public Affairs Individual Coast Guard members not assigned to full-time public affairs billets may compete in category B.

Individual Coast Guard members are defined as personnel on active duty, those serving in the Coast Guard Reserve, a Coast Guard civilian

employee, a member of the Coast Guard Auxiliary, or family members of Coast Guard men and women. Coast Guard public affairs specialists are not eligible for this award. This category considers collateral duty unit PAOs and collateral duty unit public affairs petty officers.

B.1.d.
Submissions

Submissions should effectively depict a person's overall contribution to the public affairs program and provide supporting material of achievement in journalism and media arts (photojournalism, videography, and multi-media). Examples of achievement in journalism are feature stories or articles published by internal or external publications. Examples of achievement in media arts are visual or multi-media products published in magazines, Internet sites, print media, web-based outlets, or other mass communication media. Submission criteria:

- Submit packages electronically to COMDT CG-09225. Compress large electronic files before sending. Contact CG-09225 to obtain the appropriate e-mail address or mailbox to forward submissions.
- Submit work produced and published only during the competition calendar year in an Adobe PDF format not to exceed 30 pages.
- Include a signed memorandum from a CO recommending an individual member for award in either category. The memorandum states the category for which the individual is recommended, contains a brief description of the member's achievements, and certifies that the individual produced all work during the competition calendar year.
- Submit only the best examples of written work: published articles that tell the Coast Guard's story (newspapers, magazines, Internet publications, etc.).
- Submit only the best examples of individually-produced photojournalism, videography, and multi-media products. For photojournalism, submit published articles containing original imagery. For videography and multi-media, submit a DVD compilation of published video productions or operational video broadcast by a television or Internet outlet (not to exceed 5 minutes in length).
- Send DVDs with a copy of the required command endorsed memorandum to:

Defense Information School
Attn: U.S. Coast Guard
6500 Mapes Road
Fort George G. Meade, MD 20755

B.1.e. Judging	<p>The board must have all entries before its convening date, announced via ALCOAST. Commandant CG-09225 selects a judging panel to evaluate JOC Alex Haley Award entries. The panel judges on initiative, consistency, impact, and achievement in media arts and journalism. An ALCOAST message announces the winners' names.</p> <p>http://www.dinfos.osd.mil/events/tjweb/main.htm</p>
B.2. CDR Jim Simpson Award	<p>The CDR Jim Simpson Award honors the late PAO best remembered for his efforts to promote the Coast Guard through the news media.</p>
B.2.a. Background	<p>The award recognizes a unit's excellence in its entire public affairs program – media relations, social media, internal information, and community relations.</p>
B.2.b. Eligibility	<p>All Coast Guard units are eligible and encouraged to participate. Commandant CG-09225 categorizes units by size and mission type. Submissions must be the unit's original work. There are two entry categories, C and D.</p>
B.2.b.(1). Category C: Coast Guard Public Affairs Office of the Year	<p>Public affairs offices may compete in category C. Public affairs offices are those teams of public affairs professionals assigned to Coast Guard area, or district command cadres. District public affairs detachments do not receive independent consideration for this award.</p>
B.2.b.(2). Category D: Outstanding Unit Achievement in Coast Guard Public Affairs	<p>All other Coast Guard units can compete in category D. The judging panel develops divisions for nominated units based on unit size, type, and mission (sectors, air stations, large afloat, small afloat, etc.) to effectively manage fair competition.</p>
B.2.c. Submissions	<p>Submissions depict a unit's overall public affairs program. They provide supporting material as evidence of their media relations accomplishments, internal information methods, community and governmental relations successes, entertainment media support, social media efforts, and command information campaigns. Examples of media relations may include press releases with accompanying news clips or video clips from television broadcasts. Examples of internal information could include plans of the day/week, CG Portal sites, or articles published. Examples of community and governmental relations would include a list of community programs that the unit supports, community-focused Internet or social media sites, programs/photographs of outreach events, and letters of appreciation from community or governmental leaders. Examples of</p>

entertainment media support would be an outline of television or motion picture projects supported with viewership metrics (on-set photos or video clips of the final production are encouraged). Examples of social media efforts would include any new social media site developed or examples of social media-based public affairs products. Examples of command information campaigns would be a treatise for each campaign summarizing how the campaign was managed through setting objectives, identifying the audience, actuated plans and measurement of results.

Submit packages electronically to COMDT CG-09225. Compress large electronic files before sending. Contact CG-09225 to obtain the appropriate e-mail address or mailbox to forward submissions. Submit work produced and published only during the competition calendar year in an Adobe PDF format not to exceed 30 pages.

A commanding officer's recommendation memorandum is required. The memorandum is to articulate for which award the office/unit is recommended, a brief description of the office/unit's achievements, and validation that all work was produced by the office/unit during the competition calendar year.

Outline the office/unit's public affairs program goal(s), if identified. How the office/unit measured the success of its program (i.e., effort vs. results). Identify any areas in which the office/unit improved its public affairs efforts and results during the competition year.

Highlight significant accomplishments, innovations, issues or events, and any other important information for the judging panel. For submission of videos that showcase an office/unit's public affairs efforts, send DVDs (not to exceed 10 minutes in length) with an appropriate command endorsed memorandum to:

Defense Information School
Attn: U.S. Coast Guard
6500 Mapes Road
Fort George G. Meade, MD 20755

B.2.d.
Judging

The board must have all entries before its convening date, announced via ALCOAST. Commandant CG-09225 selects a judging panel to evaluate CDR Jim Simpson Award entries. Submissions are judged on initiative, consistency, impact, management, and program/product quality. Winners' names will be announced via ALCOAST message.

<http://www.dinfos.osd.mil/events/tjweb/main.htm>

Section C: Unit Training Program

C.1. Purpose	<p>Training and education with units provides personnel with the capabilities to better support the Coast Guard's EA missions.</p> <p>External EA can talk to the media or deal with external stakeholders.</p> <p>Commands must understand their role in the Coast Guard's EA Program.</p>
C.2. District and Area External Affairs Offices	<p>District and area EA offices are responsible for the EA professional development of commands in their AOR. They accomplish this through a balanced program of on-site training and after action counseling to reasonably ensure commands' competent execution of the EA mission.</p>
C.3. Training	<p>EA training is an annual requirement for every Coast Guard unit.</p> <p>The EA external training matrix provides the training manager and units with a means of scheduling training and what to expect from it.</p>
C.4. External Affairs Training Manager	<p>The EA office training manager identifies skill-gaps within their AOR and develops and schedules training accordingly.</p> <p>The EA office training manager coordinates with unit collateral duty PAOs to identify and implement mandatory training as well as optional training that adds value to each unit's external engagement development.</p> <p>The EA office training manager works with units to ensure they receive their required training plus any additional training they may request.</p>
C.4.a. Training Manager Duties	<ul style="list-style-type: none">• Be the overall coordinator of unfunded unit External Affairs training.• Determine the need for refresher training or provide refresher training upon request.• Prepare lesson plans before scheduling training sessions.• Use educational material from peer-reviewed academic and industry sources.• Prepare training announcements via meeting requests or e-mails.• Ensure training site and equipment are available if needed.• Keep roster of each training.

Appendix A: Glossary and Acronyms

ABC	Accuracy, brevity, and clarity
ACA	Ability, competency, and authority
ACE	American council on education
ALCGENL	All Coast Guard Enlisted COMDT Notice
ALCGOFF	All Coast Guard Officer COMDT Notice
ALCOASTS	All Coast Guard COMDT Notice
ALPERSCOM	All Coast Guard Personnel Service Command COMDT Notice
AMVER	Automated mutual assistance vessel rescue
AMIO	Alien migrant interdiction operations
ATELS	Apprenticeship training, employer and labor services
AOR	Area of responsibility
AP	Associated press
BOV	Board of visitors
CAP	Communication action plan
CGAAA	Coast Guard Academy Alumni Association
CGAPA	Coast Guard Academy Parents Association
CG-0921	The Office of Congressional & Governmental Affairs (CG-0921), under the Director for Public and Congressional Affairs, provide programmatic guidance and support on matters involving the U.S. Congress or interactions with State or local elected officials.

CMO	Congressional member organization
Coast Guard City	A program which recognizes the communities that support Team Coast Guard across the nation. This distinction of “A Coast Guard City” is earned by making special efforts to acknowledge the professional work of the Coast Guard men and women assigned to its area. The Coast Guard City proclamation remains in effect for a five-year term.
Coast Guard Community	A county or municipality selected as “A Coast Guard Community.” They must first be designated as a “Coast Guard City.”
CODEL	Congressional delegation
COGAP	Coast Guard art program
Committee Memo	The Committee Memo is also informally known as a summary of subject matter.
COMREL	Community relations
Congressionals	The USCG receives thousands of pieces of correspondence from members of Congress each year which are often referred to as “congressionals.”
COTP	Captain of the port
DCO	Deputy commandant for operations
DOL	Department of labor
DCMS	Deputy commandant for mission support
DHS	Department of homeland security
DIMOC	Defense imagery management operations center
DVIDS	Defense video and imagery distribution system.
DMA	Defense media activity

DOD	Department of defense
EAST	External affairs standardization team
EBF	Executive branch forum
EC	Editor's course
ECT	Executive Correspondence Tracker
FHTN	Fleet hometown news program
FINCEN	Finance center
FOIA	Freedom of information and privacy acts
FOSC	Federal on-scene coordinator
FRAGPAG	Fragmentary PAG
GAOs	Governmental affairs officers
Governmental Affairs Officer	Maintains effective communications between the district and its units and governmental audiences within the district to communicate value of and build support for the Coast Guard. They serve under the direction and supervision of the district Commander and the Chief of Staff, the Governmental Affairs Officer. In some cases, the GAO may also be the Public Affairs Officer.
IAP	Incident action plan
ICC	Intelligence coordination center
ICS	Incident command system
INC	Item name code
ISC	Integrated support command

IPC	Type of C-schools to be defined
JIC	Joint information center
JSPAC	Type of C-schools to be defined
MACOM	Major command
MILPHOG	Military photographer of the year
Mock Hearing	A mock hearing is also known as a murder board
MOPIC	Motion picture-television
MOU	Memorandum of understanding
MWR	Morale welfare and recreation
NIC	National incident commander
NJP	Non-judicial punishment
NOK	Next of kin
NSBC	National Safe Boating Council
OFCO	Operating facility change order
OGE	Office of government ethics
OLA	Office of legislative affairs
OMB	Office of management and budget
OPSEC	Operational security
OPSUM	Operational summary

PAA	Production assistance agreements
PADET	Public affairs detachment supervisor
PAGs	Public affairs guidance
PAO	Public affairs officer
PAS	Public affairs specialist
PIAT	Public information assist team
PCO	Prospective commanding officer
PFDR	Public Financial Disclosure Report
POC	Point of contact
PSC	Personnel support command
QFR	Questions for the record
RFMC	Rating Force Master Chief
ROY	Recruiter of the Year
RT	Retweet
RSS	Really simple syndication
S.A.P.P.	Security, accuracy, policy, and propriety.
SAR	Search and rescue
SARR	Semi-annual reprogramming review
SES	Senior executive service

SME	Subject matter expert
SOQ	Sailor of the Quarter
SOY	Sailor of the Year
SSI	Sensitive security information
STAFFDEL	Staff delegation
The Hill	Capitol Hill
TJAG	The Judge Advocate General, CG-094
TONO	Travel order number
UCMJ	Uniform code of military justice
USMAP	United services military apprenticeship program
VFW	Veterans of foreign wars
VIRIN	Visual information reference identification number
WSIII System	WorkstationIII system
WWM	Waterways management

Appendix B: Hold Harmless Agreement

Hold Harmless Agreement (page 1 of 2)

Office of Public Affairs
U.S. Coast Guard

**U.S. Department of
Homeland Security
United States
Coast Guard** 

Date: _____

Media Ground Rules

Between the U.S. Coast Guard and _____

For the safety and security of Coast Guard forces and embarked media, media representatives shall adhere to established ground rules. Ground rules will be agreed to in advance and signed by media prior to gaining access. These ground rules recognize the right of the media to cover Coast Guard operations and are in no way intended to prevent release of derogatory, embarrassing, negative or uncomplimentary information. Media access is accomplished to allow for a full understanding of all Coast Guard operations. News media will be given access to mission preparation and debriefing, whenever possible. A violation of the ground rules may result in the immediate termination of the signatory news media organization's access.

Standard ground rules are:

- All interviews with Coast Guards personnel will be on the record and for direct attribution.
- All U.S. Coast Guard personnel filmed or recorded during the signatory news media organization's access are considered to be on duty and are precluded by Coast Guard regulations from ever receiving any compensation from the signatory news media organization or any other party as a result of their participation.
- Print or broadcast interviews will be datelined in such a way as not to violate operational security. Acceptable datelines for deployed Coast Guard cutters will include the name of the vessel and may include the body of water (e.g., ABOARD THE USCGC ESCANABA IN THE NORTH ATLANTIC).
- Visible light sources, including flash or television lights and flash cameras, will not be used when operating with Coast Guard forces at night unless specifically approved in advance by the on-scene commander.
- Embargoes may be imposed to protect operational security. Embargoes will only be used for operational security and will be lifted as soon as the operational security issue has passed.
- The Coast Guard, at its discretion, which shall not be unreasonably withheld, will grant access to Coast Guard facilities, personnel and operations, permitting the signatory news media organization to document various aspects of the Coast Guard operations and obtain interviews of Coast Guard personnel.
- Since each Coast Guard unit is unique and has unique concerns, the signatory news media organization's crews will abide by all supplementary ground rules or other rules and regulations outlined by the concerned Commanding Officer or Officer-in-Charge.
- The signatory news media organization's crews will be kept as small as possible while interacting with Coast Guard units and personnel in order to minimize the disruption to Coast Guard missions, facilities, and personnel and to maximize safety concerns.
- The signatory news media organization shall indemnify and hold the U.S. Coast Guard harmless from any and all liability and loss incurred by reason of death or injury of any person, or damage to, or destruction of property directly resulting from actions of the organization's employees aboard U.S. Coast Guard property, aircraft, or vessels.

