

U.S. Department of  
Homeland Security

United States  
Coast Guard



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# COAST GUARD EXTERNAL AFFAIRS MANUAL



COMDTINST M5700.13  
FEB 2014





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# COMMANDANT INSTRUCTION M5700.13

Subj: COAST GUARD EXTERNAL AFFAIRS MANUAL

- Ref:
- (a) External Affairs Tactics, Techniques, and Procedures, CGTTP 1.04.1 (series)
  - (b) Information and Life Cycle Management Manual, COMDTINST M5212.12 (series)
  - (c) The Coast Guard Freedom of Information and Privacy Acts Manual, COMDTINST M5260.3 (series)
  - (d) Gift Acceptance by Bands, Honor Guard and Drill Teams, COMDTINST 4001.1 (series)
  - (e) U. S. Coast Guard Personal Property Management Manual, COMDTINST M4500.5 (series)
  - (f) Limited Personal Use of Government Office Equipment and Services, COMDTINST 5375.1 (series)
  - (g) Standards of Ethical Conduct, COMDTINST M5370.8 (series)
  - (h) United States Coast Guard Regulations 1992, COMDTINST M5000.3 (series)

1. PURPOSE. This Manual establishes policies and standards for the administration of the Coast Guard External Affairs Program for both Coast Guard Headquarters and the field.
2. ACTION. All Coast Guard commanders, commanding officers, officers-in-charge, deputy/assistant commandants, and chiefs of headquarters staff elements shall comply with the provisions of this Manual. Internet release is authorized.
3. DIRECTIVES AFFECTED. The Coast Guard Public Affairs Manual, COMDTINST M5728.2 (series), Coast Guard Partnership with First Book, COMDTINST 5350.5 (series), Retired Flag Officer Biographical Material/Requirements, COMDTINST 5700.3 (series), and The Coast Guard Engagement Framework, COMDTINST 5730.2 (series) are canceled. All Commandant directives referencing the Public Affairs Manual and The Coast Guard Engagement Framework are now directed to this Manual and Reference (a).

## DISTRIBUTION –SDL No. 163

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NON-STANDARD DISTRIBUTION

4. DISCLAIMER. This guidance is not a substitute for applicable legal requirements, nor is it itself a rule. It is intended to provide operational guidance for Coast Guard personnel and is not intended to nor does it impose legally-binding requirements on any party outside the Coast Guard.
5. MAJOR CHANGES. Major changes are derived from the cancellation and consolidation of directives and policies from the Public Affairs Manual and The Coast Guard Engagement Framework. The External Affairs Manual combines all the elements of governmental and public affairs policy. Public affairs and governmental affairs tactics, techniques, and procedures are now consolidated within Reference (a).

a. Major extractions include:

- (1) The cancellation of the six primary objectives of public affairs;
- (2) Certain requirements for command public affairs officers;
- (3) Redundancies to the Medals and Awards Manual, COMDTINST M1650.25 (series);
- (4) Redundancies to the Policy for Naming of Cutters and Shore Facilities, COMDTINST 5726.10 (series);
- (5) Guidance on internal publications;
- (6) Redundancies to U.S. Coast Guard Heraldry, COMDTINST M5200.14 (series);
- (7) Guidance relating to the Partnership in Education Program redundant to guidance found in the Coast Guard Civil Rights Manual, COMDTINST M5350.4 (series);
- (8) Cancellation of Coast Guard participation with the First Book Program;
- (9) Cancellation of the Strategic Communications Program;
- (10) Redundancies to the Commandant Instruction Manual for Cutter Events, COMDTINST M5031.1 (series).

b. Major additions include:

- (1) The fundamental concepts of external affairs as an element of operations;
- (2) New directives and policy for governmental affairs, personal activities, contingency readiness, workforce management, career development, and standardized practices;
- (3) Comprehensive policy regarding Coast Guard imagery;
- (4) Consolidated authority of flag officer biography requirements;

- (5) Comprehensive policy updates for entertainment media relations;
- (6) Consolidated guidance for unit collateral duty external affairs, governmental affairs, and public affairs officers.

6. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS.

- a. The development of this Manual and the general policies contained within it have been thoroughly reviewed by the originating office in conjunction with the Office of Environmental Management, and are categorically excluded (CE) under current USCG CE # 33 from further environmental analysis, in accordance with Section 2.B.2. and Figure 2-1 of the National Environmental Policy Act Implementing Procedures and Policy for Considering Environmental Impacts, COMDTINST M16475.1 (series). Because this Manual contains guidance on, and provisions for, compliance with applicable environmental mandates, Coast Guard categorical exclusion #33 is appropriate.
- b. This directive will not have any of the following: significant cumulative impacts on the human environment; substantial controversy or substantial change to existing environmental conditions; or inconsistencies with any Federal, State, or local laws or administrative determinations relating to the environment. All future specific actions resulting from the general policies in this Manual must be individually evaluated for compliance with the National Environmental Policy Act (NEPA), DHS and Coast Guard NEPA policy, and compliance with all other environmental mandates. Due to the administrative and procedural nature of this Manual, and the environmental guidance provided within it for compliance with all applicable environmental laws prior to promulgating any directive, all applicable environmental considerations are addressed appropriately in this Manual.

7. DISTRIBUTION. No paper distribution will be made of this Manual. An electronic version will be located on the following Commandant (CG-612) web sites. Internet: <http://www.uscg.mil/directives/>, and CGPortal: <https://cgportal2.uscg.mil/library/directives/SitePages/Home.aspx>.

**NOTE:** If paper copies are required please complete Certificate for Need of Printing, DHS Form 500-07, which can be found at [http://www.uscg.mil/directives/Printing\\_Graphics.asp](http://www.uscg.mil/directives/Printing_Graphics.asp).

8. RECORDS MANAGEMENT CONSIDERATIONS. This Manual has been evaluated for potential records management impacts. The development of this Manual has been thoroughly reviewed during the directives clearance process, and it has been determined there are no further records scheduling requirements, in accordance with Federal Records Act, 44 U.S.C. 3101 et seq., National Archives and Records Administration (NARA) requirements, and Reference (b). This policy does not have any significant or substantial change to existing records management requirements.

9. FORMS/REPORTS. None.

10. REQUEST FOR CHANGES. Units and individuals may recommend changes via the chain of command to Commandant (CG-09225).

S. D. POULIN /s/

Director of Governmental and Public Affairs







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## CHAPTER 1. DOCTRINE

- A. External Affairs Doctrine. External affairs doctrine expresses how Coast Guard external affairs activities contribute to campaigns, major operations, routine operations, and tactical activities; it is a guide to action, not a set of hard and fast rules. External affairs is the program the Coast Guard uses to engage and communicate with the public and stakeholder groups. It encompasses, but is not limited to, public affairs, governmental affairs, tribal affairs, and congressional affairs. It also includes the coordination of operations and outreach activities through an integrated communication planning process to help ensure public understanding of and support for Coast Guard roles, missions, and operations. Doctrine provides a common frame of reference for thinking about the application of external affairs engagements in support of Coast Guard missions. Doctrine links theory, history, experimentation, and practice. Its objective is to foster initiative and creative thinking. Doctrine is authoritative, but not controlling; it requires discretion and judgment in its application.
  
- B. Concept of External Affairs Operations. The external affairs mission is to plan, coordinate, and implement communication strategies designed to build understanding, credibility, trust, and mutually beneficial relationships with the publics who the Coast Guard serves. External affairs uses a rigorous, sophisticated approach to planning and implementing communication strategies that is comprehensive, integrated, and synchronized with our plans, policies, programs, and operations.
  1. Transparency. Inherent in the First Amendment to the Constitution under Freedom of Speech and Freedom of the Press, the American people have an expectation of transparency and a right-to-know from their government (the right to petition the government for a redress of grievances). To meet this obligation, 14 U.S.C. § 93 specifically empowers the Commandant to, “collect, publish, and distribute information concerning Coast Guard operations.” As servants of this public trust, we have an obligation and responsibility to objectively inform the citizenry we serve about Coast Guard activities. The need for transparency is the foundation for our axiom of “maximum disclosure, minimum delay.”
  2. Element of Operations. External affairs is an element of operations that is fundamental to mission success. External affairs is the unique capability that enables effective communication and engagements with key publics, which in turn contributes to achievement of operational objectives. The Coast Guard External Affairs Manual, its references, and the concepts contained herein mandate internal and external engagement as an integral component of mission planning and execution. External affairs cannot be an afterthought. Operations themselves convey a message that must be considered and aligned with the public’s expectations. As such, operational planning should incorporate integrated communication planning at the earliest stages. Doing so provides the best opportunity to ensure:
    - a. The right communication goals and objectives are established;
    - b. The right audiences are identified;

- c. The right messages are developed;
  - d. The right communication tools are used at the right time.
3. Levels of Responsibility. External affairs is an organizational, command, and individual responsibility. Keeping lines of communication open between the Coast Guard and its stakeholder groups is a basic function of management and leadership. Commanding officers should develop, implement, and utilize an external affairs program that promotes public understanding of the Coast Guard, keeps the public informed of Coast Guard activities, and keeps Coast Guard personnel informed and knowledgeable of service plans, policies, and actions. External Affairs advances the goals and missions of the Coast Guard by leading, directing and coordinating communication that expands awareness of the service's unique and enduring value to the nation. External affairs inspires support for the Coast Guard by fully informing the public and elected officials of the accomplishments, capabilities, and requirements of our personnel, and by building trusted relationships within DHS, and with external groups, constituencies, and Congress. The American public deserves and demands credible, authentic, and knowledgeable spokespersons, which are often the people executing the mission. Therefore, external affairs is every Coast Guard member's (military, civilian, and auxiliary) responsibility. The Coast Guard authorizes and encourages its members to publicly discuss, under command guidance, non-restricted aspects of their areas of responsibility..
- a. External communication is communication and engagement that builds awareness, understanding, credibility, trust, and mutually beneficial relationships with external publics on whom the command's success depends.
  - b. Organizational communication empowers Coast Guard personnel to act as credible spokespersons and increases internal understanding and service credibility on issues of external interest.
4. Releasing Information. The Coast Guard empowers its personnel to serve as spokespersons for the service. In general, those who acted or are responsible for the actions taken should talk about it and those who did neither should not.
- a. In order to fulfill the public's expectation, this principle reminds personnel that unless they are directly involved in an activity or are responsible for that activity, they generally should not publicly discuss it. If they are, then they are likely an important source of information for that topic, subject to command authority and other external affairs guidance (security, accuracy, policy and propriety).
  - b. Accuracy is paramount in describing Coast Guard actions and practices, but must be balanced with timeliness of release. While the Coast Guard must tell its story accurately, it must also tell it first. A vacuum of information will be filled by a source, either credible or not. Balancing the completeness of information and its timeliness must be done with the objective of public understanding in mind. The Coast Guard should be guided by a bias for the release of information, even in the presence of incomplete information or uncertainty. Likewise, adverse information

that is otherwise of public interest should not be withheld simply to avoid embarrassment. Additional reasons to withhold information may include security and personal privacy. These reasons must be applied judiciously in accordance with specific policy to ensure the protections required by law are met. However, they must not be over-applied and allowed to stifle vital open discourse and understanding that is in the public's interest.

5. Standard of Ethics. Above all else, tell the truth. The Coast Guard expects every employee to act responsibly when releasing information, to not shade the truth, and to protect information that is restricted from release. Intentionally withholding information that is otherwise releasable (after considering security, accuracy, policy and propriety) is unethical and erodes public trust in individual spokespersons and the Coast Guard as a whole. Every Coast Guard employee serves the public and should always treat members of the public, elected representatives, reporters, stakeholder groups, businesses, and organizations equitably and with respect. Coast Guard employees carry out their external communication duties in the public interest.

C. Operations and External Affairs. The purpose of this doctrine is to provide guidance in preparing, planning, executing, and assessing Coast Guard engagements in the communication environment in support of service objectives.

1. Mission Success. Shared understanding is a strategic resource vital to Coast Guard success. Understanding the communication environment at all levels of command is a necessity for optimal mission results. Coast Guard operations depend on a shared understanding of the situation, capabilities, challenges, and mission objectives. Misunderstanding in any of these areas can create a gap between the Coast Guard and public expectations and demands.
2. External Affairs Challenges. Challenges include the need to develop and maintain relationships necessary to obtain access, and therefore the opportunity to convey a message with credibility. Operational challenges include the complexities of operations, difficulty in identifying and distributing high-quality information, and third parties that may be equally or more engaged with our stakeholders through the use of modern social media or other external engagement techniques. Technical challenges include establishing and maintaining connectivity in widely distributed locations where in-person engagement may be necessary. The technologies to interact in the global information environment are potentially available to everyone, which results in tremendous opportunities, but also brings with it challenges. Virtually, everyone now has the capability to pass information, coordinate, exchange ideas, and synchronize their actions instantaneously. This in turn yields another challenge: limited available public and stakeholder time and attention.
3. Commander's Intent. Coast Guard commanders visualize, plan, and direct operations. External engagements are a part of those operations. The commander's intent in any operation should define and explain a desired outcome or end-state to be achieved through external engagements and other operations so the staff can develop appropriate

communication goals, objectives, and an executable plan. The commander should not only visualize the desired end-state, to be achieved through external engagements and operations, but also understand that other entities may limit the effectiveness of Coast Guard external engagements through engagements of their own. Communication goals in support of operational objectives can vary, ranging from increased awareness through trust, support, understanding, action, and advocacy.