--more--

Page 1 of 2

Figure 5-1 Hold Harmless Agreement Page 1

**Hold Harmless
Agreement
(page 2 of 2)**

Media Ground Rules

- The signatory news media organization shall be liable for any loss or damage to U.S. Coast Guard property directly resulting from the sole actions of the organization's employees during access to Coast Guard operations and shall restore, repair, or make monetary compensation to the U.S. Coast Guard as determined by an independent arbitrator.
- The signatory news media organization's employees shall not carry aboard U.S. Coast Guard property, aircraft, or vessels, any narcotic, hallucinogenic, or other controlled substance or alcoholic beverages.
- The signatory news media organization's employees shall not carry aboard U.S. Coast Guard property, aircraft, or vessels, any fireworks, firearms, or other weapons.
- Certain operational evolutions conducted by Coast Guard units in the realms of law enforcement and search and rescue, in particular, present potentially dangerous circumstances and may necessitate a signatory news media organization's employee being left behind or in a safe area while Coast Guard crews are involved in a case. If left in a remote location, the signatory news media organization's crewmembers should be prepared to arrange for their own return transportation. In essence, Coast Guard resources will not be used as a "taxi" service.
- The signatory news media organization's employees may cover Coast Guard law enforcement and security operations, including boardings and arrests, at the discretion of the on-scene commander. The signatory news media organization may not board a non-Coast Guard vessel without the express permission of the master. The Coast Guard may require that the personal identity of suspects (including interdicted migrants) and their property (facial features, name tags, names of boats, etc.) or identifiable images of certain other agency law enforcement personnel be electronically obscured. This may be necessary to protect legal cases, privacy, or other propriety issues.
- The signatory news media organization's crews embarking aboard U.S. Coast Guard property, aircraft, or vessels must be physically fit and able to care for themselves in rough weather and in demanding situations. If susceptible to sea or air sickness, appropriate medication should be brought. Appropriate clothing for riding aboard vessels and aircraft should be brought. Boat shoes or non-skid boots, hats, and sun block are highly recommended. The Coast Guard will provide appropriate life vests and other safety wear, but not basic clothing.
- The signatory news media organization understands that these ground rules also apply to any contractor, partner, employee, or other party working under the signatory news media organization's direction in connection with this production. The undersigned warrant that they have the authority to enter into this agreement and that the consent of no other party is necessary to effectuate the full and complete satisfaction of the provisions contained herein.

<p style="text-align: center;"><u>NEWS MEDIA REPRESENTATIVE</u></p> <p>_____</p> <p style="text-align: center;">(NAME)</p> <p>_____</p> <p style="text-align: center;">(ORGANIZATION)</p> <p>_____</p> <p style="text-align: center;">(SIGNATURE)</p>	<p style="text-align: center;"><u>CERTIFYING OFFICIAL</u></p> <p>_____</p> <p style="text-align: center;">(NAME)</p> <p>_____</p> <p style="text-align: center;">(COAST GUARD COMMAND)</p> <p>_____</p> <p style="text-align: center;">(SIGNATURE)</p>
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Page 2 and final

Figure 5-2 Hold Harmless Agreement Page 2

Appendix C: PAA Template Imagery

PAA Template Imagery (Page 1 of 5)

<p>U.S. Department of Homeland Security United States Coast Guard</p> 	<p>United States Coast Guard Motion Picture & Television Office</p>	<p>10880 Wilshire Blvd. Suite 1210 Los Angeles, CA 90024-4113 Staff Symbol: (CG-0922M) Phone: (310) 235-7817 Fax: (310) 235-7851</p>
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**U.S. COAST GUARD
IMAGERY PRODUCTION ASSISTANCE AGREEMENT
(USCG-xxxx-201x)
Date**

The United States Coast Guard (hereinafter referred to as "USCG"), acting on behalf of the United States of America, hereby agrees with XXX (hereinafter referred to as "the production company" and such other parties as it may designate), subject to the provisions herein, for the assistance itemized immediately below, to be rendered in conjunction with the entertainment production known at this time as "XXX" currently a working title (sometimes referred to herein as the "production").

LIST OF U.S. COAST GUARD RESOURCES TO BE PROVIDED IN SUPPORT OF PRODUCTION (See Attachment 1)

This agreement is subject to revocation due to non-compliance with the terms herein, with the possible consequence of a temporary suspension or permanent withdrawal of the use of some or all of the military resources identified to assist this project. In the event of dispute, the production company will be given a written notice of non-compliance by the U.S. Coast Guard project officer. The production company will have a seventy-two (72) hour cure period after receipt of written notice of non-compliance. USCG may temporarily suspend support until the non-compliance has been cured or the seventy-two hour cure period has expired. After the cure period has expired, USCG may permanently withdraw its support for the production. However, nothing contained herein shall restrict any of the production company's rights in and to the photography and sound recordings made hereunder; the production company's decisions with respect to these recordings will be final.

It is agreed between the U.S. Coast Guard and the production company as follows:

1. The U.S. Coast Guard project officer, XXX, is the official U.S. Coast Guard representative responsible for ensuring that the terms of this agreement are met. The U.S. Coast Guard project officer is the U.S. Coast Guard technical advisor, and all U.S. Coast Guard coordination must go through him/her. The production company agrees to consult with the U.S. Coast Guard project officer in all phases of pre-production, production, and post-production that involve and/or depict the U.S. Coast Guard.
2. The production company agrees to depict or portray U.S. Coast Guard men and women who conform to individual U.S. Coast Guard service regulations governing age, height & weight, uniform, grooming, appearance, and conduct standards in the production. The U.S. Coast Guard reserves the right to suspend support in the event that disagreement regarding the military aspects of their portrayals/depictions cannot be resolved in negotiation between the production company and the U.S. Coast Guard within the seventy-two hour cure period. The U.S. Coast Guard

USCG Production Assistance Agreement # USCG-xxxx-201x
(Page 1 of 5)

_____ / _____

Figure 5-3 PAA Template Imagery Page 1

**PAA Template
Imagery
(Page 2 of 5)**

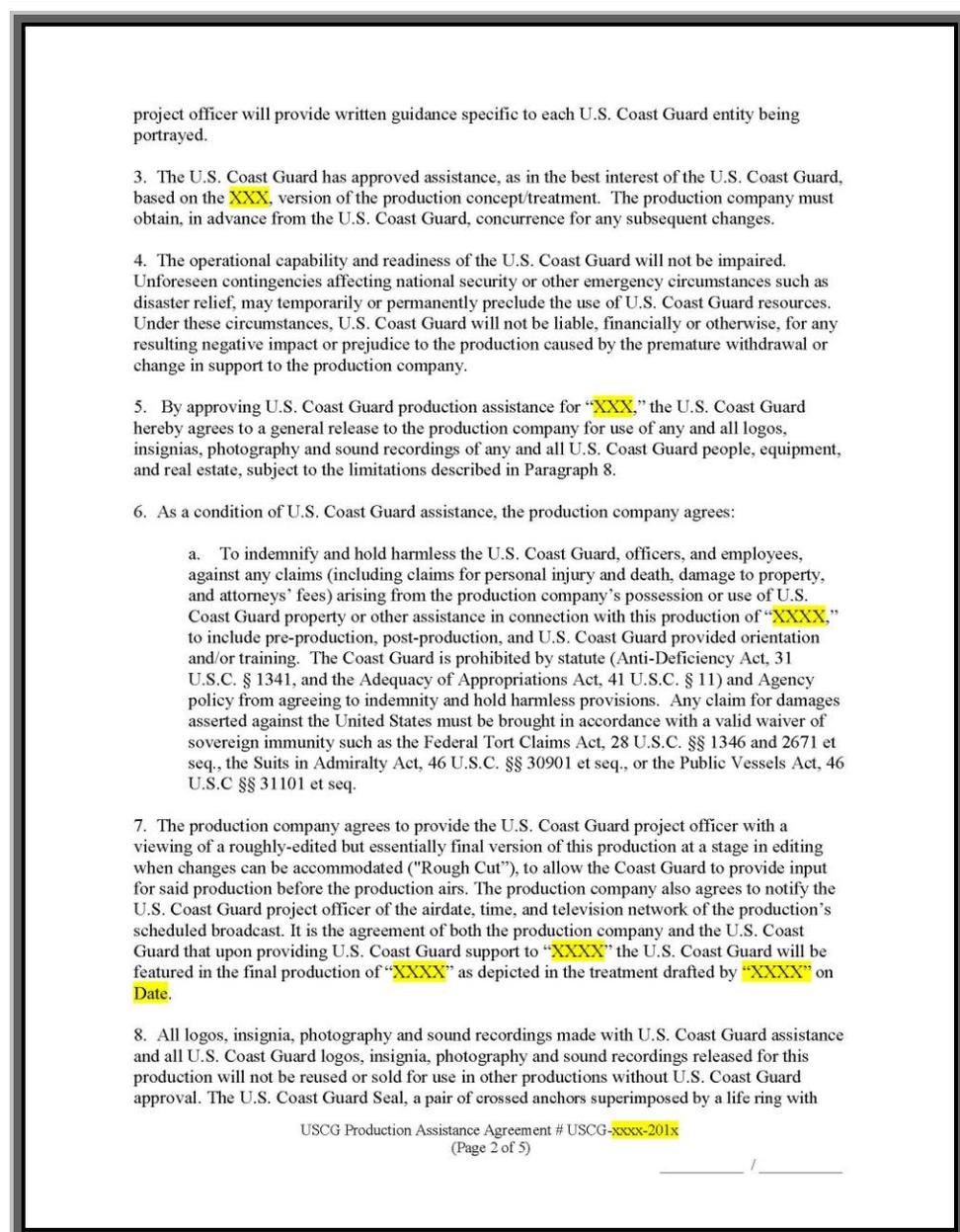


Figure 5-4 PAA Template Imagery Page 2

**PAA Template
Imagery
(Page 3 of 5)**

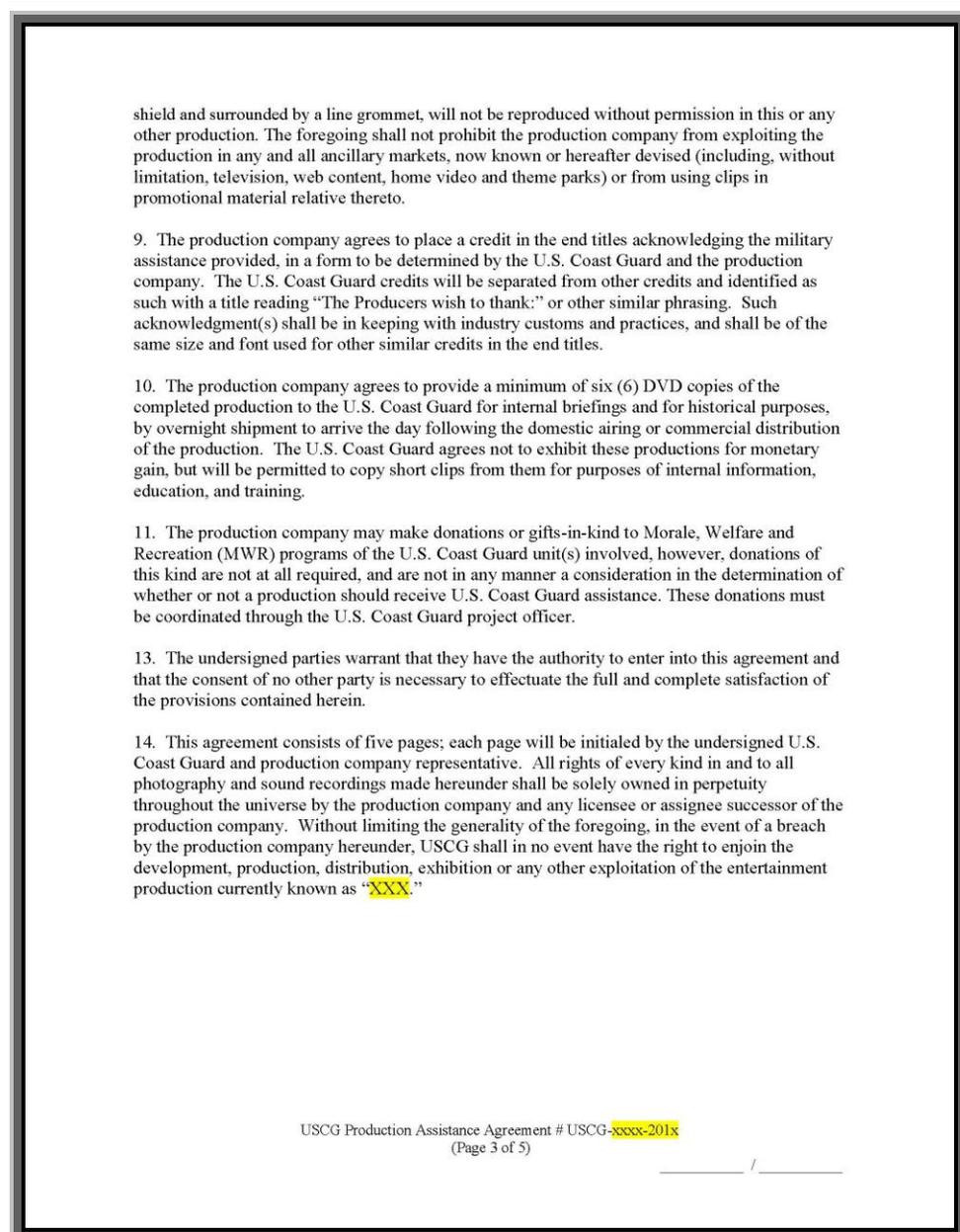


Figure 5-5 PAA Template Imagery Page 3

**PAA Template
Imagery
(Page 4 of 5)**

FOR: U.S. Coast Guard	FOR: XXX
MOPIC Supervisor U.S. Coast Guard Motion Picture & Television Office 10880 Wilshire Blvd, Suite 1210 Los Angeles, CA 90024-4113 310.235.7817 Signature: _____ Date: _____	XXXXXX Signature: _____ Date: _____

USCG Production Assistance Agreement # USCG-xxxx-201x
(Page 4 of 5)

_____ / _____

Figure 5-6 PAA Template Imagery Page 4

**PAA Template
Imagery
(Page 5 of 5)**

ATTACHMENT 1
USCG REQUIREMENTS LIST & COST ESTIMATE

For
U.S. COAST GUARD
IMAGERY PRODUCTION ASSISTANCE AGREEMENT
(USCG-xxxx-201x)

Date

Any third party releases or filming endeavors must be coordinated independently from this production assistance agreement.

USCG Production Assistance Agreement # USCG-xxxx-201x
(Page 5 of 5)

_____ / _____

Figure 5-7 PAA Template Imagery Page 5

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Appendix D: PAA Template Location

PAA Template Location (Page 1 of 5)

U.S. Department of Homeland Security United States Coast Guard		United States Coast Guard Motion Picture & Television Office	10880 Wilshire Blvd. Suite 1210 Los Angeles, CA 90024-4113 Staff Symbol: (CG-0922M) Phone: (310) 235-7817 Fax: (310) 235-7851
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**U.S. COAST GUARD
LOCATION PRODUCTION ASSISTANCE AGREEMENT
(USCG-xxxx-201x)
Date**

The United States Coast Guard (hereinafter referred to as "USCG"), acting on behalf of the United States of America, hereby agrees with XXXX (hereinafter referred to as "the production company" and such other parties as it may designate), subject to the provisions herein, for the assistance itemized immediately below, to be rendered in conjunction with the entertainment production known at this time as "XXXX" currently a working title (sometimes referred to herein as the "production").

LIST OF U.S. COAST GUARD RESOURCES TO BE PROVIDED IN SUPPORT OF PRODUCTION (See Attachment 1)

This agreement is subject to revocation due to non-compliance with the terms herein, with the possible consequence of a temporary suspension or permanent withdrawal of the use of some or all of the military resources identified to assist this project. In the event of dispute, the production company will be given a written notice of non-compliance by the U.S. Coast Guard project officer. The production company will have a seventy-two (72) hour cure period after receipt of written notice of non-compliance. USCG may temporarily suspend support until the non-compliance has been cured or the seventy-two hour cure period has expired. After the cure period has expired, USCG may permanently withdraw its support for the production. However, nothing contained herein shall restrict any of the production company's rights in and to the photography and sound recordings made hereunder; the production company's decisions with respect to these recordings will be final.

It is agreed between the U.S. Coast Guard and the production company as follows:

1. The U.S. Coast Guard project officer, xxx, is the official U.S. Coast Guard representative responsible for ensuring that the terms of this agreement are met. The U.S. Coast Guard project officer is the U.S. Coast Guard technical advisor, and all U.S. Coast Guard coordination must go through him/her. The production company agrees to consult with the U.S. Coast Guard project officer in all phases of pre-production, production, and post-production that involve and/or depict the U.S. Coast Guard.
2. The production company agrees to depict or portray U.S. Coast Guard men and women who conform to individual U.S. Coast Guard service regulations governing age, height & weight, uniform, grooming, appearance, and conduct standards in the production. The U.S. Coast Guard reserves the right to suspend support in the event that disagreement regarding the military aspects of their portrayals/depictions cannot be resolved in negotiation between the production company and the U.S. Coast Guard within the seventy-two hour cure period. The U.S. Coast Guard

USCG Production Assistance Agreement # USCG-xxxx-201x
(Page 1 of 5)

_____ / _____

Figure 5-8 PAA Template Location Page 1

**PAA Template
Location
(Page 2 of 5)**

project officer will provide written guidance specific to each U.S. Coast Guard entity being portrayed.

3. The U.S. Coast Guard has approved assistance, as in the best interest of the U.S. Coast Guard, based on the **date**, version of the production concept/treatment. The production company must obtain, in advance from the U.S. Coast Guard, concurrence for any subsequent changes.

4. The operational capability and readiness of the U.S. Coast Guard will not be impaired. Unforeseen contingencies affecting national security or other emergency circumstances such as disaster relief, may temporarily or permanently preclude the use of U.S. Coast Guard resources. Under these circumstances, U.S. Coast Guard will not be liable, financially or otherwise, for any resulting negative impact or prejudice to the production caused by the premature withdrawal or change in support to the production company.

5. There will be no deviation from established U.S. Coast Guard safety and conduct standards. The U.S. Coast Guard project officer or his/her designee will coordinate such standards and compliance therewith. The U.S. Coast Guard agrees to provide the production company advance notice of such safety or conduct standards upon request by the production company.

6. All U.S. Coast Guard property or facilities damaged, used, or altered by the production company in connection with the production will be restored by the production company to the same or better condition as when they were made available for the production company's use.

7. By approving U.S. Coast Guard production assistance for "**XXXX**," the U.S. Coast Guard hereby agrees to a general release to the production company for use of any and all logos, insignias, photography and sound recordings of any and all U.S. Coast Guard people, equipment, and real estate, subject to the limitations described in Paragraph 10.

8. As a condition of U.S. Coast Guard assistance, the production company agrees:

a. To indemnify and hold harmless the U.S. Coast Guard, officers, and employees, against any claims (including claims for personal injury and death, damage to property, and attorneys' fees) arising from the production company's possession or use of U.S. Coast Guard property or other assistance in connection with this production of "**XXXX**," to include pre-production, post-production, and U.S. Coast Guard provided orientation and/or training. The Coast Guard is prohibited by statute (Anti-Deficiency Act, 31 U.S.C. § 1341, and the Adequacy of Appropriations Act, 41 U.S.C. § 11) and Agency policy from agreeing to indemnity and hold harmless provisions. Any claim for damages asserted against the United States must be brought in accordance with a valid waiver of sovereign immunity such as the Federal Tort Claims Act, 28 U.S.C. §§ 1346 and 2671 et seq., the Suits in Admiralty Act, 46 U.S.C. §§ 30901 et seq., or the Public Vessels Act, 46 U.S.C. §§ 31101 et seq.

b. To maintain, at its sole expense, insurance in such amounts and under such terms and conditions as may be required by the U.S. Coast Guard to protect its interests in the property involved. In addition to insurance coverage on the direct damage to Government property, the insurance coverage will include entitlement to loss of use of the property including but not limited to charges listed related to third party use of the property in

USCG Production Assistance Agreement # USCG-**xxxx-201x**
(Page 2 of 5)

_____ / _____

Figure 5-9 PAA Template Location Page 2

**PAA Template
Location
(Page 3 of 5)**

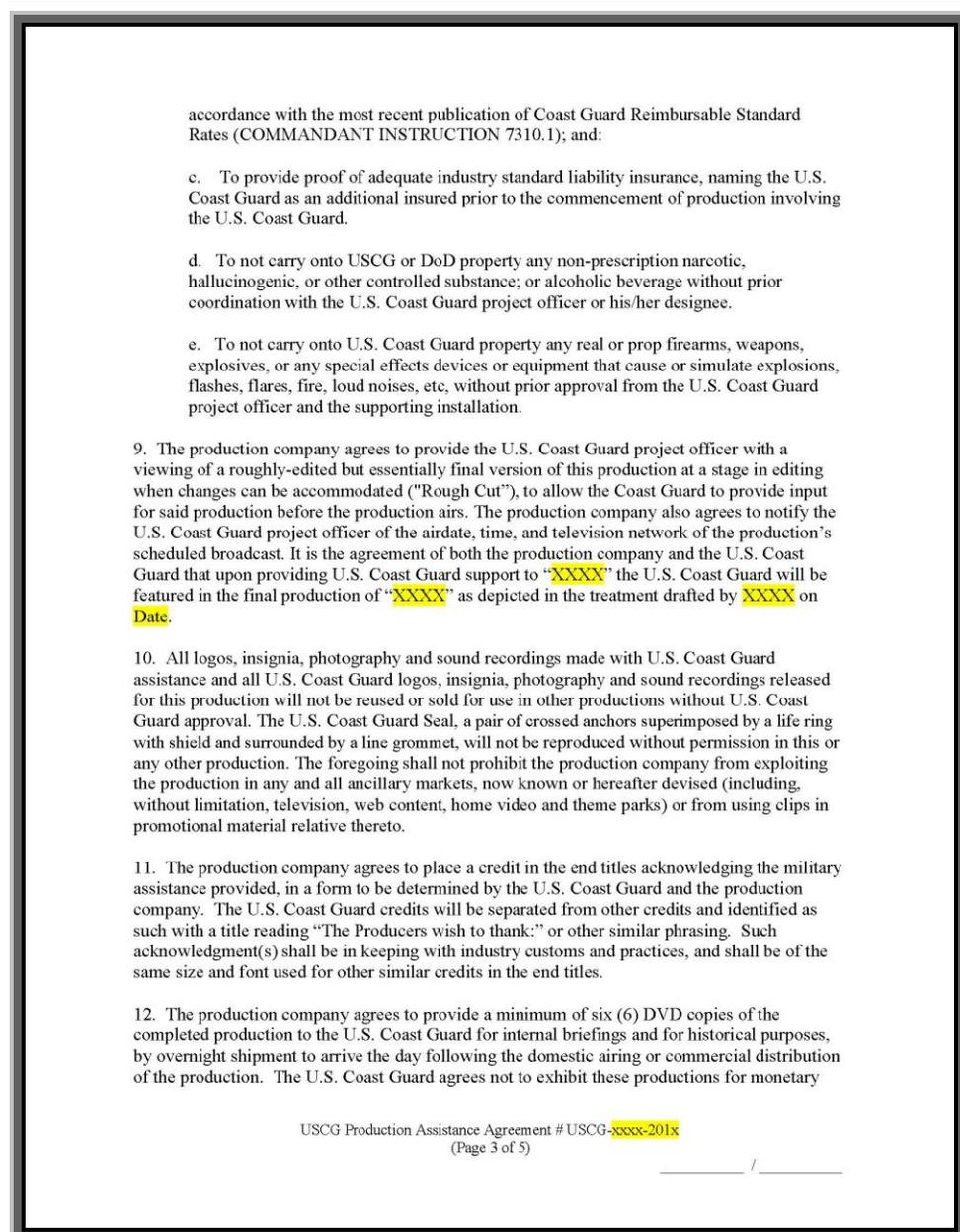


Figure 5-10 PAA Template Location Page 3

**PAA Template
Location
(Page 5 of 5)**

**ATTACHMENT 1
USCG REQUIREMENTS LIST & COST ESTIMATE**

For
U.S. COAST GUARD
LOCATION PRODUCTION ASSISTANCE AGREEMENT
(USCG-xxxx-201x)

Date

Any third party releases or filming endeavors must be coordinated independently from this production assistance agreement.

USCG Production Assistance Agreement #USCG-xxxx-201x
(Page 5 of 5)

_____ / _____

Figure 5-12 PAA Template Location Page 5

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Appendix E: PAA Template Movie

PAA Template
Movie
(Page 1 of 7)

<p>U.S. Department of Homeland Security United States Coast Guard</p>		<p>United States Coast Guard Motion Picture & Television Office</p>	<p>10880 Wilshire Blvd., Suite 1210 Los Angeles, CA 90024-4113 Staff Symbol: (CG-0922M) Phone: (310) 235-7817 Fax: (310) 235-7851</p>
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**U.S. COAST GUARD
MOTION PICTURE PRODUCTION ASSISTANCE AGREEMENT
(USCG-####-20##)
June 1, 20##**

The United States Coast Guard (hereinafter referred to as "USCG"), acting on behalf of the United States of America, hereby agrees with **name of production company** (hereinafter referred to as "the production company" and such other parties as it may designate), subject to the provisions herein, for the assistance itemized immediately below, to be rendered in conjunction with the entertainment production known at this time as "**title of production**" currently a working title (sometimes referred to herein as the "production").

LIST OF U.S. COAST GUARD RESOURCES TO BE PROVIDED IN SUPPORT OF PRODUCTION (See Attachment 1)

This agreement is subject to revocation due to non-compliance with the terms herein, with the possible consequence of a temporary suspension or permanent withdrawal of the use of some or all of the military resources identified to assist this project. In the event of dispute, the production company will be given a written notice of non-compliance by the U.S. Coast Guard project officer. The production company will have a seventy-two (72) hour cure period after receipt of written notice of non-compliance. USCG may temporarily suspend support until the non-compliance has been cured or the seventy-two hour cure period has expired. After the cure period has expired, USCG may permanently withdraw its support for the production. However, nothing contained herein shall restrict any of the production company's rights in and to the photography and sound recordings made hereunder; the production company's decisions with respect to these recordings will be final.