- D. Communication Planning. The Coast Guard employs an integrated communication planning model to ensure coordinated and synchronized communication that conveys strategic intent through the delivery of the right message to the right audience at the right time to achieve operational or organizational communication goals or objectives.
1. Execution. The proper execution of fully developed communication plans results in the delivery of messages to specific audiences that convey strategic or command intent in order to achieve a desired end-state; this is a process often referred to as strategic communication. This process is supported by the communication planning function that coordinates, integrates, and synchronizes communication efforts at all levels of the service.
  2. Principles.
    - a. Shared Understanding. The desired end-state of external affairs engagements is to ultimately achieve and maintain a shared understanding, between the Coast Guard and the publics we serve, of the value the Coast Guard provides the nation. Effort to nurture and keep shared understanding current is worthwhile, as it can be effectively translated into optimal action at the strategic, operational, and tactical levels.
    - b. Communication Alignment. Communication alignment is coordination of messaging across stakeholder groups resulting in cohesive message themes so different publics and stakeholders do not arrive at different understandings. Communication alignment helps minimize the distribution of mixed messages that can confuse the public or harm service credibility. If information coming from multiple Coast Guard sources is misaligned, public understanding could be lost.
    - c. Communication Integration. This element of communication planning ensures the most appropriate mix of communication tools are applied to a given communication challenge, thereby providing the best chance of achieving the desired communication end-state. The communication planning process helps identify the optimal mix of communication tactics for a given communication challenge.
    - d. Coordinating Communication. Because external communication can and should occur at all levels of the Coast Guard, communicators must continuously seek opportunities to link field and mission-level communication with broader organizational themes, priorities, and objectives to explain why Coast Guard activities are important to local communities and the nation. Connecting tactical



messaging to longer-term, service-wide themes and objectives helps convey the value of the Coast Guard and helps ensure the public remembers the value statement long after the details of the tactical message are forgotten. Coordinated communication supports our ultimate goal of shared understanding.

- e. Receiver Focus. The publics, stakeholders, and interest groups the Coast Guard engages with consist of people with varying interests, backgrounds, and levels of understanding about the service and its missions. In order to successfully achieve shared understanding with them, communication must be created and delivered based on their information consumption needs, preferences, and perceptions. This includes consideration of how the individual receiving the communication accesses information and which obstacles are likely to prevent a message from being received and understood as intended. Crafting receiver focused communication requires constant evaluation and a keen understanding of the communication environment. This understanding is gained through the use of quantitative and qualitative data found in media analytics, social media metrics, surveys, academic research, and other evaluation tools used by public affairs practitioners.
  - f. Commitment to Professional Excellence. Every communication effort, be it a public speaking engagement, congressional testimony, a news release, staffer briefing, a multi-media release, or blog post, deserves to be approached with the understanding that we never get a second chance to make a first impression. Just as boat coxswains, search and rescue coordinators, aviators, and marine safety professionals all strive to attain and maintain proficiency in their chosen specialty, so too must external affairs officers (EAO), public affairs officers (PAO), governmental affairs officers (GAO), public affairs specialists (PA), and unit PAOs.
- E. External Engagement Process. Before communication about a specific issue, event, or idea begins it is important to first know what is the desired end-state of that communication effort. Developing the right communication goals that support operational or organizational objectives, and identifying the most appropriate strategies and tactics to achieve those goals, is done through the application of a four-step management process. This process, known to communication professionals as research, plan, implement, and evaluate (RPIE), is critical to deliberate, sustained, and results-oriented external engagement. This cyclical process allows external affairs planners to effectively assess the communication environment, identify threats or opportunities, plan a course of action to mitigate threats, optimize opportunities, implement the course of action, and evaluate the effectiveness of the actions taken.
- 1. Research. The first step in the external affairs process requires an assessment of the opinions, attitudes, knowledge, and behavior of publics concerned with or affected by the specific operations and/or policies of the Coast Guard. This is done in numerous ways, but represents the most important and often most overlooked step in the engagement process. What is learned during the research phase provides the foundation for engagements and informs future steps in the process.

2. Plan. Information gathered during the research step is used to make decisions about which publics require engagement, how best to engage them, and when to engage them. This is where external affairs planners decide on communication goals, strategies, and tactics best suited to accomplish the communication objectives based on what is known of the public's opinions, attitudes, knowledge, and behavior toward the matter at hand.
  3. Implement. This step involves execution of the plan and engagement with external publics, using strategies and tactics developed in the plan, in order to achieve communication objectives. External affairs practitioners must be mindful of who is doing or saying what including when, where, and how.
  4. Evaluate. This step requires external affairs planners to assess the preparation and execution of the plan as well as the results. Evaluation is conducted during plan implementation to make adjustments as needed, verify the plan is working, or inform the decision to discontinue the plan. If the desired results are not being obtained, external affairs planners use the evaluation step to assess the validity of assumptions, actions, and decisions made during the research, planning, and implementation phases. Lessons learned and insight gained throughout the process, particularly during the evaluation stage, feeds back into future research, planning, and implementation. Post implementation evaluation completes the last step; evaluation captures all effort made for the matter and the total results of the effort.
- F. Levels of Engagement. Shared understanding is achieved through varying levels of engagement. The level and intensity of engagement selection vary depending on the public or stakeholder with whom the Coast Guard is engaging, how they consume information, the desired goal or end-state, and the degree of pre-existing personal trust of that stakeholder. The concept of using the right engagement tool at the right organizational level for the right public is a helpful way to ensure that communication efforts are appropriately focused, efficiently executed, and designed to achieve a goal or objective with a particular group or audience.
1. Awareness Engagements. This is the most frequent form of engagement used to gain or provide awareness. This can be achieved via informational events such as news releases, blogging, mission days, media briefings, tours, and the use of honor guards and the Coast Guard Band. Members simply being in-public and in-uniform can generate awareness. The main objective of these engagements is to build awareness of a particular Coast Guard operation, issue, strategic objective, or response among affected or interested publics and to gain awareness of public views, concerns, positions, equities, expectations, and intent.
  2. Relationship Building Engagements. Once awareness is achieved, continued outreach fosters relationships, credibility, and trust. Investing our time and energy in building pre-need relationships to facilitate mission success pays large dividends. Similarly, when we remain open to other people and organizations seeking to establish rapport, we allow them to see the Coast Guard as a stakeholder. Relationship building can be accomplished

via social media, frequent press coverage, face-to-face meetings, participation in public-private forums, social engagements, phone conversations, or any other mode of communication. The process of developing contacts and building trust with these contacts facilitates the two-way communication essential in the modern external environment and 24/7 news cycle.

3. Information-Sharing Engagements. Once relationships, credibility, and trust are established, the flow of information can be more effective and efficient. Established relationships and earned credibility, coupled with the timely release of relevant information, position the Coast Guard to communicate effectively. Effective communication not only informs, it helps define understanding of missions, policies, and operational issues. This condition enables us to communicate first with maximum effect and minimum interference or distraction. Fostering informed support for our service. These engagements can take the form of news and imagery releases, participation in entertainment productions, blogging, briefings, notifications, formal testimony, informal responses to inquiries, government advisories, and other engaging events.
  4. Dialogue Engagements. This level builds on information-sharing engagements, but is characterized by a higher degree of exploration of issues and information arising from more complex circumstances, policies, broad national interests, and large operations. These engagements can take the form of intensive conversation during delegation visits, an extended series of briefings, and the provision of informal views on legislation. They can also take place with embedded media, support to entertainment productions, or during research conversations with media outlets. Online discussions with stakeholders and members of advocacy groups, using social media or with current and former employees in community forums, are additional examples of dialogue.
  5. Consultation Engagements. These engagements draw on strong existing relationships, usually developed over an extended period, to promote the Coast Guard. They require a high level of mutual trust and coordination. These engagements are used when providing legislative drafting assistance to Congress, participating in NGO or service support organization collaboration, working with service advisory committees and port-level partners, and during major contingency planning and exercise scenarios.
- G. Principles of Engagement. Successful engagement at all levels requires the implementation of best practices and principles to maximize the potential of every engagement opportunity. The following principles can be used at all levels of engagement and will help standardize efforts across Coast Guard engagements.
1. Perspective. Think like the selected external audience, public, or stakeholder and anticipate likely reaction to various presentations of your core message.
  2. Synchronization. Synchronize external engagements with other operations and the operational environment.

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

## CHAPTER 2. POLICY

- A. Authority. The Director of Governmental and Public Affairs, Commandant (CG-092), is the authority for all Coast Guard external communication and integrates the functions of governmental affairs, public affairs, and communication coordination and planning. This Manual, together with Reference (a), provide the step-by-step guidance to perform the many activities of these functions.
- B. Components. The External Affairs Program is divided into three interdependent components: public affairs, governmental affairs, and communication coordination and planning. Effectively enhancing operations often requires the synchronized efforts of all three components. Each component uses different tactics and procedures to accomplish external affairs goals, and all communication activities require alignment.
1. Director of Governmental and Public Affairs (CG-092). Commandant (CG-092) is responsible for overall policy, guidance, and program management for external affairs; overseeing the Coast Guard's governmental affairs, public affairs, and communication coordination and planning offices. External affairs practitioners play a key role in organizational communication by informing the workforce about Coast Guard issues, and providing senior leadership counsel and assistance in effective communication strategies and tactics.
  2. Office of Congressional Affairs (CG-0921). Commandant (CG-0921) is responsible for overall governmental affairs policy and guidance for the Coast Guard's Governmental Affairs Program. This office is responsible for engagement with congressional and other governmental entities in Washington D.C., as well as overseeing the congressional affairs activities for the entire Coast Guard. Almost all Coast Guard units have access to and interaction with local, regional, and national elected officials. Coordination with Commandant (CG-0921) is imperative to ensure message alignment, especially regarding senior Administration officials and Members of Congress.
  3. Office of Public Affairs (CG-0922). Commandant (CG-0922) is responsible for the overall policy and guidance of the Coast Guard's Public Affairs Program. Commandant (CG-0922) engages with national media, coordinates the public affairs activities for Coast Guard Headquarters, and advises the Commandant on all public affairs issues as well as oversees the public affairs activities for the entire Coast Guard.
  4. Office of Communication Coordination and Planning (CG-092). Commandant (CG-092) is responsible for conducting long and short-range communication planning that coordinates and synchronizes external engagement with operations across multiple audiences, navigates topics with unclear or complex communication objectives, and ensures consistency of external communication efforts during prolonged initiatives. Commandant (CG-092) also maintains and develops Coast Guard capabilities, capacity, processes and procedures for systematic coordination of external affairs operations and the incorporation of strategic objectives into tactical engagements, including coordination of organizational (internal) communication and branding.

5. Area External Affairs. Area external affairs staffs serve as public, governmental, and international affairs advisors to area and district commanders. In coordination with Commandant (CG-092) and Commandant (CG-DCO-I), area external affairs staffs translate strategic guidance into tactical direction for external engagements within an area's area of responsibility (AOR). Area external affairs staffs may lead national-level external affairs engagements and provide support for cross-district events as needed. During regional contingency and surge operations, area external affairs staffs act as the resource coordinator for the districts in the AOR. Policy and guidance for carrying out responsibilities for international affairs is contained within the U.S. Coast Guard Foreign Affairs Policy Manual, COMDTINST M5710.5 (series). Area external affairs staffs also serve as the press secretary to the area commanders, are the primary spokesperson for the areas, and the servicing public affairs office for area units.
6. Deputy Commandant for Mission Support (DCMS). Commandant (CG-0922) serves as the servicing external affairs support element for DCMS commands to include Force Readiness Command (FORCECOM), the Director of Operational Logistics (DOL), and all training centers. When appropriate, and especially due to close proximity of other external affairs support elements, Commandant (CG-0922) will coordinate with district and area external affairs offices to provide appropriate support.
7. District External Affairs. District staffs serve as spokespersons for the districts and are responsible for the execution of the governmental, public and international affairs programs within a district's AOR.
8. District External Affairs Officer (EAO). The district EAO ensures coordination of external affairs activity at the district level, incorporates communication coordination and planning and tactical direction from Commandant (CG-092) with local operational requirements, and serves as the district commander's external affairs officer responsible for regional policy development and management of the district's external affairs program.
9. District Public Affairs Officer (PAO). The district PAO manages the public affairs program at the district level, supervises the public affairs staff and detachments, advises the district commander on public affairs issues, and acts as the press secretary to the district commander. The PAO is responsible for the development and management of the district's media relations, social media, community relations and organizational communication programs. The PAO also provides support, advice, and technical expertise to the units within the district's AOR.
10. District Governmental Affairs Officer (GAO). The district GAO acts as the government affairs advisor to the district commander and provides support and technical expertise to the units within the district's AOR.