It is agreed between the U.S. Coast Guard and the production company as follows:

1. The U.S. Coast Guard project officer, **rank/name**, is the official U.S. Coast Guard representative responsible for ensuring that the terms of this agreement are met. The U.S. Coast Guard project officer or his/her designee will be present each day the U.S. Coast Guard is being portrayed, photographed, or otherwise involved in any aspect of "**title of production**." The U.S. Coast Guard project officer is the U.S. Coast Guard technical advisor, and all U.S. Coast Guard coordination must go through him/her. The production company agrees to consult with the U.S. Coast Guard project officer in all phases of pre-production, production, and post-production that involve and/or depict the U.S. Coast Guard.
2. The production company agrees to cast actors, extras, doubles, and stunt personnel portraying U.S. Coast Guard men and women who conform to individual U.S. Coast Guard service regulations governing age, height & weight, uniform, grooming, appearance, and conduct standards. The U.S. Coast Guard reserves the right to suspend support in the event that disagreement regarding the military aspects of their portrayals cannot be resolved in negotiation

USCG Production Assistance Agreement # USCG-####-20##
(Page 1 of 7)

_____ / _____

Figure 5-13 PAA Template Movie Page 1

**PAA Template
Movie
(Page 2 of 7)**

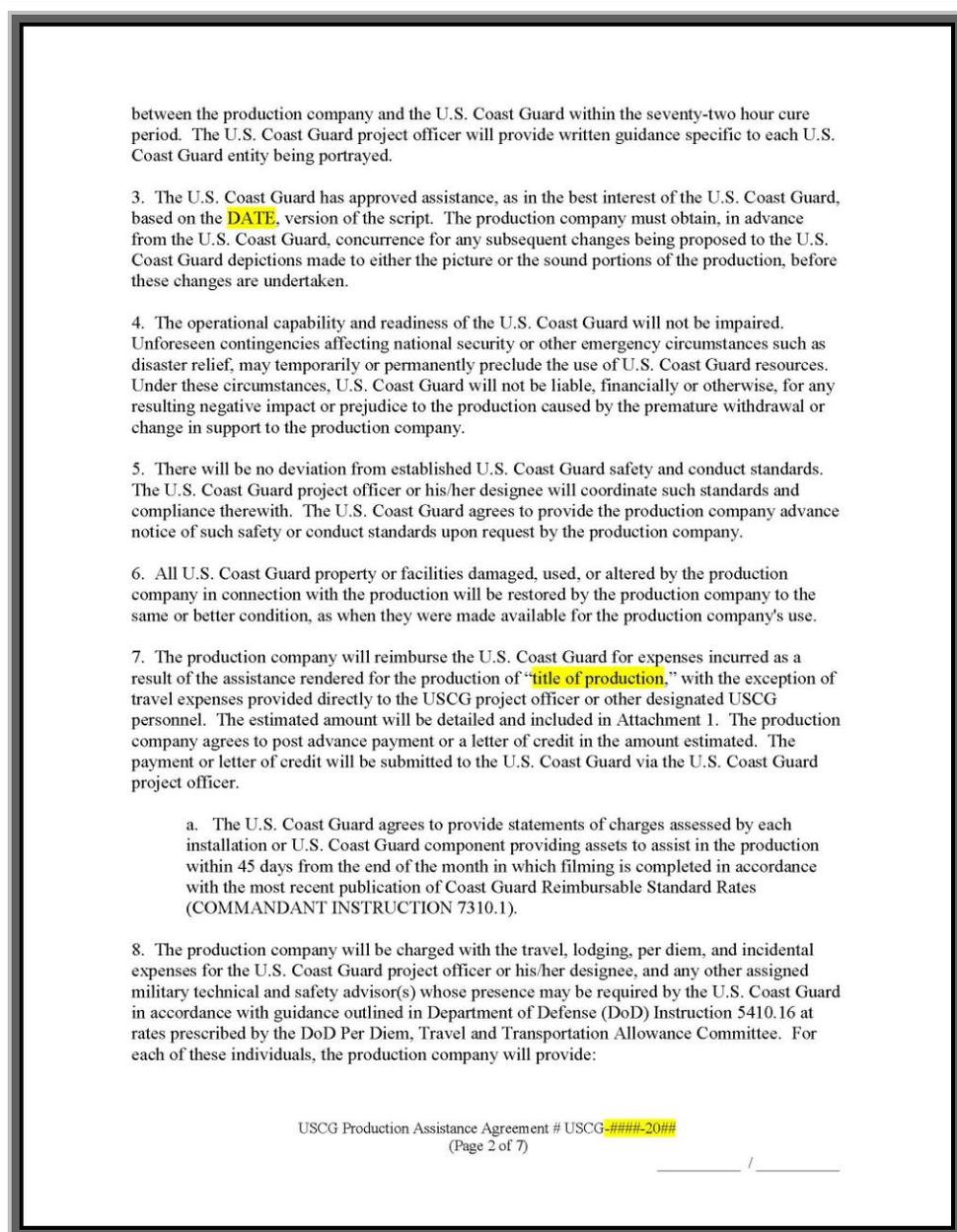


Figure 5-14 PAA Template Location Page 2

**PAA Template
Movie
(Page 3 of 7)**

a. Round-trip air transportation, lodging, per diem, personal vehicle mileage reimbursement and ground transfers to the production location(s) at which there is U.S. Coast Guard portrayal and/or involvement, at times deemed appropriate by the U.S. Coast Guard project officer or his/her designee.

b. A full size vehicle (with fuel and loss/damage/collision automobile insurance paid for by the production company) for his/her personal use during the filming and his/her stay at the location where the production is taking place; if parking at the location(s) is not available, the production company will furnish transportation to and from the lodging location to the production site.

c. Hotel accommodations, with Internet accessibility, equivalent to those provided to the production company's crew or at standards prescribed by the DoD Per Diem, Travel and Transportation Allowance Committee.

d. The production company will provide U.S. Coast Guard representatives with a dedicated, on-location trailer room or other comparable workspace with full Internet access, work desktop, seating, and en suite toilet.

9. By approving U.S. Coast Guard production assistance for "title of production," the U.S. Coast Guard hereby agrees to a general release to the production company for use of any and all photography and sound recordings of any and all U.S. Coast Guard people, equipment, and real estate, subject to the limitations described in Paragraph 13.

10. As a condition of U.S. Coast Guard assistance, the production company agrees:

a. To indemnify and hold harmless the U.S. Coast Guard, officers, and employees, against any claims (including claims for personal injury and death, damage to property, and attorneys' fees) arising from the production company's possession or use of U.S. Coast Guard property or other assistance in connection with this production of "title of production," to include pre-production, post-production, and U.S. Coast Guard provided orientation and/or training. The Coast Guard is prohibited by statute (Anti-Deficiency Act, 31 U.S.C. § 1341, and the Adequacy of Appropriations Act, 41 U.S.C. § 11) and Agency policy from agreeing to indemnify and hold harmless provisions. Any claim for damages asserted against the United States must be brought in accordance with a valid waiver of sovereign immunity such as the Federal Tort Claims Act, 28 U.S.C. §§ 1346 and 2671 et seq., the Suits in Admiralty Act, 46 U.S.C. §§ 30901 et seq., or the Public Vessels Act, 46 U.S.C §§ 31101 et seq.

b. To maintain, at its sole expense, insurance in such amounts and under such terms and conditions as may be required by the U.S. Coast Guard to protect its interests in the property involved. In addition to insurance coverage on the direct damage to Government property, the insurance coverage will include entitlement to loss of use of the property including but not limited to charges listed related to third party use of the property in accordance with the most recent publication of Coast Guard Reimbursable Standard Rates (COMMANDANT INSTRUCTION 7310.1); and:

USCG Production Assistance Agreement # USCG-####-20##
(Page 3 of 7)

_____ / _____

Figure 5-15 PAA Template Location Page 3

**PAA Template
Movie
(Page 4 of 7)**

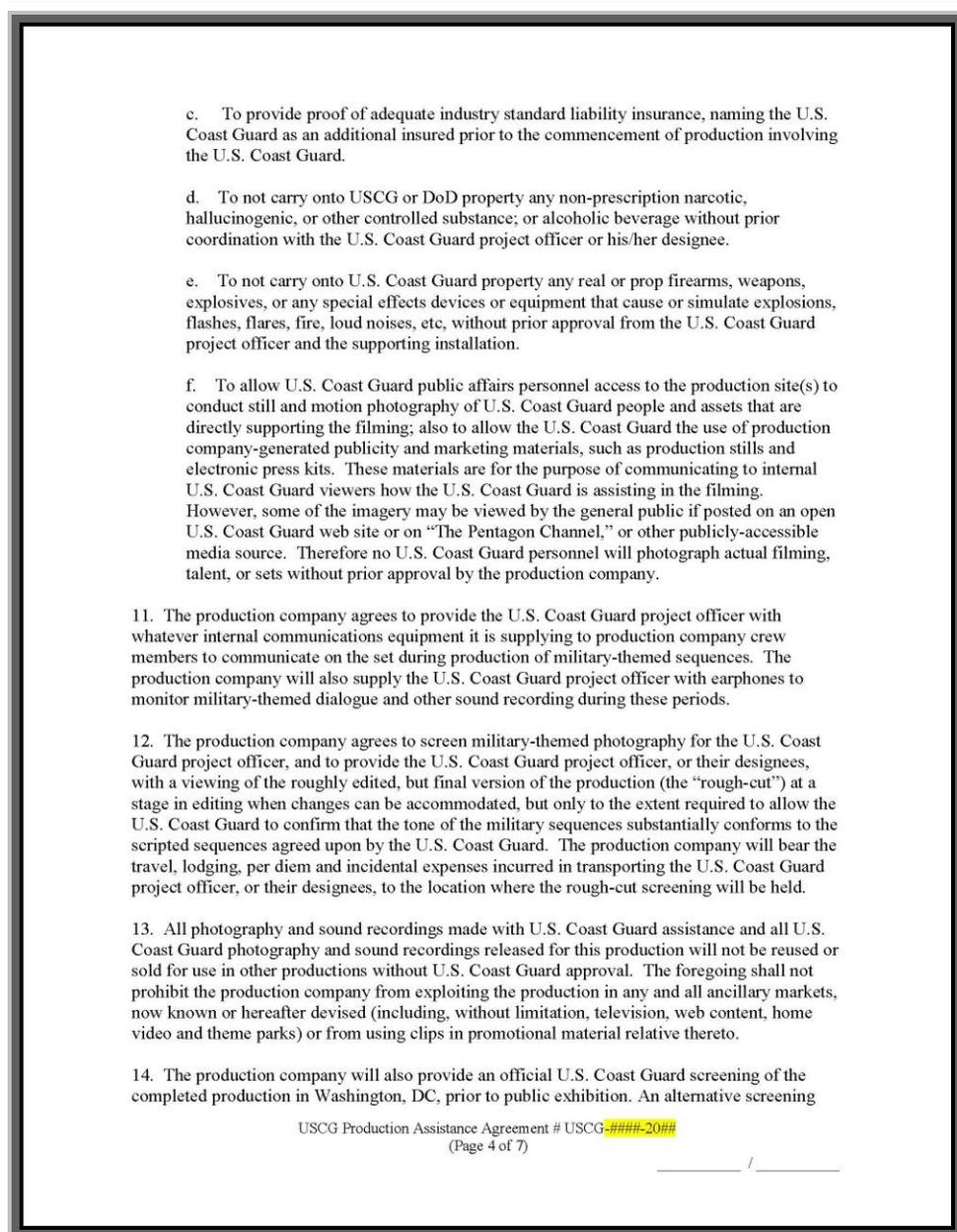


Figure 5-16 PAA Template Location Page 4

**PAA Template
Movie
(Page 5 of 7)**

location may be authorized by the U.S. Coast Guard, in negotiation with the production company. In this case, the production company will be expected to pay the travel and lodging expenses incidental to attending the screening by the U.S. Coast Guard project officer or their designees.

15. The production company agrees to place a credit in the end titles acknowledging the military assistance provided, in a form to be determined by the U.S. Coast Guard and the production company. The U.S. Coast Guard credits will be separated from other credits and identified as such with a title reading "The Producers wish to thank:" or other similar phrasing. Such acknowledgment(s) shall be in keeping with industry customs and practices, and shall be of the same size and font used for other similar credits in the end titles.

16. The production company agrees to provide the U.S. Coast Guard with five (5) copies of all promotional and marketing materials (e.g., electronic press kits, one-sheets, posters, and television advertisements) for internal information and historical purposes in documenting U.S. Coast Guard assistance to the production.

17. The production company agrees to provide a minimum of ten (10) DVD copies of the completed production to the U.S. Coast Guard for internal briefings and for historical purposes, by overnight shipment to arrive the day following the domestic airing or commercial distribution of the production. The U.S. Coast Guard agrees not to exhibit these productions for monetary gain, but will be permitted to copy short clips from them for purposes of internal information, education, and training.

18. Official activities of military personnel in assisting the production must be within the scope of normal military activities, with the exception of the U.S. Coast Guard project officer and assigned official technical advisor(s), wherein, it must be consistent with their authorized additional duties. U.S. Coast Guard personnel in an off-duty, non-official status may be hired by the production company to perform as actors, extras, etc., provided there is no conflict with existing service regulations. In such cases, the following applies:

- a. Contractual agreements are solely between those individuals and the production company; however, they should be consistent with industry standards.
- b. The U.S. Coast Guard project officer will ensure that U.S. Coast Guard personnel shall comply with standards of conduct regulations in accepting employment.
- c. The production company is responsible for any disputes with unions governing the hiring of non-union actors or extras.

19. The production company may make donations or gifts-in-kind to Morale, Welfare and Recreation (MWR) programs of the U.S. Coast Guard unit(s) involved, however, donations of this kind are not at all required, and are not in any manner a consideration in the determination of whether or not a production should receive U.S. Coast Guard assistance. These donations must be coordinated through the U.S. Coast Guard project officer.

USCG Production Assistance Agreement # USCG-####-20##
(Page 5 of 7)

_____ / _____

Figure 5-17 PAA Template Location Page 5

**PAA Template
Movie
(Page 7 of 7)**

**ATTACHMENT 1
USCG REQUIREMENTS LIST & COST ESTIMATE**

For
**U.S. COAST GUARD
PRODUCTION ASSISTANCE AGREEMENT
(USCG-####-20##)**
June 1, 20##

The U.S. Coast Guard project officer will/will not be present for this filming.

It is the agreement of both the production company and the U.S. Coast Guard that, upon providing U.S. Coast Guard support to "title of production," the U.S. Coast Guard will be featured in the final production of "title of production" as depicted in the script/treatment drafted by name of production company dated Date.

Production company requests to filming request/s with the U.S. Coast Guard UNIT for said entertainment production.

Government per diem rate:
City, State: \$XX per day

Personal vehicle mileage reimbursement rate:
Rank/Name, from City, State to XXX airport \$XX (XX miles)

The U.S. Coast Guard District, unit will approve or disapprove all specific filming requests from said production company based on their operational availability and safety restrictions.

All videographers contracted for this production, filming aboard U.S. Coast Guard operational assets, will wear appropriate survival gear/clothing and comply with all directions given to them by operational commanders.

USCG Production Assistance Agreement # USCG-####-20##
(Page 7 of 7)

_____ / _____

Figure 5-19 PAA Template Location Page 7

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Appendix F: PAA Template Television

PAA Template
Television
(Page 1 of 6)

<p>U.S. Department of Homeland Security United States Coast Guard</p> 	<p>United States Coast Guard Motion Picture & Television Office</p>	<p>10880 Wilshire Blvd., Suite 1210 Los Angeles, CA 90024-4113 Staff Symbol: (CG-0922M) Phone: (310) 235-7817 Fax: (310) 235-7851</p>
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**U.S. COAST GUARD
TELEVISION PRODUCTION ASSISTANCE AGREEMENT
(USCG-####-2011)
June 1, 2011**

The United States Coast Guard (hereinafter referred to as "USCG"), acting on behalf of the United States of America, hereby agrees with **name of production company** (hereinafter referred to as "the production company" and such other parties as it may designate), subject to the provisions herein, for the assistance itemized immediately below, to be rendered in conjunction with the entertainment production known at this time as "**title of production**" currently a working title (sometimes referred to herein as the "production").

LIST OF U.S. COAST GUARD RESOURCES TO BE PROVIDED IN SUPPORT OF PRODUCTION (See Attachment 1)

This agreement is subject to revocation due to non-compliance with the terms herein, with the possible consequence of a temporary suspension or permanent withdrawal of the use of some or all of the military resources identified to assist this project. In the event of dispute, the production company will be given a written notice of non-compliance by the U.S. Coast Guard project officer. The production company will have a seventy-two (72) hour cure period after receipt of written notice of non-compliance. USCG may temporarily suspend support until the non-compliance has been cured or the seventy-two hour cure period has expired. After the cure period has expired, USCG may permanently withdraw its support for the production. However, nothing contained herein shall restrict any of the production company's rights in and to the photography and sound recordings made hereunder; the production company's decisions with respect to these recordings will be final.

It is agreed between the U.S. Coast Guard and the production company as follows:

1. The U.S. Coast Guard project officer, **rank/name**, is the official U.S. Coast Guard representative responsible for ensuring that the terms of this agreement are met. The U.S. Coast Guard project officer or his/her designee will be present each day the U.S. Coast Guard is being portrayed, photographed, or otherwise involved in any aspect of "**title of production**." The U.S. Coast Guard project officer is the U.S. Coast Guard technical advisor, and all U.S. Coast Guard coordination must go through him/her. The production company agrees to consult with the U.S. Coast Guard project officer in all phases of pre-production, production, and post-production that involve and/or depict the U.S. Coast Guard.
2. The production company agrees to depict or portray U.S. Coast Guard men and women who conform to individual U.S. Coast Guard service regulations governing age, height & weight, uniform, grooming, appearance, and conduct standards in the production. The U.S. Coast Guard reserves the right to suspend support in the event that disagreement regarding the military aspects of their portrayals/depictions cannot be resolved in negotiation between the production company

USCG Production Assistance Agreement # USCG-####-2011
(Page 1 of 6)

_____ / _____

Figure 5-20 PAA Template Television Page 1

PAA Template Television

(Page 2 of 6)

and the U.S. Coast Guard within the seventy-two hour cure period. The U.S. Coast Guard project officer will provide written guidance specific to each U.S. Coast Guard entity being portrayed.

3. The U.S. Coast Guard has approved assistance, as in the best interest of the U.S. Coast Guard, based on the **Date**, version of the production concept/treatment. The production company must obtain, in advance from the U.S. Coast Guard, concurrence for any subsequent changes.

4. The operational capability and readiness of the U.S. Coast Guard will not be impaired. Unforeseen contingencies affecting national security or other emergency circumstances such as disaster relief, may temporarily or permanently preclude the use of U.S. Coast Guard resources. Under these circumstances, U.S. Coast Guard will not be liable, financially or otherwise, for any resulting negative impact or prejudice to the production caused by the premature withdrawal or change in support to the production company.

5. There will be no deviation from established U.S. Coast Guard safety and conduct standards. The U.S. Coast Guard project officer or his/her designee will coordinate such standards and compliance therewith. The U.S. Coast Guard agrees to provide the production company advance notice of such safety or conduct standards upon request by the production company.

6. All U.S. Coast Guard property or facilities damaged, used, or altered by the production company in connection with the production will be restored by the production company to the same or better condition as when they were made available for the production company's use.

7. The production company will reimburse the U.S. Coast Guard for expenses incurred as a result of the assistance rendered for the production of "**title of production**," with the exception of travel expenses provided directly to the USCG project officer or other designated USCG personnel. The estimated amount will be detailed and included in Attachment 1. The production company agrees to post advance payment or a letter of credit in the amount estimated. The payment or letter of credit will be submitted to the U.S. Coast Guard via the U.S. Coast Guard project officer.

a. The U.S. Coast Guard agrees to provide statements of charges assessed by each installation or U.S. Coast Guard component providing assets to assist in the production within 45 days from the end of the month in which filming is completed in accordance with the most recent publication of Coast Guard Reimbursable Standard Rates (COMMANDANT INSTRUCTION 7310.1).

8. The production company will be charged with the travel, lodging, per diem, and incidental expenses for the U.S. Coast Guard project officer or his/her designee, and any other assigned military technical and safety advisor(s) whose presence may be required by the U.S. Coast Guard in accordance with guidance outlined in Department of Defense (DoD) Instruction 5410.16 at rates prescribed by the DoD Per Diem, Travel and Transportation Allowance Committee. For each of these individuals, the production company will provide:

a. Round-trip air transportation, lodging, per diem, personal vehicle mileage reimbursement and ground transfers to the production location(s) at which there is U.S.

USCG Production Assistance Agreement # USCG-####-2011
(Page 2 of 6)

Figure 5-21 PAA Template Television Page 2

**PAA Template
Television**

(Page 3 of 6)

Coast Guard portrayal and/or involvement, at times deemed appropriate by the U.S. Coast Guard project officer or his/her designee.

b. A full size vehicle (with fuel and loss/damage/collision automobile insurance paid for by the production company) for his/her personal use during the filming and his/her stay at the location where the production is taking place; if parking at the location(s) is not available, the production company will furnish transportation to and from the lodging location to the production site.

c. Hotel accommodations, with Internet accessibility, equivalent to those provided to the production company's crew or at standards prescribed by the DoD Per Diem, Travel and Transportation Allowance Committee.

9. By approving U.S. Coast Guard production assistance for "title of production," the U.S. Coast Guard hereby agrees to a general release to the production company for use of any and all photography and sound recordings of any and all U.S. Coast Guard people, equipment, and real estate, subject to the limitations described in Paragraph 13.

10. As a condition of U.S. Coast Guard assistance, the production company agrees:

a. To indemnify and hold harmless the U.S. Coast Guard, officers, and employees, against any claims (including claims for personal injury and death, damage to property, and attorneys' fees) arising from the production company's possession or use of U.S. Coast Guard property or other assistance in connection with this production of "title of production," to include pre-production, post-production, and U.S. Coast Guard provided orientation and/or training. The Coast Guard is prohibited by statute (Anti-Deficiency Act, 31 U.S.C. § 1341, and the Adequacy of Appropriations Act, 41 U.S.C. § 11) and Agency policy from agreeing to indemnity and hold harmless provisions. Any claim for damages asserted against the United States must be brought in accordance with a valid waiver of sovereign immunity such as the Federal Tort Claims Act, 28 U.S.C. §§ 1346 and 2671 et seq., the Suits in Admiralty Act, 46 U.S.C. §§ 30901 et seq., or the Public Vessels Act, 46 U.S.C §§ 31101 et seq.

b. To maintain, at its sole expense, insurance in such amounts and under such terms and conditions as may be required by the U.S. Coast Guard to protect its interests in the property involved. In addition to insurance coverage on the direct damage to Government property, the insurance coverage will include entitlement to loss of use of the property including but not limited to charges listed related to third party use of the property in accordance with the most recent publication of Coast Guard Reimbursable Standard Rates (COMMANDANT INSTRUCTION 7310.1); and:

c. To provide proof of adequate industry standard liability insurance, naming the U.S. Coast Guard as an additional insured prior to the commencement of production involving the U.S. Coast Guard.

d. To not carry onto USCG or DoD property any non-prescription narcotic, hallucinogenic, or other controlled substance; or alcoholic beverage without prior coordination with the U.S. Coast Guard project officer or his/her designee.

USCG Production Assistance Agreement # USCG-####-2011
(Page 3 of 6)

_____ / _____

Figure 5-22 PAA Template Television Page 3

PAA Template Television

(Page 4 of 6)

e. To not carry onto U.S. Coast Guard property any real or prop firearms, weapons, explosives, or any special effects devices or equipment that cause or simulate explosions, flashes, flares, fire, loud noises, etc, without prior approval from the U.S. Coast Guard project officer and the supporting installation.

f. To allow a U.S. Coast Guard photographer access to the production site(s) to document said filming support for historical purposes and internal briefing requirements for senior leadership within the U.S. Coast Guard and Department of Homeland Security. No still photographs will be released to the public until after this production has been released.

11. The production company agrees to provide the U.S. Coast Guard project officer with whatever internal communications equipment it is supplying to production company crew members to communicate on the set during the production.

12. The production company agrees to provide the U.S. Coast Guard project officer with a viewing of a roughly-edited but essentially final version of this production at a stage in editing when changes can be accommodated ("Rough Cut"), to allow the Coast Guard to provide input for said production before the production airs. The production company also agrees to notify the U.S. Coast Guard project officer of the airdate, time, and television network of the production's scheduled broadcast.

13. All photography and sound recordings made with U.S. Coast Guard assistance and all U.S. Coast Guard photography and sound recordings released for this production will not be reused or sold for use in other productions without U.S. Coast Guard approval. The foregoing shall not prohibit the production company from exploiting the production in any and all ancillary markets, now known or hereafter devised (including, without limitation, television, web content, home video and theme parks) or from using clips in promotional material relative thereto.

14. The production company agrees to place a credit in the end titles acknowledging the military assistance provided, in a form to be determined by the U.S. Coast Guard and the production company. The U.S. Coast Guard credits will be separated from other credits and identified as such with a title reading "The Producers wish to thank:" or other similar phrasing. Such acknowledgment(s) shall be in keeping with industry customs and practices, and shall be of the same size and font used for other similar credits in the end titles.

15. The production company agrees to provide the U.S. Coast Guard with three (3) copies of all promotional and marketing materials (e.g., electronic press kits, one-sheets, posters, and television advertisements) for internal information and historical purposes in documenting U.S. Coast Guard assistance to the production.

16. The production company agrees to provide a minimum of six (6) DVD copies of the completed production to the U.S. Coast Guard for internal briefings and for historical purposes, by overnight shipment to arrive the day following the domestic airing or commercial distribution of the production. The U.S. Coast Guard agrees not to exhibit these productions for monetary gain, but will be permitted to copy short clips from them for purposes of internal information, education, and training.

USCG Production Assistance Agreement # USCG-####-2011
(Page 4 of 6)

_____ / _____

Figure 5-23 PAA Template Television Page 4

**PAA Template
Television**

(Page 6 of 6)

**ATTACHMENT 1
USCG REQUIREMENTS LIST & COST ESTIMATE**

For
**U.S. COAST GUARD
PRODUCTION ASSISTANCE AGREEMENT
(USCG-####-2011)**

June 1, 2011

The U.S. Coast Guard project officer will/will not be present for this filming.

A Certificate of Insurance is not required for this filming.

It is the agreement of both the production company and the U.S. Coast Guard that upon providing U.S. Coast Guard support to "name of production" the U.S. Coast Guard will be featured in the final production of "name of production" as depicted in the treatment drafted by production company on date.

Production company requests to film with the Eleventh Coast Guard District, U.S. Coast Guard unit, and U.S. Coast Guard unit for said entertainment production.

The Eleventh Coast Guard District, U.S. Coast Guard unit, and U.S. Coast Guard unit will approve or disapprove all specific filming requests from said production company based on their operational availability and safety restrictions.

All videographers contracted for this production, filming aboard U.S. Coast Guard operational assets, will wear appropriate survival gear/clothing and comply with all directions given to them by operational commanders.

This agreement only grants production company permission to film Coast Guard members during their on-duty, at-work time and does not give the production company permission for any filming of Coast Guard members or their families during off-duty times or at off-duty locations.