11. Unit. Unit level personnel manage the unit's external affairs program and work closely with the District External Affairs staff. All units shall establish a source of public affairs support, whether assigning a permanent party member as a collateral duty PAO or by identifying public affairs support within the unit's chain of command. Units are also encouraged to establish a source of governmental affairs support in the same manner to establish outreach methods to state and municipal officials, local congressional staffs, tribal entities, and other government partners. A unit collateral duty GAO can also serve as a point of contact for the district GAO.
- C. External Affairs Coordination (Battle Rhythm). Every day Commandant (CG-092) compiles reports and briefs for senior Coast Guard and DHS leadership to ensure situational awareness of service activities and developing issues to synchronize and deconflict external affairs announcements and activities throughout the department and to allow mutual support of regional and national objectives. The battle rhythm previews upcoming announcements (news releases, blog posts, media advisories, feature releases, multimedia releases, significant rulemakings), press interviews, and public events (public and governmental) planned for senior leadership and regional commanders. Further guidance on external affairs coordination, and the specific methods by which these reports are drafted, are found in Reference (a).
1. The Coast Guard maintains a system of delegated external affairs authority; reporting of field activity is an important part of maintaining the required situational awareness and alignment. Commandant (CG-092) will promulgate the weekly external affairs battle rhythm to include coordinating mechanisms and timing of field reporting to support leadership needs and to ensure external affairs efficiency. Headquarters directorates, area, district and subordinate commands will promulgate reporting requirements to their units to meet the battle rhythm.
  2. Planned media relations activities include any engagement with media, support to the Coast Guard Office of Public Affairs, Motion Picture and Television Office (MOPIC) activities, roundtable events (blogger or mainstream media), and launches of campaigns or other strategic initiatives. Reports of planned media engagements are required regardless of the level of anticipated media attention (e.g. local, regional, or national level media.) Planned news releases and media advisories shall also be reported at least three days in advance of the event or planned release. In addition, planned district or higher-level blog posts shall also be reported if not previously noted. Further guidance can be found in Reference (a).
  3. Reports are not required for emergent issues and cases such as active SAR, COTP control actions or law enforcement cases that are not planned. However, when these events are reasonably expected to garner national press coverage, timely advance notice shall be provided via the chain of command to the duty Commandant (CG-092) public affairs officer by the most expeditious means.
- D. Release of Information. It is Coast Guard policy to make available to the public all information about, and imagery of, service activities except those specifically restricted by

law, operational security, or policy. This should be done in a forthright, expeditious manner. It is critical to manage the balance of timeliness, completeness, accuracy, and synchronization to ensure that information is responsibly conveyed. Information can be made public electronically, in writing, through imagery, by live or taped broadcast, or person-to-person. The rules for release of information apply equally to all methods of information sharing (official and unofficial) and across all mediums and audiences.

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



Information Act), if the information is a trade secret or considered privileged or confidential, if the information is contained within inter- or intra-agency documents that would not be available by law to a party other than one in litigation with the agency, if the information is a clearly unwarranted invasion of personal privacy, or if the information could jeopardize or interfere with a judicial proceeding, or law enforcement or other Coast Guard operations.

- a. Classified and Security Information. Do not release classified information. Withhold information that violates security or compromises ongoing operations, such as specific operational details (e.g. numbers or types of equipment, asset operating schedules, destination, personnel, or missions). Consult with a servicing external affairs office and command security officer before releasing information that might compromise operational security (OPSEC) or originate from an intelligence-based source.
- b. Privacy and Privilege. Reference (c) provides guidance for responding to requests for records under FOIA and the Privacy Act, and describes the exceptions to release of information. Release of an individual's personal identifiable information without the individual's consent may violate the Privacy Act or FOIA (or other law). Consult with a servicing external affairs office, the FOIA/privacy officer, or servicing legal office for guidance.
- c. Trade Secret. Proprietary information that Coast Guard members may have access to during their performance of duties may be protected via intellectual property laws. This could include technical specifications for equipment, drafts of scripts or screenplays, media story ideas, photos or videos taken during testing periods or filming support operations. This information would not normally be available to the public and therefore restricted from release. Reference (c) contains additional guidance pertaining to trade secrets.
  - a. Physical Security. Ensure secure spaces are sanitized prior to giving tours or capturing imagery within a secure space. Seek approval from appropriate authorities before providing access to secure spaces to external publics.
3. Information Operations (Info Ops) and Psychological Operations/Warfare (Psy Ops). The Coast Guard is prohibited from participation in information operations or psychological operations as described in Department of Defense (DoD) Joint Publication 3-61, "Public Affairs," May 9, 2005, and Joint Publication 3-13, "Information Operations," February 13, 2006, in interactions or releases of information to the public.

E. Mission-Specific Guidance for the Release of Information.

1. Search and Rescue.

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

- c. The names of victims or survivors obtained by the media from other sources shall not be confirmed regardless of the veracity of information, unless the Coast Guard has already released the names. In these cases, the cognizant release authority may release a statement confirming the status of a Coast Guard member but shall not release the name until 24 hours after NOK notification.
  - d. In some situations, NOK notification in a timely manner might not be possible and the need to release the Coast Guard member name becomes critical to close family, friends, and external publics outside of the NOK. In these cases, cognizant release authorities shall work closely with the responsible Decedent Affairs Officer (DAO) authority and present a course of action for policy waiver to Commandant (CG-0922).
3. Coast Guard Accidents Involving other Branches of the Armed Forces. Coast Guard units participating in joint operations, including exercises, which are under the operational control of another service or combatant command, shall follow the public affairs guidance for that command. Coast Guard spokespersons operating in-theater shall ensure all news releases, articles, and imagery are cleared for release through the designated military command with the authority to release information. In joint missions involving a military mishap, the first announcement of the incident should be made by the parent service. The release of names of members of other services involved in an accident will be made by that member's service in accordance with that service's policy.
  4. Releasing Information about the Coast Guard Response to an Accident Involving Another Branch of the Armed Forces. When the Coast Guard responds to an accident involving another service, we may release information on our part in any rescue or recovery attempt. Generally, information the Coast Guard releases will be centric to Coast Guard operations. Do not elaborate on the type of distress. Information about the other service's equipment or personnel will be limited to basic facts including: confirming that an accident has taken place, the general location, the time we received the report, the number of people rescued, and general information about Coast Guard units involved. Make every effort to coordinate the release of information with the impacted Department of Defense command. Do not release any information that may violate operational security.
  5. Release of Information about Coast Guard Operations while Deployed to a Department of Defense (DoD) Combatant Command. Deployed Coast Guard units may embed/embark media as authorized under DoD guidelines. Embed requests must be coordinated through the embed coordinator at the appropriate combatant command or major command. Follow DoD public affairs policy, or specific combatant command public affairs policy, when deployed in support of DoD operations.
  6. Non-Military Incidents. A non-military incident is a situation, which could adversely affect U.S. foreign relations or the safety of U.S. citizens abroad. Non-military incidents include hijackings, asylum requests, the seizure of or interference with the navigation of a U.S.-flagged ship, the detainment or harassment of a U.S. citizen abroad, conflicts between U.S. and foreign fishing vessels, and law enforcement actions taken against a

foreign-flagged ship. The release of information related to a non-military incident shall be coordinated through the responsible district or area public affairs office with concurrence from the Global Maritime Operational Threat Response (MOTR) Coordination Center as applicable.

7. Non-Categorized Contingency or Accident. A non-categorized contingency or accident is a situation that could potentially have been caused by and cannot clearly be discounted as a terrorist attack. In these incidents, timely, authoritative, and consistent information is vital to public safety and confidence. Statements, press releases, web/social media postings, and imagery releases must be clearly and carefully conveyed to promote public safety, protect future courses of action (including investigations), and not stoke speculation. Coast Guard spokespeople shall not speculate as to the cause of an incident. Any further statements, to include determining a terrorist incident, will be referred to the appropriate lead agency if identified. Further statements must first be coordinated with other relevant authorities at the local and national levels. Coordination at the national level is through the national joint information center via Commandant (CG-0922). This guidance is not meant to inhibit a local commander from informing the public of truly vital public safety information. In the absence of the coordination described above, PAOs and the leadership they serve must use their best judgment to assess the need to provide information for public safety, information management, and rumor control. Should the Coast Guard be directly involved in the detection, disruption, or response to an event that cannot immediately be discounted as an attack, initial statements shall be limited to:
  - a. “The Coast Guard is responding to a report of (describe report) with the following assets (generally describe assets while protecting operational security of any ongoing operation);”
  - b. “This information is only preliminary and may change as we gather more information. We will provide more information as it becomes available;”
  - c. Any specific Coast Guard action (closed river, port, increased MARSEC);
  - d. Any action the Coast Guard wants mariners or the public to take;
  - e. “The Coast Guard is working in cooperation with our federal, state, and local partners to protect lives, mitigate damage, and support further investigation of this incident by the appropriate authorities.”
8. Release of Information Regarding Law Enforcement Cases. The timely release of information and imagery about law enforcement operations is consistent with national policy and serves to build awareness and support for our service’s unique authorities and capabilities. Coast Guard spokespersons shall ensure that the release of information or imagery does not compromise ongoing operations or investigations, endanger lives, or reveal information beneficial to criminals and other adversaries.

9. Ongoing Operations. The pro-active release of information about ongoing law-enforcement activities/operations is not authorized except in those cases where specific operational objectives are achieved through the proactive release of information. Designated Coast Guard spokespersons may be authorized to confirm the conduct of an operation in response to query in PAG, but shall defer providing any releasable information until the operation has been concluded.
10. Identification of Law Enforcement Personnel. Under no circumstances are Coast Guard spokespersons authorized to attribute information or quotes to anonymous sources in public releases. If the threat condition is so high as to merit no personal identification at all, there should be no release of any information about the case at all. In these cases, the cognizant district or area PAO shall be consulted prior to the determination that information cannot be safely released. Information identifying Coast Guard law enforcement personnel in photos, video, or audio is prohibited from release only when a specific threat or intelligence of such a threat exists that such a release will place the person in danger. In these cases, the cognizant district or area PAO shall be consulted with the security manager prior to the determination that information cannot be safely released. Information identifying law enforcement personnel from other agencies will only be released in accordance with the policy or desires of those agencies.
11. Counter-Drug Operations. Announcements of a drug-related investigation, seizure, or arrest of suspects is generally made by the lead agency. The Coast Guard shall release information as soon as practical following the enforcement action and at other key points in the case (seizure, drug offload, cutter return to homeport). There is no requirement to wait until follow-on actions, such as drug or prisoner transfer or prosecution, are complete so long as operational security and investigative leads are not jeopardized. The balance of timely release and protection of operational security and investigations is accomplished through coordination with the prosecuting Assistant U.S. Attorney's Office and other involved agencies. It is the responsibility of the lead Coast Guard unit, most often the district within whose AOR the seizure occurred, to balance these factors to maximize external affairs value of these high profile cases while also protecting required information.
  - a. Releasable information includes:
    - (1) The fact that the Coast Guard has made a seizure and/or arrests of suspects;
    - (2) The name and homeport of the cutter making the interdiction;
    - (3) The name, flag-state, and description of seized assets;
    - (4) The date, time, and general location of the law enforcement action;
    - (5) Whether a pursuit was involved, if warning shots or disabling fire were used, if resistance was encountered, and what general measures were taken to gain compliance;

- (6) The number of people detained or arrested, and their nationalities;
- (7) The type of narcotics and the estimated amount of the seizure;
- (8) The activities and contributions of participating agencies if cleared by appropriate authorities within that agency;
- (9) Video or still imagery of the interdiction once cleared by the cognizant district public affairs office and USAO.

b. The following information shall not be released:

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

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

a. The following information shall be released:

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

13. Courts Martial of Coast Guard Personnel. Courts martial proceedings are public and as such, the cognizant district external affairs office shall be notified by the convening authority prior to commencement of summary court martials, special court martials, and Article 32 proceedings so that an informed decision can be made on the need for information release. While a court martial is not a routine matter, they happen frequently enough such that not all court martial cases are newsworthy and therefore may not merit a proactive release of information. For high-profile cases, PAOs shall consult enclosure 15 (U.S. Coast Guard Media Relations in High Visibility Court-Martial Cases) of the Military Justice Manual.

a. The following information is generally not releasable:

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

- (7) The identity, testimony, or credibility of actual or possible witnesses.
- b. Non-judicial punishment (NJP) is an administrative matter and, in general, information about NJP is not released to the public, as it would violate privacy. However, if in the opinion of the convening authority, after consultation with a public affairs officer and staff judge advocate, the public's need to know exceeds the protection afforded under privacy standards, the release of information about NJP proceedings is authorized. The release of information in such cases will be coordinated between the PAO and the appropriate district legal office.
14. Sexual Assault Prevention and Response. The ultimate authority concerning release of information at any stage of the military justice process resides with the convening authority. The general default media posture, throughout the service, for military justice cases involving charges of sexual assault is active, rather than respond to query or passive for those points where information is a matter of public record. The ultimate determination of whether to issue a news release remains the purview of the convening authority with the legal advice of his/her Staff Judge Advocate (SJA) and counsel from her/his PAO. The Coast Guard must consult with the victim prior to releasing information on criminal proceedings. Convening authorities should consider not releasing information against a victim's wishes, especially if it may discourage participation in the prosecution of a case. While the posture has changed to active, no press releases will be issued without the authorization of the court-martial convening authority, with the prior advice (and preferably concurrence) of the SJA.
- a. Each sexual assault case, indeed each military justice case, is unique and requires deft handling. Convening authorities should consider a passive or response to query posture for sexual assault cases as the exception, rather than the norm. Considerations must also be given to the accused's privacy interest.
- b. Whether disclosure of information regarding the accused constitutes an unwarranted invasion of privacy depends upon the assessment of whether the accused has a reasonable expectation of privacy. The release of information relating to a criminal proceeding is subject to Rules of Professional Ethical Conduct for the attorneys involved in the case, Service regulations, security requirements, judicial orders, applicable laws such as the Privacy Act, the Freedom of Information, and the Victim and Witness Protection Act.
- c. Information may not be disseminated if it could reasonably be expected to violate any of these laws or regulations, or if release would interfere with law enforcement proceedings or deprive a service member to a fair trial or an impartial adjudication in a criminal proceeding. Publicly released information will include only factual matters and will not offer subjective observations or opinions, and must have the approval of the Convening Authority, after receiving advice from the SJA.
15. Litigation Against or Involving the U.S. Coast Guard. Comments on pending litigation against or involving the Coast Guard, while not prohibited in all circumstances, have the



potential to affect ongoing cases. The release of information about litigation involving the Coast Guard shall be coordinated through the appropriate public affairs office at district, area, or headquarters. In all cases, coordination with the appropriate servicing staff judge advocate or legal officer is required prior to the release of information.

- F. Communication Plans. The communication coordination and planning process is implemented in the Coast Guard through the use of the long-range, communication plans and short-term, communication action plans (CAP). These plans ensure that all levels of the organization with equities in a subject matter are engaged and collaborating to best position the Coast Guard for success. A long-term communication plan is developed to plan for and coordinate communication activities that involve multiple issues, last six or more months in length, and that may include several phases that require individual CAPs. A CAP is a simplified and standardized method of organizing, coordinating, and synchronizing complex engagement activities. A standardized CAP is employed for discrete, short-term, single-phase issues or events that have medium to high visibility.
1. Parameters. The following criteria shall be engaged or expected before initiating a CAP:
    - a. Significant external interest;
    - b. Involves issues that require sustained or in-depth communication;
    - c. Complex outreach, i.e., to many different audiences including government, public, stakeholders, families of victims, and/or employees;
    - d. Engagement across various organizational layers with DHS or other affected agencies.
  2. Usage. CAPs shall be used to organize, coordinate, and synchronize communication on all significant matters. The need for a CAP for pre-planned operations and events should be anticipated to allow sufficient time for a use of the deliberate communication planning process. This could be several months or weeks in advance depending on the operation. However, in the case of a no-notice event or contingency, CAPs may be created just in time to coordinate the external affairs response. Examples include:
    - a. National Events. Coast Guard milestones, participation in nationally recognized observances, and deployment of resources for high-visibility responses, e.g. Commandant's change of command, record drug bust, Earth Day, Coast Guard Day, initial deployment for military operations or support for hurricane response;
    - b. Policy Implementation. New policies that will substantially affect a segment of the maritime industry or general public as identified by the Coast Guard, DHS or other agency as "significant," e.g. completion of reports of investigation for major marine incidents involving death or headquarters rulemakings (notice of proposed rulemaking, interim rule, or final rule), annual delivery of the President's budget;

- c. Pre-planned Operational Activities. National or regional level operations, events and campaigns that are politically sensitive, can cause disruption or concern to the public, or gain significant national or regional press interest;
  - d. Mission Irregularity. Release of reports related to Coast Guard accidents with loss of life (employee or civilian) or severe damage that result in an administrative investigation (final action of the convening authority) or safety investigation (final report), e.g. loss of aircraft, cutter collision with another vessel, or negligence resulting in loss of civilian lives or property;
  - e. Reputational Damage. Public actions or information that will bring discredit or embarrassment to the Coast Guard, e.g. audits, reports, major court martial, or allegations of government malfeasance;
  - f. Command Discretion. A CAP may be employed at the discretion of the commanding authority or Commandant (CG-092).
3. Governance. Headquarters level communication plans and CAPS shall be coordinated through Commandant (CG-092), and will be created according to the format and process maintained by Commandant (CG-092). Field level plans, except those relating to the matters described above, shall be coordinated by the area/district staffs using a standardized format maintained by Commandant (CG-092).



## CHAPTER 3. PUBLIC AFFAIRS

### A. Responsibility.

1. Office of Public Affairs (CG-0922). The Office of Public Affairs, Commandant (CG-0922), is responsible for coordinating, with the Department of Homeland Security and all affected Coast Guard commands, the release of information relative to national and international interests, for determining whether information should be released at the seat of government or by local staffs, for servicing all national media, and for review and clearance of releases dealing with:
  - a. Subjects of potential controversy among the military services;
  - b. Policy of other federal agencies;
  - c. Public statements on domestic, foreign, and military policy;
  - d. Statements or information on non-military incidents;
  - e. Information reflecting or implying the degree of success of intelligence efforts, including intelligence efforts in support of the enforcement of laws and treaties;
  - f. Subjects of national interest and those involving more than one district;
  - g. Releases of information on the commissioning, decommissioning, relocation, or other significant changes to Coast Guard units. Do not release any information of this nature to the media before Headquarters notifies the appropriate congressional representatives.
2. Area Commanders. Area commanders are responsible for the public affairs programs within their AOR, and may release information regarding their respective activities without prior approval from higher authority unless otherwise directed by this Manual, Commandant (CG-092), delegated authority, or the Office of the Commandant.
3. District Commanders. District commanders are responsible for the public affairs programs within their AOR, and may release information regarding their respective activities without prior approval from higher authority, unless otherwise directed by Commandant (CG-0922), area commanders, or this Manual.
4. Commanding Officers & Officers-In-Charge. Commanding officers and officers-in-charge may release information regarding their respective activities without prior approval from higher authority, unless otherwise directed by Commandant (CG-0922), area commanders, district commanders, or this Manual. The primary unit contact for public affairs guidance and the release of information is the unit's collateral duty public affairs officer, the unit's servicing public affairs detachment, district public affairs office, or area public affairs office. Commands will seek, from district public affairs offices, annual public affairs training for all hands to include guidance on the rules for the release of information (including imagery and social media), conducting media interviews,

staging or attending public events, and responding to inquiries from the public. Sectors, air stations, area cutters, and training centers shall designate a collateral duty public affairs officer who shall carry out the unit public affairs program. Collateral duty PAOs shall become familiar with the policies contained within this Manual, as well as Reference (a), and guidance provided by Commandant (CG-0922). Careful thought should be given by commanding officers and officers-in-charge in selecting the collateral duty PAO. Collateral duty PAOs must possess poise under pressure, a good understanding of all Coast Guard roles and missions, and how they relate to their unit. They should also possess excellent speaking and writing skills, and most importantly, a desire to engage with the public about the Coast Guard. The most successful collateral duty PAOs are those who have been at the unit for at least one year, are qualified in their main specialty, and are trusted and respected by unit personnel who must support the unit external affairs mission. Commanding officers and officers-in-charge must provide notification to their servicing public affairs detachment or district public affairs office of any release of information or imagery or any press inquiry that is:

- a. Likely to generate national media interest, congressional interest, significant regional interest, or interest by publications of record;
  - b. Tied to national level issues (example: new cutters, aircraft or small boat; ribbon cutting of new facilities, etc.);
  - c. Likely to impact Coast Guard reputation.
5. Public Affairs Detachment (PADET). PADET personnel are assigned to the district command cadre, but are detached duty to a region. Each PADET is usually collocated with a sector or air station to provide daily direct media relations, social media, and imagery support to the field. PADET personnel remain available for assignment and deployment to other areas as needed. While the PADET reports to the district PAO, its personnel provide public affairs support to the units within the geographic area they are assigned and shall maintain a close relationship with units and collateral duty public affairs officers. Field commanders shall fully incorporate the PADETs into daily operations and ensure close cooperation and synchronized effort between the unit's collateral duty public affairs officer and the PADET. Field commanders should include PADET personnel in daily operations briefs, planning for major events, and other activities so that PADET personnel can fully support the unit daily and during crisis or contingency events.
- B. Public Affairs Guidance. Public affairs guidance (PAG) is frequently used to support spokespeople, commanding officers, and officers-in-charge. PAG is developed at the PADET, district, or area public affairs office, or Commandant (CG-0922) levels relevant to the ownership of the issue or event for which the guidance is provided. PAG is developed when engagement with the press, stakeholders, public, and online readers is likely at various levels of the organization. There is more than one possible spokesperson and consistency is required to allow public understanding. PAG provides background, situation, analysis, coordinating instructions, authority, key messages, talking points, and questions and

responses to support a specific event, issue, or objective. The standard PAG format shall be used and is available in Reference (a) or from the servicing public affairs office. Developing PAG involves analysis of external factors, publics, messaging, the issue, and internal factors for which only fulltime public affairs personnel are trained. Therefore, unit or staff personnel should not develop PAG without assistance from servicing public affairs professionals. PAG is not an external communication product but a coordination document. While key messages and talking points, as well as responses to questions, contained within PAG may be used verbatim, the document itself is administrative in nature and shall not be shared outside the Coast Guard. Commandant (CG-0922) shall maintain a library of PAG that is accessible to all public affairs professionals to allow efficiency and the adoption of best practices.

- C. Media Relations. Engagement with mass media provides a robust means of achieving awareness and other communication objectives as it provides a conduit to large portions of the public at one time. Communication with the media is but one element of an integrated approach to communication. As a component of public affairs, media relations is defined as proactively working with mass media to provide information about the service's activities, its people & policies, or providing responses to inquiries from mass media. The principle objective of media relations is to support Coast Guard operations by providing timely, factual, relevant, and contextualized information to our publics about their Coast Guard.
  - 1. Media Engagement. The Coast Guard shall make available to the public all information about, and imagery of, the activities of the service except that which is specifically restricted by law. Credibility is a core element of successful media relations. Successful media relations relies upon the service's reputation for honesty, accuracy, and timeliness. To ensure the service retains this reputation, all Coast Guard spokespersons shall adhere to the following requirements for media relations.
    - a. All statements made to the media by any member of the service are provided on-the-record, for attribution. This requirement does not prevent qualified public affairs officers or public affairs specialists from providing journalists with background information. Background information, for purposes of this policy, is that which provides context on a subject to augment publicly released information. Note: the practice of providing an off-the-record comment to a journalist is prohibited.
    - b. No member of the Coast Guard will intentionally or knowingly provide disinformation or misinformation to the media.
    - c. No member of the Coast Guard will withhold from the media information that is releasable under law and policy. This specifically includes information that is considered bad news, or news that will make the service or its members look bad. Bad news does not get better with time. Timely, coordinated, proactive release of all newsworthy information, even embarrassing, sustains the credibility of the service.
    - d. Coast Guard spokespersons shall provide factual information and not editorialize, lobby, deal in conjecture, speculate, or directly respond to hypothetical questions. Spokespersons do have a responsibility to provide context and supporting information

to explain why the facts are important and what they mean for the service and the public.

- e. Story ideas presented by media to the service are considered trade secrets and are restricted from release. If another media outlet asks to cover the same story, equal access must be granted. Advise both outlets that other requests for the same story idea are being concurrently handled.
  - f. The Coast Guard does not grant exclusives or exclusive access to personnel or operations. There may be situations where the availability of a principal or operational constraint limits the breadth of media access that can be provided and a media pool is impractical or ineffective. When these constraints of time and space allow only limited or singular media access, it is not considered an exclusive. The public affairs officer shall select a media outlet that best reaches the intended audience. In special circumstances, or when access is limited, public affairs officers/specialists may prioritize access to those outlets with the greatest ability and capacity to disseminate information to the relevant public. Consistently selecting one media outlet over another for granting interviews or access to facilities or officials, however, exposes the service to charges of bias and undermines a professional relationship with press outlets.
  - g. Request for interviews or engagement with national news outlets and foreign news outlets shall be reported to Commandant (CG-0922). Foreign news outlets, such as the BBC, CBC, AFP, etc. shall be provided the same access to information as domestic news outlets for hard news stories.
  - h. Requests for news features, embeds & embarkations, subject matter experts, or leadership interviews by foreign news media outlets shall meet the appropriate level of engagement. Consideration should be given to the primary audience for the story and whether or not the expenditure of resources is justified.
  - i. During spill responses where the amount of the spill is still under investigation, or simply unknown, the Coast Guard must state that the information will become available as soon as a preliminary investigation is completed or when the scale of the spill or potential spill is known.
2. Media Access to Operations.
- a. Embarks, Embeds. Coast Guard units shall provide the media with the broadest access possible to Coast Guard operations and personnel. This includes the aggressive use of embarkation and embedding of media during day-to-day operations, patrols, training evolutions, marine inspections, deployments, and responses.
    - (1) Embark. An embarkation or embark is defined as a short visit of less than 24-hours by the media aboard a facility, unit, or on a ride-along.