Any third party releases or filming endeavors must be coordinated independently from this production assistance agreement.

Government per diem rate:
City, State: \$XX per day

Personal vehicle mileage reimbursement rate:
Rank/Name, from City, State to XXX airport \$XX (XX miles)

USCG Production Assistance Agreement # USCG-####-2011
(Page 6 of 6)

_____ / _____

Figure 5-25 PAA Template Television Page 6

Appendix G: Author's Agreements

Authors Agreements (Page 1 of 3)

Submit by Email	Print Form
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**MEMORANDUM OF AGREEMENT BETWEEN
THE UNITES STATES COAST GUARD AND**
Authors Name

AUTHOR
REGARDING NON-FICTION AND FICTION WORK

1) **PARTIES.** The parties to the Agreement are the United States Coast Guard (USCG) and Authors Name.
Insert Author Name

2) **AUTHORITY.** This Agreement is authorized under the provisions of 14 U.S.C. § 93(a)(6), 14 U.S.C. § 639, and the Public Affairs Manual, COMDTINST M5728.2D.

3) **PURPOSE.** The purpose of this Agreement is to set forth terms by which the U.S. Coast Guard, through the U.S. Coast Guard Authors Program, will provide assistance to fiction and non-fiction authors in the research and production of works focused on the past and present missions and personnel of the Coast Guard. Coast Guard cooperation is authorized when a planned work is in the best interest of the service or the national interest, and when support can be accommodated on a not-to-interfere with operations basis based on consideration of the following factors.

4) **RESPONSIBILITIES:**

Coast Guard
Commandant (CG-09223) is responsible for:

- a. Evaluating all requests from fiction and non-fiction authors.
- b. Providing research and assistance to approved authors.
- c. Arranging familiarization and research visits to Coast Guard facilities for the authors.
- d. Maintaining liaison with units and commands providing assistance to authors, ensuring timely arrangements consistent with approved support.

Other Party
Author is responsible for:

- a. In most cases, an author must have a letter of commitment from a publisher before the Coast Guard will consider providing assistance.
- b. Operational readiness and security of the Coast Guard shall not be impaired.
- c. Fictional portrayals must depict a feasible interpretation of Coast Guard life, operations, and policies.
- d. The planned work will serve the national interest by contributing to public awareness of the Coast Guard as well as potentially enhancing recruiting and retention initiatives.

Figure 5-26 Authors Agreement Page 1

**Authors
Agreements
(Page 2 of 3)**

e. The planned work will not appear to condone or endorse activities by private citizens or organizations when such activities are contrary to U.S. government policy or are not in the best interest of the Coast Guard.

f. The planned work, as described in a story outline or treatment, must be authentic in its depiction of actual personnel, places, operations, and historical events.

g. Coast Guard support to authors is limited solely to research assistance. Once the research project is complete, the Coast Guard's involvement ends.

h. The author is required to notify the U.S. Coast Guard the anticipated publication date and where the book or article [any other form of work should be described] will be sold.

5) POINTS OF CONTACT.
Coast Guard point of contact:

Nadine Santiago
U.S. Coast Guard, CG-09223
2100 2nd Street SW, Stop 7362
Washington, DC 20593-7362
(202) 372-4646
Nadine.a.santiago@uscg.mil

Other Party point of contact:

6) OTHER PROVISIONS. Nothing in this Agreement is intended to conflict with current law or regulation or the directives of the United States Coast Guard or Department of Homeland Security or [other party]. If a term of this Agreement is inconsistent with such authority, then that term shall be invalid, but the remaining terms and conditions of this agreement shall remain in full force and effect.

Coast Guard cooperation or assistance pursuant to this Agreement does not constitute an endorsement of [the other party's] book, article, work or project by the Coast Guard, the Department of Homeland Security, or the United States.

This Agreement does not relieve [other party] of the responsibility to comply with the provisions of 14 U.S.C. § 639 (Penalty for unauthorized use of words "Coast Guard") if applicable.

This Agreement does not constitute a waiver of any individual privacy rights of Coast Guard military or civilian personnel.

Figure 5-27 Authors Agreement Page 2

**Authors
Agreements
(Page 3 of 3)**

While the Coast Guard considers non-U.S. Government author's story ideas to be trade secrets, [other party] agrees to hold the Coast Guard, Department of Homeland Security, and the United States Government harmless for any revelation of aspects of treatments, outlines, story ideas, or details of [other party's] visits to Coast Guard units by individual Coast Guard military or civilian personnel.

7) EFFECTIVE DATE. The terms of this Agreement will become effective on
Date

8) MODIFICATION. This Agreement may be modified only upon the mutual [written] consent of the parties.

9) TERMINATION. The terms of this Agreement, as modified with the consent of both parties, will remain in effect until completion of the project. The Agreement may be extended by mutual written agreement of the parties. Either party upon 30 days written notice to the other party may terminate this Agreement. The Coast Guard may terminate this Agreement immediately if it determines the other party has failed to comply with any of the terms in paragraph 4.

APPROVED BY:

AUTHOR <input type="text"/> Authorized signatory	UNITES STATES COAST GUARD <input type="text"/> Authorized signatory
_____ Print name	_____ Print name
_____ Title	_____ Title
_____ Date	_____ Date

Figure 5-28 Authors Agreement Page 3

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Appendix H: Coast Guard Authors Approval Memoranda

U.S. Department of Homeland Security United States Coast Guard		Commandant United States Coast Guard	2100 2 nd Street SW Stop 7362 Washington, DC 20593-7362 Staff Symbol: CG-08223 Phone: (202) 372-4646 Fax: (202) 972-4986 Email: Nadine.a.santiago@uscg.mil
			5000 9 Mar 2012
MEMORANDUM			
From: A.B. Seaman, LT	Reply to N.E. Person, PA3 Attn of: (555) 555-5555		
To: X.Y. Author			
Subj: COAST GUARD AUTHOR CLEARANCE			
Ref: (a) External Affairs Manual			
<p>1. The article/book (INSERT TITLE), has been officially reviewed as required by Chapter (X) of the External Affairs Manual, and is approved for release. This review was not conducted for fact-checking purposes. It is the member's responsibility to consult with other subject matter experts and their command regarding the substantive content in their works.</p> <p>2. Per (insert paragraph) of the manual, the author(s) must include the following disclaimer at either the beginning or end of the manuscript: "The views expressed herein are those of the author(s) and are not to be construed as official or reflecting the views of the Commandant or of the U.S. Coast Guard."</p> <p>3. The burden of compliance with federal ethics rules lies with the Coast Guard employee, 5 C.F.R. §2635.807 contains the Office of Government Ethics (OGE) rules regarding Executive Branch authors. This clearance approval does not constitute a legal review of compliance with those rules.</p>			
#			

Figure 5-29 Coast Guard Authors Approval Memoranda

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Appendix I: Coast Guard Authors Denial Memoranda

U.S. Department of Homeland Security United States Coast Guard		Commandant United States Coast Guard	2100 2 nd Street SW Stop 7362 Washington, DC 20593-7362 Staff Symbol: CG-09223 Phone: (202) 372-4646 Fax: (202) 372-4986 Email: Nadine.a.santiago@uscg.mil
			5000 9 Mar 2012
MEMORANDUM			
From: A.B. Seaman, LT	Reply to: N.E. Person, PA3 Attn of: (555) 555-5555		
To: X.Y. Author			
Subj: COAST GUARD AUTHOR -			
Ref: (a) External Affairs Manual			
<ol style="list-style-type: none">1. The article/book (INSERT TITLE), has been officially reviewed as required by Chapter 3 of the External Affairs Manual, and is not approved for release. Please edit the following sections:<ol style="list-style-type: none">a. (Insert sections to be edited and why the change needs to occur).2. Per the manual, the author(s) must include the following disclaimer at either the beginning or end of the manuscript: "The views expressed herein are those of the author(s) and are not to be construed as official or reflecting the views of the Commandant or of the U.S. Coast Guard."3. The burden of compliance with federal ethics rules lies with the Coast Guard employee, 5 C.F.R. §2635.807 contains the Office of Government Ethics (OGE) rules regarding Executive Branch authors. This clearance approval does not constitute a legal review of compliance with those rules.			
#			

Figure 5-30 Coast Guard Authors Denial Memoranda

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Appendix J: Authors & Artist Agreement

<input type="button" value="Submit by Email"/>	<input type="button" value="Print Form"/>
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**MEMORANDUM OF AGREEMENT BETWEEN
THE UNITED STATES COAST GUARD AND
AUTHORS NAME

AUTHOR
REGARDING NON-FICTION AND FICTION WORK**

1) PARTIES. The parties to the Agreement are the United States Coast Guard (USCG) and Authors Name.
Insert Author Name

2) AUTHORITY. This Agreement is authorized under the provisions of 14 U.S.C. § 93(a)(6), 14 U.S.C. § 639, and the Public Affairs Manual, COMDTINST M5728.2D.

3) PURPOSE. The purpose of this Agreement is to set forth terms by which the U.S. Coast Guard, through the U.S. Coast Guard Authors Program, will provide assistance to fiction and non-fiction authors in the research and production of works focused on the past and present missions and personnel of the Coast Guard. Coast Guard cooperation is authorized when a planned work is in the best interest of the service or the national interest, and when support can be accommodated on a not-to-interfere with operations basis based on consideration of the following factors.

4) RESPONSIBILITIES:

Coast Guard
Commandant (CG-09223) is responsible for:

- a. Evaluating all requests from fiction and non-fiction authors.
- b. Providing research and assistance to approved authors.
- c. Arranging familiarization and research visits to Coast Guard facilities for the authors.
- d. Maintaining liaison with units and commands providing assistance to authors, ensuring timely arrangements consistent with approved support.

Other Party
Author is responsible for:

- a. In most cases, an author must have a letter of commitment from a publisher before the Coast Guard will consider providing assistance.
- b. Operational readiness and security of the Coast Guard shall not be impaired.
- c. Fictional portrayals must depict a feasible interpretation of Coast Guard life, operations, and policies.
- d. The planned work will serve the national interest by contributing to public awareness of the Coast Guard as well as potentially enhancing recruiting and retention initiatives.

Figure 5-31 Authors & Artist Agreement Page 1

- e. The planned work will not appear to condone or endorse activities by private citizens or organizations when such activities are contrary to U.S. government policy or are not in the best interest of the Coast Guard.
- f. The planned work, as described in a story outline or treatment, must be authentic in its depiction of actual personnel, places, operations, and historical events.
- g. Coast Guard support to authors is limited solely to research assistance. Once the research project is complete, the Coast Guard's involvement ends.
- h. The author is required to notify the U.S. Coast Guard the anticipated publication date and where the book or article [any other form of work should be described] will be sold.

5) POINTS OF CONTACT.

Coast Guard point of contact:

Nadine Santiago
U.S. Coast Guard, CG-09223
2100 2nd Street SW, Stop 7362
Washington, DC 20593-7362
(202) 372-4646
Nadine.a.santiago@uscg.mil

Other Party point of contact:

Insert Contact Information

6) OTHER PROVISIONS. Nothing in this Agreement is intended to conflict with current law or regulation or the directives of the United States Coast Guard or Department of Homeland Security or [other party]. If a term of this Agreement is inconsistent with such authority, then that term shall be invalid, but the remaining terms and conditions of this agreement shall remain in full force and effect.

Coast Guard cooperation or assistance pursuant to this Agreement does not constitute an endorsement of [the other party's] book, article, work or project by the Coast Guard, the Department of Homeland Security, or the United States.

This Agreement does not relieve [other party] of the responsibility to comply with the provisions of 14 U.S.C. § 639 (Penalty for unauthorized use of words "Coast Guard") if applicable.

This Agreement does not constitute a waiver of any individual privacy rights of Coast Guard military or civilian personnel.

Figure 5-32 Authors & Artist Agreement Page 2

While the Coast Guard considers non-U.S. Government author's story ideas to be trade secrets, [other party] agrees to hold the Coast Guard, Department of Homeland Security, and the United States Government harmless for any revelation of aspects of treatments, outlines, story ideas, or details of [other party's] visits to Coast Guard units by individual Coast Guard military or civilian personnel.

7) EFFECTIVE DATE. The terms of this Agreement will become effective on

YYYY-MM-DD
Date

.

8) MODIFICATION. This Agreement may be modified only upon the mutual [written] consent of the parties.

9) TERMINATION. The terms of this Agreement, as modified with the consent of both parties, will remain in effect until completion of the project. The Agreement may be extended by mutual written agreement of the parties. Either party upon 30 days written notice to the other party may terminate this Agreement. The Coast Guard may terminate this Agreement immediately if it determines the other party has failed to comply with any of the terms in paragraph 4.

APPROVED BY:

AUTHOR

--

Authorized signatory

Print name

Title

Date

UNITES STATES COAST GUARD

--

Authorized signatory

Print name

Title

Date

Figure 5-33 Authors & Artist Agreement Page 3

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Appendix K: Public Affairs Guidance Template

K.1. PAG Template (Page 1)

U.S. Coast Guard Public Affairs Guidance is developed to assist Coast Guard personnel in responding to media queries.
This PAG is for internal distribution only.
The release of this document to the public, media and internet is not authorized.

U.S. Department of Homeland Security
U.S. Coast Guard PACAREA
Public Affairs Office

Public Affairs Guidance

Status of Polar Icebreakers

Effective Date: *[Date PAG becomes authorized for use]* 18 NOV 10
Termination Date: *[Date PAG is no longer valid, is due to be reviewed or updated]* 18 JAN 11

Point of Contact:
LCDR Jim Mullet, PACAREA PAO
LT John Johnson, D13 PAO, 313-990-9856
LT Terry Rich, D17 PAO
LCDR Joe Mathieu, PACAREA Cutter Program Manager, 565-809-8723

Background: *[Assume the reader knows nothing about the subject issue, incident, operation, etc. List the who, what, where, when and how. If relevant, provide a description of the information environment surrounding the subject of the PAG.]* A spring inspection of the Coast Guard Cutter Polar Sea's main diesel engines revealed excessive wear in 96 cylinder assemblies, rendering the Polar Sea unable to get underway for its fall 2010 Coast Guard Arctic patrol or its winter Arctic science deployment. Polar Sea will also be unable to meet its Operation Deep Freeze stand-by obligations. The U.S. Coast Guard owns the only U.S. icebreakers capable of operating in the polar region. Both the Polar Star and the Polar Sea are heavy icebreakers, but at the moment the Polar Star is in caretaker status and not slated to return to active service until 2013 and the Polar Sea's engine casualty will likely keep the icebreaker out of service until June 2011. The Coast Guard Cutter Healy remains in service but it is not a heavy icebreaker. These casualties eliminate the nation's only heavy ice breaking capability and degrade emergent response capability in ice-covered and ice-diminished waters. Additionally, the ability to implement national policy and preserve/protect U.S. interests in the Arctic will be affected insofar as a sovereign maritime surface presence is required. More recently, concerns about exploratory drilling in the Arctic and the fear of DWH event there has increased media interest in our capabilities in the region. The 17th CGD has engaged national media outlets such as the Washington Post and resultant articles have depicted the Coast Guard's concern and highlighted our limitations.

Situation: *[This is where an overview and assessment of the information environment surrounding the subject of the PAG is discussed.]* The value and viability of a U.S. presence in the arctic region has been an ongoing discussion in scientific, homeland defense, homeland security, maritime transportation and diplomatic circles for several

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Figure 5-34 PAG Template Page 1

K.1.a. PAG
Template
(Page 2)

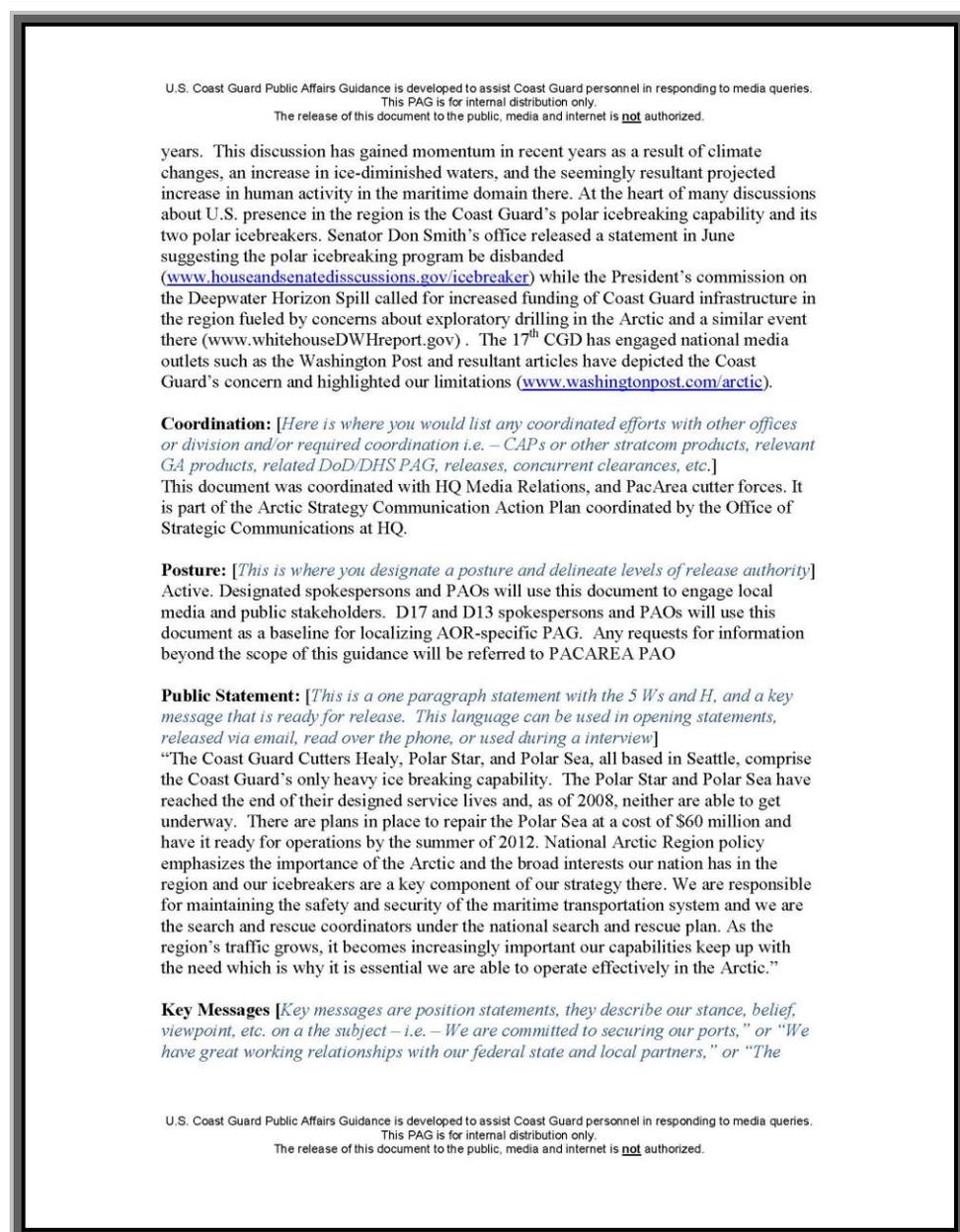


Figure 5-35 PAG Template Page 2

K.1.b. PAG
Template
(Page 3)

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public can rest assured we will clean this beach and get it back to the condition it once was before the spill']

1. It is essential we are able to operate effectively in the Arctic region.
2. Key Message 2
3. Key Message 3

Talking Points: *[While the key message encapsulates our position on given issue, a good talking point serves to support the position we've laid out with our key message. Talking points can also serve as additional amplifying information such as timelines, dates, resources, etc.]*

- The Coast Guard conducts polar ice breaking operations as directed by Title 14, U.S. Code, Sections 2 and 93 which authorize and require the Coast Guard to develop, maintain and operate ice breaking facilities.
- The Coast Guard Cutter Polar Sea was commissioned into service Feb. 23, 1978, and completed a rehabilitation project that extended its service life to 2014.
- The Polar Star is in caretaker status and scheduled to return to service in 2013.
- The Coast Guard has provided the nation's polar-capable icebreaker fleet since 1965.
- The nation's polar-capable icebreaker fleet has shrunk from eight in 1965 to the current three cutters.

Questions & Responses:

Q1. *[Make an effort to really think of questions the media might ask and write them as they might be asked. Don't waste white space on the overly obvious or easy ones asking for straight up facts (i.e. – "How many people were rescued?" or "How many assets were involved in the search?" This is information is usually available in releases or fact sheets. The reporter is looking for sound bites and newsworthy quotes and/or more context for their story. i.e. – "Why did it take so long to get on scene?" or "What challenges do you face enforcing the new regulation?"]* How would you respond to an oil spill in the Arctic?

R1. *[Each response should include information and a key message. The information should be in the form of a direct answer to the question or a use a talking point to support the key message. Use the messages and talking points listed above as much as possible. This will give the reader an example of what an effective response should look like.]* We have two sector commands in Juneau and Anchorage, two air stations in Kodiak and Sitka and an aviation support facility in Cordova. We also have three larger cutters and about 12 patrol boats and buoy tenders spread throughout the region but the closest Coast Guard base to the Arctic is 1,000 miles away in Kodiak and it would take days to reach a spill in that region, which is why it is essential we are able to operate effectively in the Arctic region.

Q2.
R2.

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Figure 5-36 PAG Template Page 3

K.1.c. PAG
Template
(Page 4)

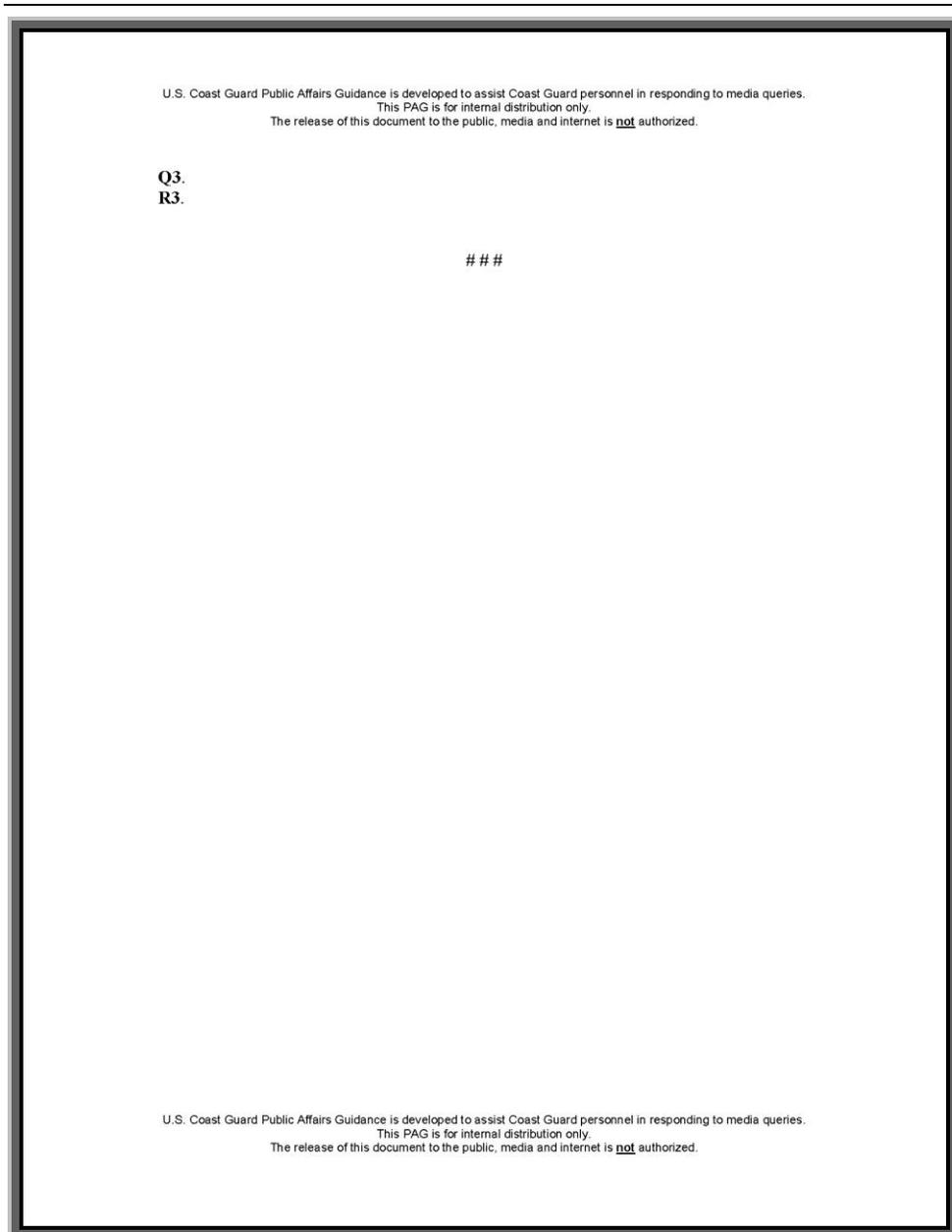


Figure 5-37 PAG Template Page 4

Appendix L: CG-FRAGPAG

L.1. CG FRAGPAG (Page 1)

Fragmented Public Affairs Guidance is developed to assist Coast Guard personnel in responding to media queries when formal PAG is not required or when a specific incident, accident or emergency requires the timely dissemination of guidance.

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U.S. Department of Homeland Security [10 pt Times New Roman]
U.S. Coast Guard Headquarters Office of Public Affairs [Bold 12 pt Times New Roman]
Fragmented Public Affairs Guidance (FRAGPAG) [16 pt Times New Roman]
Event: Raising of sexual assault convening authorities [14 pt Times New Roman]
Date/Time of Event: 25APR12
Point(s) of Contact:
Ms. Lisa Novak – Media Relations
Ms. Shawn Wren - Sexual Assault and Prevention Coordinator
Date/Time PAG Issued: 1MAY12

Background: The Coast Guard Commandant recently released a new sexual assault prevention and response program manual. It also announced the disposition of certain sexual assault cases will be made only by officers in the grade of O-6 or higher who possess special court-martial convening authority, beginning June 28. This aligns the Coast Guard with a directive issued April 20 by Dept. of Defense Secretary Leon Panetta, that the same be true for the disposition of sexual assault cases within branches of the Dept. of Defense.

Posture/Guidance: Active in coordination with announcement of new SAPR manual and coordinating SAPR rollout PAG issued 25APR12. Inquiries about Coast Guard policy shall be referred to CG-09222. Areas and district units are able to talk about how training, program requirements are/will be implemented/authorized at their level.

Messaging/Talking Points:

- The handling of certain sexual assault cases will only be made by officers holding the rank of captain or higher who possess special court-martial convening authority, beginning June 28.
- This will ensure a senior level of review by the Coast Guard's most experienced officers from the outset of certain sexual assault cases as well as ensure that the full measure of response, victim support and criminal investigative resources are brought to bear.
- This action aligns the service with a directive issued Friday by Department of Defense Secretary Leon Panetta directing the same for the handling of sexual assault cases within components of the Defense Department.