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



- i. Embarked or embedded media shall be afforded reasonable access to document operations.
  - j. Embarking or embedding entertainment media shall be coordinated by the Coast Guard Motion Picture and Television Office (MOPIC).
  - k. Coast Guard public affairs specialists or official photographers may embark or embed on all Coast Guard operations, and aboard all assets, including those engaged in interdiction operations. Considerations of the release of information or imagery captured by Coast Guard public affairs specialists during operations shall not preclude their embarkation or embedding, nor shall it preclude their capturing imagery during operations. Official imagery must be collected for historical, situation awareness, investigatory, and public affairs uses. All materials released for public affairs purposes are reviewed for security and policy in accordance with this Manual prior to release.
3. Media Pools. A media pool is an arrangement where one reporter or a small number of journalists are allowed to observe an activity in exchange for agreeing to share their information and imagery with other members of the press. The media generally dislike media pools, however, they are an option when the demand for access exceeds its availability or where the presence of a large contingent of journalists would disrupt operations or other official activities. Pools are generally preferred to a first-come, first-served process for limited access. Public affairs personnel must weigh the benefits and downsides of open access, pools, or limited-but-selective access for the press. Media pools may be necessary when space available constraints are known ahead of time (such as in a courtroom, aboard aircraft, etc.). Contact a servicing public affairs office for guidance on establishing media pools.
4. Embargoes. Embargoes are agreements between the organization releasing information and the journalists receiving that information that it will not be made available to the public until an agreed upon time. While sometimes practical to provide media with a preview of prepared material that will be publicly released in the immediate future, embargoes are not routinely used by the Coast Guard and should be used only when genuinely necessary. Media recipients of embargoed material have no legal obligation to obey restrictions, although they normally do out of courtesy and mutual convenience. The use of embargoed information shall be coordinated with Commandant (CG-0922) via the appropriate area or district public affairs staff.
5. Media Relations Products. News releases, feature releases, blogs, multimedia releases, media advisories, fact sheets, photos, or video releases are the primary products developed for media relations activities. Media relations products shall be of the highest quality, which reinforces service credibility. In the digital news environment, more and more information is copied and pasted directly into online stories or blogs; increasing the need for high quality news releases and other media relations products. Area and district PAOs, media relations website administrators, and official social media site authors and administrators shall develop and implement a quality control process for their media

relations products that best fit their unit's work processes. Release authority for media relations products shall only be given to personnel who have demonstrated the ability to consistently issue products of the highest quality. It should be noted that duty public affairs watchstanders may have attained the skills necessary to qualify for watch, but may still be developing the skills necessary to consistently issue quality products.

- a. Standards. The format of materials produced for consumption by the media shall comply with the standards set forth in the Associated Press Stylebook.
    - (1) Only named, attributed sources appear in Coast Guard issued news releases. The use of anonymous sources in Coast Guard news releases is prohibited.
    - (2) Coast Guard media relations products shall be free of libelous or slanderous statements. Libel is untrue or defamatory information that is written, printed, or broadcast. Slander is spoken defamation. In general, both are considered injurious to a person, company, or organization's reputation. Defense against accusations of libel or slander is the truth.
  - b. Imagery. The media rely upon the Coast Guard to provide them with compelling imagery of our operations. Photos and video tell the Coast Guard story better than any other medium. The release of imagery to the media follows the same rules for release of any information.
  - c. Online Media Products. Media relations products that will be viewed online must be compliant with Section 508 of the Rehabilitation Act of 1973.
6. Media Engagement Tools. There are a variety of systems and services available that allow efficient media outreach during daily and crisis operations. Commandant (CG-0922) shall determine which system will be used by the Coast Guard to create, manage, disseminate and allow engagement using media relations products. Commandant (CG-0922) will provide public affairs staffs with direction for acquisition or use of these tools or services. No other systems are authorized.
  7. SAPP. The acronym SAPP stands for security, accuracy, policy, and propriety. The acronym is a helpful way to gage whether or not a subject of information is releasable or not. A subject of information could range from data about a search and rescue case to a photograph or video of suspected drug smugglers. In every release of information to the public, SAPP must be used as a paramount rule of thumb when deciding what element of information should be release or withheld.
    - a. Security. Information shall be made fully and readily available to the public, unless its release would violate any element of security policy or mission integrity. All Coast Guard personnel are responsible for safeguarding sensitive information. Each Coast Guard member must understand what could compromise operational security, whether being interviewed by the media or sharing information with family or

friends. The Coast Guard receives inquiries and information requests on a daily basis. Effectively, public affairs activities are a key element of operational security.

- b. Accuracy. It is the responsibility of the Coast Guard to make available timely and accurate information to the public, elected representatives of the public, and the news media so they may understand the facts about the services we provide them. Timely and accurate release of information helps to assist Coast Guard missions. We must always provide truthful, accurate, and timely information to external and internal audiences.
  - c. Policy. For every Coast Guard activity, a policy regulates how the activity will be carried out or conducted. For public affairs, the service-wide authority rests with the Director of Governmental and Public Affairs, Commandant (CG-092). Regional public affairs policy exists at the area, district, sector, and unit command level. At any level, members carrying out public affairs missions must be familiar with the Coast Guard policies applicable to their activities. In turn, areas, districts, sectors, commanding officers, and officers-in-charge must ensure that every Coast Guard member receives regular public affairs training.
  - d. Propriety. Propriety is another word for appropriate. Information that is reliable and accurate may not always be appropriate to release. Also, the person releasing information might not always be the appropriate person or authority to make a release. No public affairs activity is allowed to conflict with our core values or with any ethical standard. In essence, Coast Guard public affairs cannot bring discredit to the government, our service, or be inconsistent with the standards of appropriate behavior and conduct.
- D. Entertainment Media Relations. One way to engage external publics is by engaging with the entertainment industry. Cooperation with entertainment entities is authorized for productions in which the best interests of the Coast Guard and the public are served and when the support can be accommodated on a not-to-interfere with operations basis.
- 1. Responsibilities. The Coast Guard first determines whether the production is entertainment or news when considering support for a television or film production. This determination dictates the nature of the Coast Guard's relationship with the production company and its representatives. The Coast Guard Motion Picture and Television Office, Commandant (CG-0922M), manages all entertainment production arrangements and shall coordinate all Coast Guard cooperation with the entertainment industry. Commandant (CG-0922M), in coordination with Commandant (CG-0922), is responsible for determining which productions are entertainment and which are news. In some instances, projects typically identified as entertainment may be categorized by the Coast Guard as news and handled accordingly. All Coast Guard units or personnel approached to support documentary, motion picture, serial television, reality TV, game shows, video games or other productions that may be categorized as entertainment shall forward these requests to Commandant (CG-0922M) to determine the validity of the production request, verify the production's distribution method, prescribe the appropriate course of support, or

decline participation.

2. Entertainment vs. News. Entertainment productions are a commercial enterprise principally concerned with making a profit. The Coast Guard's cooperation with film producers and entertainment productions is supported by United States Code, Title 14, Section 659, and guided by the general restriction on the use of public resources for commercial or private enterprise. Specific support criteria are employed to determine whether the use of personnel, equipment, and facilities in entertainment productions is appropriate for the Coast Guard's participation. Entertainment business practices, legal concerns, and practical considerations related to the on-screen portrayal of the Coast Guard also make it prudent for the Coast Guard to implement production assistance agreements specifying the terms and conditions of support. News is principally concerned with reporting on the activities of government. The relationship between the Coast Guard and the news media is governed by the Constitutional principle of a free press.
3. Entertainment vs. Advertisement. Advertisements are produced to promote or sell commercial products or services (as opposed to simply entertain). Use of Coast Guard personnel, equipment, and facilities in an advertising production is prohibited because of the potential for actual, implied, or perceived Coast Guard endorsement of the commercial products or services. Assistance may only be provided to an entertainment-oriented production when cooperation results in benefitting the Coast Guard or when the assistance supports national interests. The Coast Guard can only support productions that do not appear to condone or endorse activities by private citizens or organizations.
4. Approval and Cooperation Conditions. Since cooperation with entertainment entities requires a level of trust and accountability, engagement in this field requires legal, official documentation. When support for a project is appropriate, Commandant (CG-0922M) shall implement a production assistance agreement (PAA) based on numerous criteria including the production company's ability to attain and validate the guarantee of distribution within the United States or a guarantee of acquisition from a nation-wide distributor or broadcast network for the production. Commandant (CG-0922M) shall work with Commandant (CG-094) to ensure the PAA remains current and shall incorporate best practices from DoD PAAs and DHS requirements for PAAs. Cooperation with entertainment industry requires specialized knowledge and experience. Commandant (CG-0992M) shall assign a project officer (commissioned, non-commissioned, or civilian) who shall be designated by Commandant (CG-0922M) as the principal Coast Guard liaison to the production company. This liaison will be responsible for all aspects of the assigned project. He or she will provide technical guidance to field public affairs and operational personnel supporting entertainment projects and act as the liaison between the production company and the field.
5. Use of Coast Guard Personnel and Equipment and Facilities. The Coast Guard will provide resources consistent with a production assistance agreement on a not-to-interfere with operations basis.

- a. Non-Competition with Other Sources. U.S. Coast Guard personnel, equipment, and facilities will not compete with commercial and private enterprises. For example: the Coast Guard will not provide a helicopter or a pier to film from if there are adequate commercial helicopters and piers available, even if the scenes being shot involve other Coast Guard resources.
  - b. Facilities as Locations. Use of facilities as locations for entertainment productions without on-screen portrayal of the Coast Guard or other Coast Guard content will not be authorized. "In the best interests of the service," is defined to include on-screen portrayal in order to support public affairs goals while at the same time providing good stewardship of public resources. Authorized exceptions include providing assistance to other government agencies officially cooperating with a production, and in certain circumstances when no other private or commercial source is reasonably available to a production and the use is not in conflict with other policy or regulations. Commandant (CG-0922M) will coordinate any and all agreements relating to the use of Coast Guard property for entertainment productions.
  - c. Use of Coast Guard Markings. To reduce the diversion of Coast Guard resources to support a project, when appropriate, Commandant (CG-0922M) may authorize producers to temporarily use official service markings on private vehicles, vessels, and aircraft for entertainment productions that accurately depict Coast Guard assets.
6. Use of Coast Guard Imagery for Entertainment Productions. Coast Guard imagery (photographs, film, video, and video with audio) may be provided to specific entertainment productions upon request. Imagery residing in the Coast Guard's central repository is considered public domain and may be used and reproduced for entertainment purposes without permission or fee. Forward all release forms relating to entertainment productions to Commandant (CG-0922M). No public domain imagery can be licensed to any individual production or production company.
7. Reimbursement. The Coast Guard is authorized by United States Code, Title 14, Section 659 to seek reimbursement for costs associated with assisting film producers. Commandant (CG-0922M) will coordinate all reimbursement, but will seek to incorporate entertainment production support in conjunction with regular operations.
  - a. Regular Operations. The production company shall not be required to reimburse the Coast Guard when such support is officially assigned to a particular command or unit. Normal training and operational missions that would occur regardless of Coast Guard assistance to a particular production are not considered to be chargeable to the production company. Beyond actual operational expenses, no charges shall be levied for asset usage (i.e., rental or depreciation factors).
  - b. Reimbursement Procedures. Each Coast Guard unit supporting an entertainment production that incurs extra costs outside of normal operations shall provide Commandant (CG-0922M) with individual statements of charges in accordance with the Coast Guard Reimbursable Standard Rates, COMDTINST 7310.1 (series).

Reimbursements for production assistance shall be restored to each specific account from which they are drawn.