Questions & Responses:

Q1. How does the commandant's directive elevating the level of convening authority for sexual assault cases impact the way the Coast Guard will prosecute similar cases?
R1. Elevating the level of initial disposition authority will have no effect on the manner in which crimes will be prosecuted at courts-martial. Courts-martial jurisdiction has not been affected, nor have the rules for evidence or other trial procedures. The only thing that has changed is the level of seniority of the officer who at the starting point, the one who will make the initial decision to dismiss a case or to send charges to be tried by courts-martial.

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Figure 5-38 CG FRAGPAG Page 1

L.1.a. CG
FRAGPAG
(Page 2)

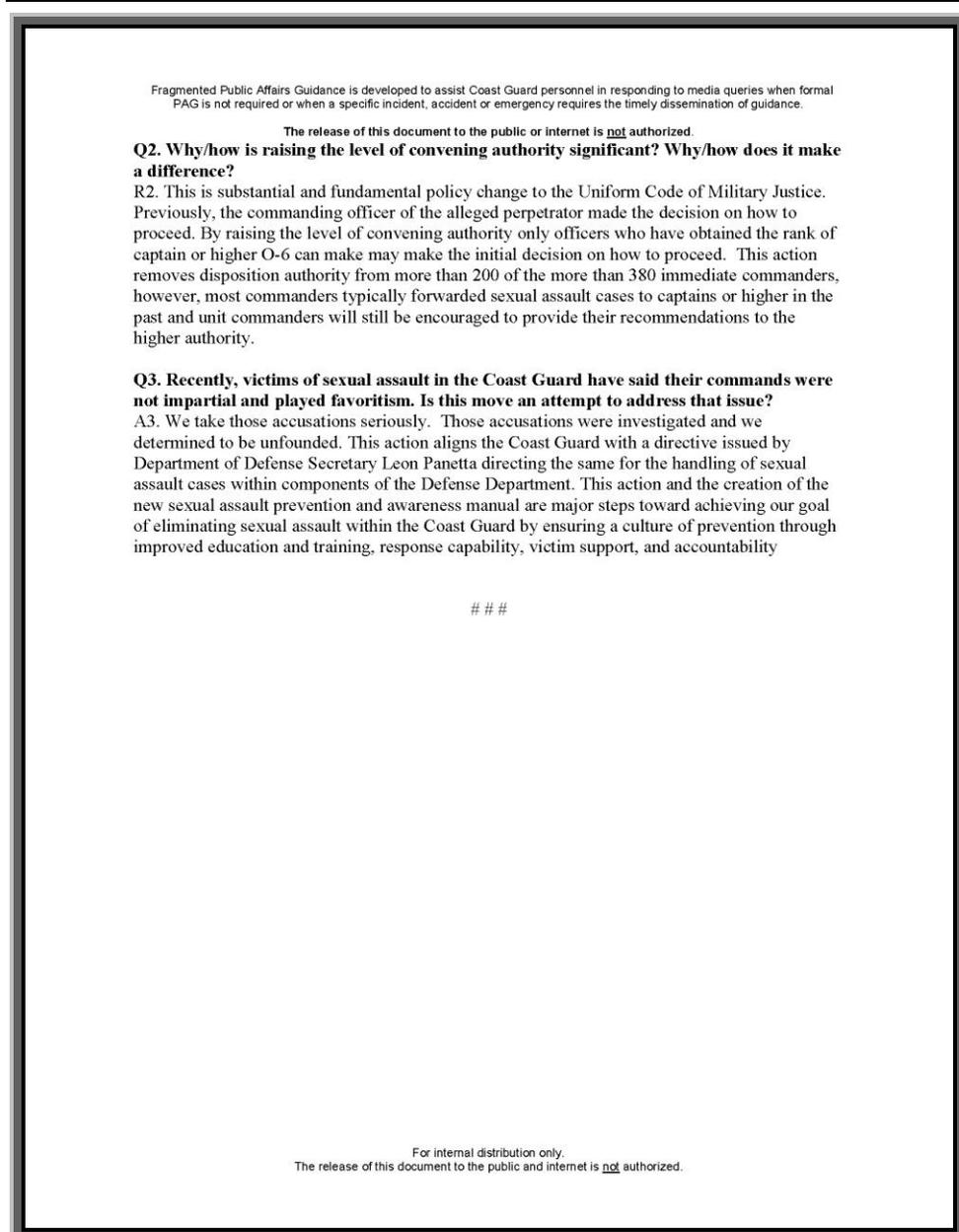


Figure 5-39 CG FRAGPAG Page 2

Appendix M: External Affairs Post Training Evaluation Sheet

**M.1. External
Affairs Post
Training
Evaluation Sheet
(Page 1)**

External Affairs Post Training Evaluation Sheet					
Unit:		Date:			
Select one:		Annual Training <input type="radio"/>	Additional Training <input type="radio"/>		
If this was additional training or specialized training please describe what training was given.					
Instructions Your experience in this training is a valuable resource to future revisions. Feel free to expand on any statement that you feel strongly about. Be as specific as possible about where there is any room for improvement. Please check one box to the right of each statement which most closely describes your feelings regarding the statement.			Strongly Agree	Agree	Undecided
			Disagree	Strongly Disagree	
Section 1 – Course Content					
The learning objectives were made known to the students. Comments:					
The class met their learning objectives. Comments:					
The objectives will be useful in executing the External Affairs mission. Comments:					
All requirements were made clear by the instructor. Comments:					
Time spent in class was valuable and instructive. Comments:					
Concepts were clearly explained. Comments:					
Each segment of the class was necessary and could not have been excluded from the training. Comments:					
Section 2 – Evaluation					
All blocks of training were relevant to the course. Comments:					
All blocks were clearly worded. Comments:					

Figure 5-40 External Affairs Post Training Evaluation Sheet Page 1

**M.2. External
 Affairs Post
 Training
 Evaluation Sheet
 (Page 2)**

The presentation was clear and easy to follow. Comments:									
Section 3 – Instructor/s									
The instructor/s had a clear command of the subject matter. Comment:									
The instructor/s was enthusiastic about their subject matter. Comment:									
The instructor/s showed evidence of careful preparation. Comment:									
The instructor/s encouraged class participation. Comment:									
Individual needs of the students were recognized by the instructor/s and assistance was provided or scheduled. Comment:									
The instructor/s made effective use of audio-visual materials and other teaching aids. Comment:									
Section 4 – General									
I will benefit from this training. Comment:									
I feel that I will be able to use the material covered in this course when the next opportunity arises. Comment:									
Additional comments, questions or concerns:									

Figure 5-41 External Affairs Post Training Evaluation Sheet Page 2

Appendix N: External Affairs Training Confirmation Sheet

**N.1.
External Affairs
Training
Confirmation
Sheet**

External Affairs Training Confirmation Sheet			
Unit:		Date:	
Street:		Telephone:	
City/ State:		Fax:	
CO/ OinC:		XO/ XPO:	
PAO:		POC:	
			<i>Select one:</i> Annual Training Additional Training
Additional Information:			
Have the following arrangements been made?			Yes
			No
Has a date and time been confirmed for the visit?			
Have travel plans been made?			
– Mode of transportation?			
–Overnight required? Location?			
Has a training room been reserved with adequate size for crew and with ability to play PowerPoint presentations?			
Will the command and majority of the unit be attending the training?			
Has a contingency plan been created in the event the visit is interrupted or canceled?			
Is there additional training requested or special focus for this visit?			
Is there any possible photo or feature story ideas from this unit?			
<i>If no has been answered to any of the above questions review before final approval.</i>			
<p>Unless operational needs or another emergency occurs, External Affairs trainers will visit the above unit on said date to perform training. If there is any need to reschedule on either end, one party will notify the other and make new arrangements as soon as possible.</p> <p>This training has been scheduled and is approved,</p> <p>_____</p> <p>External Affairs Training Manager</p> <p>_____</p> <p>Date</p>			

Figure 5-42 External Affairs Training Confirmation Sheet

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Appendix O: External Affairs Training Request Sheet

O.1. External Affairs Training Request Sheet

External Affairs Training Request Sheet			
Unit:		Date:	<i>Select one:</i>
Street:		Telephone:	Annual Training
City/ State:		Fax:	Additional Training
CO/ OinC:		XO/ XPO:	
PAO:		POC:	
Additional Information: 			
Have the following scenarios been met?			Yes
Please submit at least three different dates to receive EA training.			No
1.			
2.			
3.			
Is this to satisfy your unit's required annual External Affairs training?			
Is this additional training or specialized training that your unit would like to receive to enhance the External Affairs mission? Details, please be specific: (on-camera interviews, photos, dealing with media, etc.).			
Will the command and majority of the unit attend the training?			
Do you have a training room with adequate size for the crew and with the ability to play PowerPoint presentations?			
Any possible photo or feature story ideas from your unit?			

Figure 5-43 External Affairs Training Request Sheet

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Appendix Q: Public Affairs Training Calendar

Q.1. Public Affairs Training Calendar (Page 1)

Public Affairs Training Calendar

Introduction: The purpose of this TTP is to outline Public Affairs training requirements within a standard schedule for all Public Affairs practitioners.

Annual Internal Training Calendar

Topic	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Nature of News												
Feature Writing												
News Release Writing												
Public Affairs Guidance												
Imagery Databases												
Command Messages												
Video Shooting/ Story Telling												
Video Editing/ Production												
Internet Posting and Use												
Developing Comms Plans												
508 Compliance												
Marketing												
On-Camera Interviews												
Spokesman Preparation/ Interview Techniques												
News Briefings and Media Escorts												
Entertainment Media/ MOPIC												
Social Media												
Release of Information/ Media Law												
Outreach Engagement Tools												
Media Training												
MISLE												
Use of Flash												
Digital Still Camera												
T-PAX												
Grammar												
Speaker's Bureau												
Photo Composition												
Enlisted Career Advancement												
Photo Captions												

Figure 5-45 Public Affairs Training Calendar Page 1

**Q.2. Public
 Affairs Training
 Calendar
 (Page 2)**

Annual Internal Training Record
 I=Instructor
 C=Completed
 *=Incomplete

Topic	Date	Instructor							
Nature of News									
Feature Writing									
News Release Writing									
Public Affairs Guidance									
Imagery Databases									
Command Messages									
Video Shooting/ Story Telling									
Video Editing/ Production									
Internet Posting and Use									
Developing Comms Plans									
508 Compliance									
Marketing									
On-Camera Interviews									
Spokesman Preparation/ Interview Techniques									
News Briefings and Media Escorts									
Entertainment Media/ MOPIC									
Social Media									
Release of Information/ Media Law									

Figure 5-46 Public Affairs Training Calendar Page 2

**Q.3. Public
Affairs Training
Calendar
(Page 3)**

Outreach Engagement Tools									
Media Training									
MISLE									
Use of Flash									
Digital Still Camera									
T-PAX									
Grammar									
Speaker's Bureau									
Photo Composition									
Enlisted Career Advancement									
Photo Captions									

Figure 5-47 Public Affairs Training Calendar Page 3

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Appendix R: Communication Action Plan Template

R.1. Intro	All Coast Guard communication action plans should attempt to follow the standard format outlined below. However, strict adherence is not required as scale, scope, and circumstances will vary from situation to situation. This template may include the following sections: Situation, Scope, Overall Goal(s), Targeted Audiences, Key Messages, Tactics, Evaluations, and/or Outreach Matrix (if appropriate). Sample communication action plans are available from CG-092 upon request.
R.2. Title	Include a title.
R.3. Situation	Define why the communication action plan is needed in a clear statement of the issue or problem.
R.4. Background	When defining this statement, it is crucial to consider any and all assumptions that were made when defining the issue/problem statement. This critical background information will provide the necessary foundation in which to move forward with the development of the communication action plan.
R.5. Scope	Determine who will deliver your message to its intended audience. Who are the best messengers to reach your target audience?
R.6. Overall goal(s)	Define the ultimate goal(s). What must be accomplished? How should the program and/or issue be perceived by the targeted audience? For each goal defined, there must be a specific, measurable, and achievable objective.
R.7. Targeted publics	Define the target audience. Who needs to hear this information?
R.7.a. Internal Audience	Remember the internal audience, the members of the Coast Guard active duty, reserve, auxiliary, civilians, and contract support personnel, when defining the targeted publics. Ensure the people of the Coast Guard know what is going on.
R.7.b. Congressional Audience	If members of congress are identified as a targeted audience, Commandant (CG-0921) crafts a congressional engagement strategy for the issue or event.

R.8. Key messages	What messages do the targeted public need to hear? Tailor the messages to the targeted audience. Key messages must be simple, consistent, and clear. They must be easily understood and must resonate with the targeted audience and be in complete alignment with broader institutional messages.
R.9. Tactics	Determine specific step-by-step actions for achieving the goals. Choose effective communication tactics that are relevant to the targeted public. All program managers must work closely with Commandant (CG-09222), the Media Relations Branch, when considering media-related tactics. Determine what the deliverables will be (press releases, interviews, editorials, articles, an ALCOAST, Commandant SITREP, etc.), the timeline for these, and who is responsible for each of them.
R.10. Evaluation	Another consideration when developing a communication action plan is how the plan will be evaluated.
R.10.a. Tracking	Is there a way to determine if the stated goals are being met? Is it possible to track and gauge the process made along the way? Can course corrections or different approaches be identified and can they be made? Such measurements can be news articles or letters to the editor that include the message or the reduction/elimination of negative calls/letters/articles, etc.
R.10.b. Implementation	Once the communication action plan has been approved and distributed, the process does not end until the plan has been implemented, adjusted as needed, and carried out through completion.
R.11. Program manager	Identify responsible office, points of contact, and contact information (e-mail address, telephone number).

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External Affairs TTP

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