- c. Applicability. The production company shall be billed for only those expenses that are considered to be additional expenses to the Coast Guard and unless unrealized will be itemized within the appropriate production assistance agreement. The assigned Commandant (CG-0922M) project officer shall serve as the central coordinator for submitting statements to the producer and monitoring receipt of payment to the Coast Guard.
- d. Travel. As a condition of support, the production company being assisted by the Coast Guard will be charged with the travel, lodging, per diem, and incidental expenses for the Coast Guard project officer and any other assigned military technical and safety advisor(s) whose presence may be required by the Coast Guard. These charges will be made in accordance with guidance outlined in DoD Instruction 5410.16, "DoD Assistance to Non-Government, Entertainment-Oriented Motion Picture, Television, and Video Productions," January 26, 1988, at rates prescribed by the DoD Per Diem, Travel and Transportation Allowance Committee. The Coast Guard is not authorized to accept gifts of travel for participation by personnel in the commercial promotion of a completed motion picture or television production. Travel in support of a Commandant (CG-0922M) approved production is not considered a gift of travel.
8. Promotions and Credits. The release of a motion picture or television show containing Coast Guard content is an excellent opportunity to capitalize on the marketing activities of a production company and ensuing public interest to further inform the public about the service and the breadth of its missions and value to the nation. Coast Guard public affairs activities should be timed to leverage this interest, however, the Coast Guard must not appear to endorse any commercial production nor take part in the production company's marketing and advertising efforts. Therefore, Commandant (CG-0922M) is responsible for approving Coast Guard participation in promotional materials such as marquee posters, TV program teasers, trailers for motion pictures, interviews with Coast Guard participants by news media, Coast Guard attendance at premiers, other production sponsored venues, and other products of a promotional nature. Commandant (CG-0922M) will coordinate with production companies for appropriate wording to be used in motion picture and television credits.
- E. Authors and Artists. The Coast Guard Authors and Artists Program provides assistance to non-U.S. government fiction and non-fiction authors, as well as painters and art photographers in the research and production of works that address the past and present missions and personnel of the Coast Guard. Coast Guard cooperation is authorized when a planned work is in the best interest of the service or the national interest, and when support can be accommodated on a not-to-interfere with operations basis. The use of the term artists in this section refers to artists not affiliated with the Coast Guard Art Program.
  1. Responsibility. Commandant (CG-09223) shall coordinate all Coast Guard cooperation

with non-U.S. government authors and artists, with the exception of those who are solely interested in working with the Coast Guard Historian's Office to use the service's archives. In most cases, authors and artists will be required to complete an agreement with Commandant (CG-09223).

2. Use of Coast Guard Personnel, Equipment, and Facilities. The Coast Guard will provide approved authors and artists with access to its resources, consistent with an informal or formal cooperative agreement, on a not-to-interfere with operations basis. All access must be consistent with federal law, regulations, ethics, and security procedures.
  - a. Privacy Rights. An agreement by the Coast Guard to provide assistance under this program does not waive the individual privacy rights of Coast Guard military or civilian personnel.
  - b. Coast Guard Compliance. Approval to provide Coast Guard assistance does not relieve the author, artist, or the publisher from their responsibility to comply with other applicable regulations, including those governing the use of protected Coast Guard words, symbols and images.
  - c. Assistance. Approval to provide Coast Guard assistance to an author or artist shall not be construed as Coast Guard endorsement of the project. Any statement by Coast Guard personnel concerning the project shall be coordinated with Commandant (CG-0922).
  - d. Exclusivity. The Coast Guard does not give exclusive access to authors or artists. Story ideas presented by authors and artists are considered trade secrets and are restricted from release to others. If another author or artist ask to cover the same topic, equal access must be granted. Advise both parties that other requests for the same story idea are being concurrently handled.
3. Acknowledgements and Post-Publication Activities. If requested, Commandant (CG-0922) will coordinate with the author, artist or the author's publisher for appropriate wording to acknowledge the Coast Guard's involvement in the project; this attribution may be included in the work's acknowledgements section or in other sections of the work if deemed appropriate. Coast Guard support to authors and artists is limited strictly to research and technical assistance. Once the work is completed, the Coast Guard must not engage in activities that directly promote the book or other commercial work. As an internal communication activity, however, it can inform and educate its personnel about relevant commercial works (regardless of whether the Coast Guard had a role in the work's production). Thus, the Coast Guard cannot provide any personnel, assets, or facilities to support promotion activities such as book signings or author appearances linked to book sales. Coast Guard units may invite authors and artists to speak at events where the topic is of interest to Coast Guard personnel, either as an officially sponsored professional development or morale event or through unit organizations such as officer or enlisted associations. Any event at a Coast Guard facility must not to create the impression of an endorsement of the author's or artist's works. The author or artist may

not sell their works at these events. Similarly in cases where a reading or showing at a non-Coast Guard facility may be of interest, Coast Guard units may inform personnel of the event through routine communication channels.

4. Donations to Unit Morale, Wellbeing, and Recreation Funds. Production companies, from time to time, may offer cash or other contributions to the morale, wellbeing, and recreation (MWR) funds of units impacted by filming. Donations are not required, shall not be solicited in any way before, during or after the course of filming, nor are they to be construed to be a condition of cooperation. Commandant (CG-0922M) will coordinate the gift acceptance process and collection of such donations in accordance with Acceptance and Accounting for Special Projects and other Gifts to the Coast Guard from Non-Federal Sources, COMDTINST 5760.14 (series).
  5. Disclosure. The Coast Guard considers entertainment industry (to include authors) story ideas to be trade secrets. Coast Guard personnel shall not reveal any aspects of scripts, outlines, story ideas, movie or TV series content, details of visits, resources provided by the Coast Guard and other “inside” information relating to Coast Guard cooperation unless cleared by Commandant (CG-092). Use of written accounts, photos, or video taken by members of the Coast Guard during filming on Coast Guard property or assets may not be used for internal publications, external publications, or on social media websites unless cleared by Commandant (CG-0922M). Official Coast Guard photographers will document our support to entertainment productions for historical and leadership briefing purposes.
- F. Community Relations. Community relations is a tool used to develop awareness, build relationships, and foster shared understanding by directly engaging communities in which the Coast Guard operates. This engagement promotes public understanding of the Coast Guard, facilitating credibility and trust as part of overall external affairs efforts in support of Coast Guard missions.
1. Responsibility. Commandant (CG-0922) is responsible for national level programs and events, and serves as the advisor to Coast Guard leadership and the field for community relations and related activities.
    - a. National Organizations. It is the policy of the Coast Guard to actively engage with national organizations whose interests coincide or support those of the service. Commandant (CG-0922) is the primary Coast Guard contact for national organizations whose missions are to inform, educate, and coordinate activities that are aligned with Coast Guard missions. These include service-related (Navy League of the United States, American Legion, Veterans of Foreign Wars), youth, environmental, and other groups. Commandant (CG-0921) is the primary Coast Guard contact for organizations whose missions are primarily to engage Congress and engage the Executive Branch. District commanders or their designated local commanders are responsible for engagement with regional entities whose missions are to inform, educate, and coordinate activities that are aligned with Coast Guard missions. This activity, as well as engagement with regional leaders of national



organizations, shall be coordinated by the district or unit public affairs officer. For national conventions, district leadership and external affairs activities should be coordinated with Commandant (CG-092).

- b. The Coast Guard Band. The Coast Guard Band, our premiere service band and only fulltime music organization, is stationed at the Coast Guard Academy in New London, Connecticut. Commandant (CG-0922) is the program manager for the band approving performance plans and providing funding and other programmatic support. The Coast Guard Academy is the administrative support element for the Coast Guard Band. In support of military heritage activities and Coast Guard community relations goals, the band provides musical performances in two areas; official Coast Guard activity performances and public performances including annual tours.
  - (1) Annual Schedule. The Coast Guard Band will submit a performance request annually for approval by Commandant (CG-0922) including an annual tour and all non-tour performances. Commandant (CG-0922) will work with the band, senior leadership, and external stakeholders to create a annual strategic band schedule that best supports service objectives and best utilizes limited funding. Once the annual schedule is approved, changes (to include additional events) will be approved by Commandant (CG-0922).
  - (2) Service Requests. Unless an event is included on the band's annual schedule, Coast Guard units requesting the Coast Guard Band must fund all transportation, lodging, meals, and other incidental expenses. Requests should be made directly to the Coast Guard Band who will determine if they can support and then seek approval from Commandant (CG-0922).
  - (3) Public Requests. Unless an event is included on the band's annual schedule, private organizations or a sponsor must request participation directly to the Coast Guard Band who will determine if they can support and then seek approval from Commandant (CG-0922). Use of the band for public events must be in the best interests of the Coast Guard and the event sponsor and must meet community relations criteria. Generally, the sponsor must fund all transportation, meals, lodging, promotions, ticket printing and distribution, programs, sites, and all incidental expenses connected with the appearance. Armed Forces musicians are prohibited by law from playing at public-domain events that put them in competition with non-military musicians.
  - (4) The band may, with approval from Commandant (CG-0922), provide patriotic programs at national conventions and meetings of nationally-recognized civic, patriotic, and veterans' organizations.
  - (5) Even when the band is committed for an event, official Coast Guard activities take precedence over any other appearance.

- (6) Payment for the band's travel and other performance expenses by an outside organization is considered a gift. Gift acceptance regulations are addressed in Reference (d).
- c. Ceremonial Honor Guard. Commandant (CG-092) oversees the Coast Guard Ceremonial Honor Guard and its activities as an outreach tool for the Coast Guard. The Ceremonial Honor Guard is under the tactical control of the Military District of Washington. The Military District of Washington uses the Ceremonial Honor Guard for White House functions, dignitary visits, state funerals, and other high-level official ceremonial events.
- (1) Service Requests. Coast Guard commands requesting the Ceremonial Honor Guard must fund all transportation, lodging and meals, and other incidental expenses. Requests should be made directly to the Ceremonial Honor Guard.
- (2) Public Requests. Use of the Ceremonial Honor Guard for public events must be in the best interests of the Coast Guard and the event sponsor. Requests for the use of the Ceremonial Honor Guard for public appearances shall be sent via Commandant (CG-09223). The Coast Guard will participate only if the event meets general community relations criteria. Generally, the sponsor must fund transportation, meals, lodging, promotion efforts, ticket printing and distribution, programs, sites, and all incidental expenses connected with the appearance.
- (3) Payment. Payment for of the Ceremonial Honor Guard's travel and other performance expenses by an outside organization is considered a gift. Gift acceptance regulations are addressed in Reference (d).
- d. Coast Guard Art Program (COGAP). The primary function of COGAP is to serve as a compelling and inspiring external outreach tool. Through displays of Coast Guard art at museums, memorials, libraries, colleges, and other public venues, large and diverse audiences learn about the myriad of missions the service performs for the nation.
- (1) COGAP exhibitions at external venues throughout the country serve as outstanding outreach and community engagement opportunities. Units are urged to provide speakers, hold demonstrations, and include other educational activities in conjunction with exhibits. These activities are coordinated through the local PAO, and Commandant (CG-0922) can assist with advice and best practices to support a successful event.
- (2) Original artwork may be loaned for long-term displays at internal and external offices and venues where the art may be viewed by visitors, policy makers, and stakeholders of key importance to the service.

- (3) Artwork can be made available for long-term loan to federal agencies, congressional offices, and other public venues of strategic importance to the service.
  - (4) In limited circumstances, artwork can be provided for important Coast Guard events such as changes of watch, state of the Coast Guard addresses, and significant social functions such as the Coast Guard ball.
  - (5) Original artwork may be loaned for internal display in flag officer and senior executive offices and in representational quarters as an outreach tool to members of the public and government leaders who frequent those spaces. Original art is only provided for changes of command at the O-7 level and above. A maximum of two pieces of original art is available for public areas of offices for flag and Senior Executive Service (SES) leadership and two pieces for representational quarters for two-star and below flag officers and SES equivalents. Refer to the Policy on Internal Loans of Coast Guard Art/Artifacts to Flags/SES, COMDTINST 5728.5 (series) for further guidance.
  - (6) All original art on loan internally remains part of the art program and can be recalled if needed for external displays.
  - (7) Offices and units below the O-7 level are encouraged to obtain reproductions of the art for display in offices. The public and service members can download images from the Coast Guard's online photo archive and have reproductions of these made for their personal use. When images are used for commercial purposes, permission from the artist must be obtained. Contact Commandant (CG-09223) for assistance.
- e. Coast Guard Cities & Communities. The Coast Guard Cities and Communities Program is a formal recognition of cities and communities that demonstrate a close and enduring commitment to the Coast Guard and service members who live there. The Coast Guard Cities and Communities Program is managed by Commandant (CG-0922) in accordance with Section 409 of P.L. 105-383. Commandant (CG-092) establishes and chairs a board on behalf of the Commandant to review all requests for Coast Guard City and Coast Guard Community designations and to make recommendations for final approval. Successful applicants demonstrate a broad range of activities, programs, and actions that show an unusual and sustained level of support for local Coast Guard families. Upon approval, all requests require a 90-day congressional waiting period. The proclamation will have a five-year term after which the city or community will be required to apply for recertification. The designation of "A Coast Guard City" or "Coast Guard Community" may, for cause, be rescinded with 60 days notification issued by Commandant (CG-092).
- f. National Youth Programs. It is the Coast Guard's policy to support national youth programs such as the U.S. Naval Sea Cadets Corps, Junior Reserve Officer Training Corps (JROTC), or Civil Air Patrol. Commandant (CG-09223) serves as the national

liaison to these entities. District commanders or their designated local commanders are responsible for engagement with regional units of these organizations. This activity shall be coordinated by the district or unit public affairs officer as appropriate.

- (1) Support for national youth programs is provided as operations permit and at no cost beyond the expense of normal operations. Support that the Coast Guard provides to these programs should meet the same standards offered to other private organizations.
  - (2) The U.S. Naval Sea Cadet Corps (NSCC) is the primary youth program the Coast Guard supports. Commands, active and reserve, can and are encouraged to sponsor NSCC units and provide adult leaders and instructors in military or non-military subjects for NSCC programs.
  - (3) Support for youth programs does not extend to fundraising of any type.
  - (4) Scouts and Sea Cadets may use training and recreation facilities at Coast Guard facilities and participate in Coast Guard cruises and air operations at the discretion of the commanding officer or officer-in-charge, with approval of the district commander, and in accordance with applicable policies of the Coast Guard and their organizations. Visiting youth organization members may receive services on a no-cost basis, including lodging, use of laundry facilities, use of exchange to purchase items for immediate personal use, and on-the-job training.
  - (5) Boy Scouts who attain the rank of Eagle Scout and Girl Scouts who receive the Gold Award are eligible to receive a certificate from the Commandant of the Coast Guard. Refer requests to Commandant (CG-09223).
- g. Coast Guard-Affiliated Organizations. The Coast Guard's relationships with the Coast Guard Academy Alumni Association, the Coast Guard Academy Parents Association, and the Coast Guard Foundation are detailed in Relations with the Coast Guard Foundation, COMDTINST 5760.12 (series), Relations with the Coast Guard Academy Alumni Association (CGAAA), and the Coast Guard Academy Parents Association (CGAPA), COMDTINST 5760.13 (series).
2. Command-Level Community Engagement. Coast Guard units at all levels achieve community relations objectives by creating and maintaining relationships within their communities and with regional and local stakeholders. Units at all levels are encouraged to actively participate in the community and decisions on whether to support or host events or activities should be made in alignment with the command's communication goals. Speakers bureaus should be maintained at units to accommodate requests from local organizations seeking to learn about the Coast Guard or specific topics. All Coast Guard component members may be included in appropriate subject areas. The following events are examples of observances and events that are generally suitable for support.

- a. Federal Holiday Observances. All units are encouraged to participate in local events in recognition of federal holidays and observances, some examples include Memorial Day, the Fourth of July, POW-MIA Day, and Veterans Day.
- b. Coast Guard Day. Coast Guard Day, August 4th, is both an internal activity for the Coast Guard personnel and an opportunity to educate and engage local communities, service organizations, and media on the service's rich history and contributions to the community. Commands should incorporate national-level themes and messaging, when possible, in local activities relating to Coast Guard Day.
- c. Armed Forces Day/Week. Commandant (CG-0922), working with the Department of Defense Director of Community Relations, has overall responsibility for national level coordination, including designating regional Armed Forces Day sites. District commanders and commanding officers of headquarters units are responsible for coordinating Armed Forces Day programs in their areas of responsibility.
- d. Ceremonies. Commands may participate in civil ceremonies, inaugurals, dedications of public buildings and projects, ceremonies for official visitors, and the convening of legislative bodies.
- e. Free Public Events. The Coast Guard may participate in patriotic programs, national holiday celebrations, and events open to the public with no charge for admission. The Coast Guard can be a major attraction or a lesser participant in such events.
- f. Commercial Events Under Certain Conditions. The Coast Guard may participate in events that charge for admission; however, the public must not be specifically charged to observe the Coast Guard's participation. For example, a color guard appearance at a professional football game is incidental to the event; it is not designed as a drawing factor for the game and does not add to the cost for spectators.
- g. Cultural Observances. Participation in cultural observances, such as events marking Black History Month, Asian-Pacific American Heritage Month, National Hispanic Heritage Month etc., is authorized if the occasion is formally declared a civic celebration by a mayor, governor, a civic non-denominational group, and if the event is not sponsored by an ethnic, religious, or fraternal group. Service support for ethnic-related, fraternal, or social organizations is appropriate in support of programs oriented to the veteran or patriotic concerns rather than the sectarian or national origin objectives of the organization.
- h. General Criteria in Approving Participation. Command participation in community events is a reflection of the Coast Guard. Commandant (CG-09223) and servicing legal offices can advise on whether a given event is appropriate for support. The following issues should be considered when determining whether to support a given event or organization.

- (1) Favoritism. Commands should consider whether it has capacity to support similar requests from other organizers in the future.
  - (2) Endorsements. The Coast Guard must not directly or indirectly endorse, or selectively benefit or favor, by participation or cooperation with any private individual, sect, fraternal organization, commercial venture, corporation (whether profit or nonprofit), political group, quasi-religious, ideological movement, or be associated with the solicitation of votes in a political campaign. Servicing legal offices can address issues of command endorsement and ethical issues.
  - (3) Coast Guard Assets. Coast Guard assets, including facilities, aircraft, and vessels, should not be used as static displays or transportation for events hosted by other U.S. government entities unless the Coast Guard is a stakeholder in the event itself. Regulations for using Coast Guard aircraft in public outreach are addressed in the Air Operations Manual, COMDTINST M3710.1 (series). In all cases, the use of Coast Guard assets must be considered in light of the cost of operating the asset, the public outreach benefit derived, and the ability to combine the event with other service missions to maximize efficiency.
- i. Fund-Raising Activities. Except as permitted below, the Coast Guard cannot participate in fundraising events for any organization or cause. Coast Guard members do participate in the government-wide Combined Federal Campaign and Coast Guard Mutual Assistance fundraising. Other national fundraising may be specifically authorized by law or executive order.
- (1) Local Efforts. Official support for a local, off-base, fund-raising program is permitted only if the fund-raising effort is local to the installation/unit, there is community-wide interest in the effort, there is a community-wide benefit to be derived from the effort, and the local commander concludes that official support is in the best interest of the Coast Guard. Common examples include official support for local volunteer fire departments, volunteer rescue units, veterans' organizations, and youth program fundraisers. Servicing legal offices can advise in this area.
  - (2) Individuals. Individual Coast Guardsmen may work as volunteers, during their own personal time, on fund-raising activities for recognized charities. They may not, however, wear the uniform, represent themselves as acting on behalf of the Coast Guard, or imply any Coast Guard endorsement.
- j. The Coast Guard must not support any event or organization that discriminates in any way, such as excluding any person from its membership, because of sex, gender, sexual orientation, race, creed, color, age, or national origin. This does not include well-recognized patriotic, military, and civic organizations whose membership may be comprised of persons of similar characteristics, but do not espouse discriminatory or chauvinistic principles.

- k. The Coast Guard must not, as an organization, lend support to religious, sectarian, or fraternal organizations. Religious, sectarian, and fraternal groups include, but are not limited to: B’Nai B’Rith, Fraternal Order of Eagles, Benevolent and Protective Order of Elks, Loyal Order of the Moose, Free and Accepted Masons (Scottish Rite, York Rite, and Shrine), Knights of Columbus, Knights Templar, Independent Order of Odd Fellows, Order of the Eastern Star, and religious or ideological movements.
  - l. Service or luncheon clubs are not considered fraternal groups. Examples of such clubs include: Rotary International, Kiwanis International, Lions International, Optimists, Toastmasters International, and Chambers of Commerce. Coast Guard participation in activities sponsored by service clubs is generally permissible so long as the event does not violate any of the other restrictions.
  - m. Use of uniformed personnel as ushers, escorts, door attendants, drivers, etc. for non-military or non-Coast Guard related events is not authorized.
3. The Use of Protected Words and Symbols. Use of the Coast Guard’s name, protected symbols, and images of Coast Guard personnel by non-federal entities requires the approval of Commandant (CG-0922). Federal law (14 USC, Section 639) is the basis for this Coast Guard policy. The law protects the words “ United States Coast Guard,” or any variation thereof, including but not limited to "USCG" and "U.S. Coast Guard." This law prohibits the use of these words as part of a business name, for the purposes of trade or business, or as part of any advertisement that would lead a reasonable person to conclude that the individual, business, or association has any connection with the Coast Guard. The law also prohibits anyone from falsely representing that any project, business, product, or service is in anyway endorsed, authorized, or approved by the Coast Guard. In addition to being protected by law, the U.S. Coast Guard name, emblem, mark, and its insignias are registered Coast Guard trademarks with the U.S. Patent and Trademark Office. The Coast Guard may approve the use of its protected words and symbols by non-federal entities provided that the usage falls within the provisions of the federal law, the public interest is served, and the Coast Guard in no way appears to endorse a product or service. Commandant (CG-0922) is the licensing authority on behalf of the Coast Guard and will work with commercial entities seeking to obtain a licensing agreement. The Coast Guard trademark and licensing program is addressed in detail in a separate Commandant instruction. Vendors and commercial enterprises should be directed to the Coast Guard’s community relations website, under insignia requests.
- G. Imagery. Imagery is a powerful tool that can capture and provide a tremendous amount of information. It is essential to the information environment. Obtaining imagery during operational missions is critical to developing a shared understanding with external stakeholders about our roles and missions. It is Coast Guard policy to capture mission execution through imagery whenever possible. Imagery is defined as all visual media products, including video, film, slide, graphics, and print photography.
- 1. Responsibility. Commandant (CG-09221) maintains the Coast Guard’s central repository for still imagery, video, graphics, and disseminates original Coast Guard imagery,

develops Coast Guard imagery policy, and ensures that public affairs imagery records are maintained in accordance with the provisions of Reference (b).

2. Area & District Public Affairs Offices. Area and district public affairs offices shall:
  - a. Deploy public affairs Specialists for noteworthy operations and vessel and aircraft patrols to capture imagery of Coast Guard missions and activities;
  - b. Provide photo/video support to district staff and units within their district for events that have definite, marketable, public affairs value;
  - c. Provide official imagery documentation to Commandant (CG-0922) of significant area/district activities;
  - d. Upload or forward imagery to Commandant (CG-09221) for inclusion in the central photo and video archive.
3. Commanding Officers & Officers-In-Charge. All imagery documentation carried out within a command's jurisdiction is under the control of the commanding officer or officer-in-charge. Commanding officers and officers-in-charge are responsible for:
  - a. Ensuring all significant operations are documented to the extent allowed by safety and operations;
  - b. Providing adequate support and cooperation to unit public affairs officers and deployed public affairs specialists;
  - c. Ensuring that still and video imagery cleared for release does not violate information release policies.
  - d. Commanding officers, officers-in-charge, and their representatives can confiscate any imagery, photographic or video, obtained/created aboard their units/assets/facilities whenever that imagery deals with an official matter that is, in their judgment, of a highly sensitive nature (e.g., a law enforcement case or SAR operation), or violates security requirements, whether those images were shot by a Coast Guard member, a member of the news media, or a civilian. Units should contact their servicing public affairs office and legal office if contemplating this action. This authority does not necessarily apply to imagery captured by a member of the public or news media from a public or private location, vessel, or aircraft. Legally seized photographs containing classified information become official Coast Guard photographs. Unclassified materials may revert to the owner. The Coast Guard will provide processing, or, at the photographer's discretion, proper disposal/erasing of undeveloped film or memory devices. Confiscating imagery is an extreme action to ensure security and has the potential to harm critical relationships with the press or the public and result in legal disputes. Commanding officers, officers-in-charge, and their representatives



are expected to proactively and judiciously limit access to sensitive or classified information so that it is not captured on-camera in the first place.

4. Official and Personal Imagery.

- a. Official Imagery. All photographs and video taken aboard Coast Guard units by employees are subject to screening and approval of the commanding officer or officer-in-charge prior to release for commercial or public use at the commanding officer's or officer-in-charge's discretion. This may include imagery captured using personal imaging devices.
- b. Personal Imagery. Imagery taken with personal cameras and cell phones is considered personal as long as it is not operational, mission-related, or newsworthy in nature. If imagery captured on a personal device is operational, mission related, or newsworthy, then it must be vetted and cleared through the servicing public affairs office prior to any public release (including posting on social media outlets). Federal law prohibits federal employees and military members from accepting any compensation for activities that pertain to the member's official duties. For additional guidance see the Standards of Ethical Conduct for Employees of the Executive Branch, (5 C.F.R. Part 2635), which is available from your district or area legal office.
- c. Government Imagery Equipment. In accordance with Reference (e) government property to include cameras, video equipment, computers, and other equipment used for taking and processing imagery shall only be used in the performance of official duties. Federally-owned property is for official use only. Therefore, all imagery taken by Coast Guard employees with Coast Guard equipment regardless of the location is considered official and may not be used under any circumstances for personal marketing or private gain.
- d. Official Photographers and Videographers.
  - (1) Federal law prohibits the use of official photographers for unofficial purposes, such as recording social events or other events that do not have intrinsic news or significant historic value. Examples of events that typically do not have news or significant historical value include morale events, internal command focused events, and routine award ceremonies that are not open to the press.
  - (2) Official photographers cannot provide imagery for private collections, which constitutes a misappropriation of government funds. Members of the public interested in Coast Guard imagery products should be directed to the Coast Guard's imagery database where photographs and video can be downloaded and reproduced at no cost to the government.
  - (3) Coast Guard public affairs specialists are at all times official photographers unless in leave status.

- (4) Public affairs specialists are limited, and to ensure their efforts are focused on activities that benefit the external affairs mission, public affairs specialists shall not be used to photograph changes of command or retirement ceremonies except for those of district and area commanders, and the Commandant, which by their nature are of news and significant historic value. Public affairs specialists shall not be used to photograph award ceremonies that are not announced to or open to the press. They may, however, be used to document award ceremonies that are clearly historic or have news value such as Gold and Silver Lifesaving Medals, awards received for operations of news interest such as rescues, and Coast Guardsman of the Year ceremonies when the images will be distributed to the news media and online. They may also be used to document meetings and official visits among high-ranking government and international officials, which may be historically significant.
- (5) Commanding officers and officers-in-charge may designate any Coast Guard member (active duty, reserve, civilian, or auxiliary), as an official photographer or videographer for official events. However, they must comply with the policy outlined in this section.
- (6) For events that do not have news or significant historic value, family members, friends, or co-workers may volunteer to take pictures for morale, command information, or personal use.
- e. Editing Official Coast Guard Imagery. One of the uses of official Coast Guard imagery is to provide understanding of Coast Guard missions and operations. Because of the nature of our operations, the press as well as the public, must rely upon our service to provide imagery that accurately and objectively portrays the Coast Guard. For those reasons, official Coast Guard imagery must never be manipulated to change the meaning of the original image. When in doubt as to whether or not an editing technique is an acceptable practice, if an image should be considered official or personal, or for any other questions related to imagery release, unit public affairs officers and field personnel should contact their servicing public affairs staff or Commandant (CG-09221) for guidance.
- f. Prohibited Editing. The following actions are defined as manipulation and therefore are never allowed:
  - (1) Adding, moving, or removing objects within the frame of an image;
  - (2) Adjustments of color or gray scale that misrepresent the original captured image;
  - (3) Cropping in such a way as to alter the meaning of the photograph;
  - (4) Flopping a photograph (left/right reversal);

- (5) News photography and videography must never be posed.
- g. Authorized Editing. The following actions are defined as photo or video editing and are allowed:
- (1) Cropping a frame to fit a layout;
  - (2) Digitally obscuring portions of an image or video in support of specific security, criminal investigation, privacy, or legal requirement;
  - (3) Subtle improvements to the technical quality of imagery such as adjustments to the audio and video levels, color corrections needed due to poor white balance, or equalization of audio to make sound clearer. Providing the adjustments do not alter the editorial content of the imagery and are changed solely to clarify the content for public record.
- h. Quality. As data loss and degradation of image quality can occur through changing and then resaving an image's electronic file, imagery must be saved per current Code of Federal Regulations (National Archives and Records Administration) policy.
- i. Captioning. All official Coast Guard imagery must be fully captioned in accordance with the Associated Press Stylebook. This requirement applies equally regardless of the distribution tool used. Unit collateral duty public affairs officers and field personnel should request assistance from their servicing public affairs office or staff if they have any questions regarding this requirement.
- j. Identity Slate. All official video intended for release or posted on the Internet shall have an identifying slate either preceding or immediately following the footage. Field units that do not have the capability to produce a slate on the video can contact a servicing public affairs staff for assistance.
- k. Release of Official Imagery. Release of official imagery is considered release of information. All release of imagery shall comply with the policy and uphold the ideals of security, accuracy, policy, and propriety (SAPP). Released imagery from sensors and cameras on Coast Guard aircraft must comply with current aviation security policies. Released imagery must not contain any geospatial metadata as it can compromise OPSEC. Official photographers shall disable this feature on their cameras before capturing imagery.
- l. Official Imagery Distribution and Archiving.
- (1) Newsworthy and Historically Significant Imagery Distribution. The existence of newsworthy imagery shall be brought to the attention of the servicing public affairs office immediately and shall be forwarded to the public affairs staff as quickly as operations and transmission capabilities allow. All operational, mission-related, or newsworthy imagery shall be uploaded to the service's

electronic imagery archiving system for records management. Refer to Reference (a) for specific guidance. The servicing public affairs office will work with the command and other entities to review the imagery, ensure only appropriately cleared information is readied for public release, and will assist in marketing the imagery to the press and making it available via the service's electronic imagery distribution system. Imagery shall not be posted on non-governmental websites or shared via social media outlets until properly vetted and officially released.

- (2) Non-newsworthy Imagery Distribution. Imagery that is not operational, mission-related, or newsworthy in nature (i.e. morale functions, award ceremonies) does not need to be posted to the service's electronic imagery distribution system. Such imagery, however, shall not be posted online or shared via social media outlets until properly vetted by command delegated release authorities or servicing public relations staff in regards to security, accuracy, propriety, and policy.
  - (3) Official Imagery Archiving. Visual imagery must be archived per current Code of Federal Regulations (National Archives and Records Administration) policy and Reference (b). Units are encouraged to contact their servicing public affairs staff for assistance. After official release to the news media and posting to unit websites, original videotapes and imagery files of Coast Guard activities shall be forwarded to the servicing public affairs office within five days of the event for archiving. If not already complete, imagery must be uploaded by the servicing public affairs office, with complete caption information, to the service's electronic imagery archiving system. Once the news value of imagery is exhausted, all official video footage and photographs (non-digital) will be forwarded to Commandant (CG-09221) by the appropriate district office. The district must submit the video in a timely manner, no later than two weeks after its immediate news value is exhausted. Videotapes and electronic video files must be forwarded to Commandant (CG-09221). Contact a servicing public affairs staff for more information.
  - (4) Non-News Imagery Distribution. Participation in or providing images to non-news programs shall be coordinated by the Motion Picture & Television Office, Commandant (CG-0922M).
- m. Unit Imagery Archive Files. Units are not required to maintain imagery files. They should keep only enough imagery to meet local, official needs. Send duplicates and unused photos to a district public affairs office, complete with caption material. Public affairs officers at headquarters units shall forward materials directly to Commandant (CG-09221).
  - n. Portraits.
    - (1) Official Portraits. The standard uniform for official portraits is Service Dress Blue. Official portraits should be taken digitally, in color, showing head and

shoulders, with the subject seated, the U.S. flag behind and to the right side with the Coast Guard standard behind and to the subject's left side. Poses showing sleeve lace are not required. If headgear is required, the combination cap is the preferred cover. The digital image must be saved at a resolution that will produce a finished product of 8 x 10 inches and 300 dpi.

- (2) Official VIP Photographs. Chain-of-command portrait displays are not required at units. Due to the high costs of maintaining current portraits of high-ranking officials, they are strongly discouraged except at major training commands, where they serve a training purpose. Three or more portraits displayed together constitute a portrait display. All portrait displays must include the President and Secretary of Homeland Security. No other portraits in the display may be larger or be reproduced by a method more expensive than the President's and Secretary's. Small quantities of the President's portrait may be ordered from the White House Photo Office. The Secretary's portrait may be found on the Coast Guard's primary electronic imagery distribution system. Photos may not be reproduced locally or used for any purpose other than chain of command display. Major training commands may obtain portraits of the Commandant, Vice-Commandant, and Master Chief Petty Officer of the Coast Guard from the Coast Guard's primary electronic imagery distribution system.

H. Social Media. The permeation of online social networks into the standard communications toolkit presents Coast Guard communicators with enhanced access and increased opportunities to educate and engage ever-growing and influential new audiences. Social media tools offer a unique direct two-way engagement with the American taxpayer, which allows us to "listen" to our constituencies and consider both feedback and criticisms of how we do business as part of our larger organizational external affairs efforts. In keeping with the doctrine as set forth in this Manual, social media is a resource that can greatly facilitate a shared understanding between the Coast Guard and our external publics. However, this resource must be utilized effectively so that the ability to engage with the right tool, at the right level, for the right audience enhances our external affairs efforts and does not impede them.

1. Responsibility.

- a. Commandant (CG-092).

- (1) Commandant (CG-092) determines policy and specific requirements on the use of social media for official Coast Guard external affairs purposes and will coordinate with Coast Guard national commands, directorates, areas, and districts to establish a social media program consistent with policy and communication objectives.
    - (2) In accordance with DHS policy, Commandant (CG-0922) shall review all requests for Coast Guard social media sites and approve those that are in accordance with policy and the Coast Guard social media strategy. Commandant (CG-0922) shall also maintain a list of all approved social media identities.

- (3) Commandant (CG-0922) will maintain a full suite of national Coast Guard social media tools appropriate for Coast Guard use and consistent with best practices, target audiences, and industry research. Commandant (CG-0922) will also work with directorates and national commands to establish program specific or niche social media sites where consistent with policy and best practices.
- b. Area and District Public Affairs Offices.
- (1) Area and district public affairs staffs shall oversee social media efforts within their region and provide guidance to units on engagement in social media.
  - (2) Area and district public affairs staffs shall collaborate with Commandant (CG-0922), commanding officers, officers-in-charge, and public affairs officers to produce and share social media content for regional and national purposes as appropriate.
  - (3) Area and district public affairs staffs shall maintain a list of official sites throughout their area of responsibility in accordance with service standards.
  - (4) District public affairs staffs are strongly encouraged to maintain a set of social media tools including a blog, social networking page, and micro blogging site as part of regional integrated external affairs efforts. These sites shall adhere to these requirements and shall ensure appropriate adaptation of district content on national level sites.
- c. Units.
- (1) Commanding officers and officers-in-charge are responsible for social media content posted by Coast Guard personnel at their command. Commanding officers and officers-in-charge shall establish a unit policy and training program that addresses appropriate official, unofficial, and personal use of social media as outlined in this Manual and Reference (a).
  - (2) Commanding officers, officers-in-charge, and collateral duty public affairs personnel will engage directly with their servicing public affairs staff to ensure appropriate adaptation of unit level stories, images, and video for use on district and national level social media sites.
  - (3) Coast Guard units may establish and maintain a social networking page. Units should take capacity, training, and resources into consideration when deciding whether a social media presence is appropriate for their command. Commanding officers, officers-in-charge, and collateral duty public affairs personnel at units desiring a social media site shall work directly with their servicing public affairs staff to request an identity from Commandant (CG-0922) and adhere to this guidance. All official Coast Guard social media sites must be registered with

Commandant (CG-092). Commands shall update their registration when their designated social media spokesperson changes.

d. Individuals.

- (1) Coast Guard personnel utilizing social media tools whether in an official or unofficial capacity must adhere to the guidelines in this chapter when they identify themselves as a U.S. Coast Guard member or employee, or if it could be construed as such. Identification as affiliated with the Coast Guard may be as a result of past site activity, photos of themselves, or other indirect activity. Even when off-duty, and on a personal site or blog, Coast Guard members are subject to the Uniform Code of Military Justice and employees are subject to administrative or legal action if they violate policy or security regulations.
- (2) Coast Guard personnel are solely responsible for any statements, comments, or blogs posted under their name. Personnel are not shielded from legal action for libel or other violations of the personal rights of others.

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

a. Management.

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

b. Comment Moderation.

- (1) Official Coast Guard comment policy, which outlines public engagement expectations and the manner in which comments are reviewed, moderated, and

responded to, shall be clearly posted on all official social media and blog sites. Contact a servicing public affairs office or Commandant (CG-0922) for a copy of the policy.

- (2) Comments shall be moderated prior to posting whenever the technology on the site allows. If the technology does not allow it, comments shall be regularly reviewed to ensure compliance with the comment policy. If a comment violates the comment policy, it should not be posted. It shall be hidden or deleted upon the discretion of the command.
- (3) Comments submitted on official sites in connection with the transaction of public business may become a federal record. A copy shall be retained before deletion or removal from the site in accordance with the records management policy outlined below.

c. Privacy Settings.

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

d. Privacy Policy.

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



e. Records Management.

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

f. Accessibility.

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

g. Correction Policy.

- (1) Commands shall strive to ensure information published is completely accurate and conveyed in the proper context. Despite this commitment, mistakes can occur. When they do, they shall be corrected in a timely manner.
- (2) Mistakes such as spelling and punctuation edits can immediately be made, but factual or contextual errors, to include names, dates, or places, will be flagged with an "UPDATE" to the post. The "UPDATE" should include an explanation of what was changed, and if appropriate, why it was changed. The "UPDATE" should appear in the original post whenever possible, but may be in a new post or published as a comment.

- h. Additional Resources. A servicing public affairs office and the Commandant (CG-0922) social media team can provide support and guidance on executing an effective and sustainable social media program. Commands are encouraged to consult with their servicing public affairs office and Commandant (CG-0922) to obtain best practices, how-to guides, case studies, and the most current job aids.
3. Engaging with Social Media. Because of the dynamics of online communication, where anyone can be a publisher of content and credibility is built among peers, there is a potential to unintentionally disclose protected information or engage in a conversation that you do not have the authority to conduct with millions of people. Understanding the context from which the online engagement occurs is critical to complying with the policy as outlined in this Manual.
- a. Definitions. There are three ways to publish online:
    - (1) Official. The communication is your job;
    - (2) Unofficial. The communication relates to your job regardless of when or where you write it;
    - (3) Personal. The communication is about personal issues and not related to your job.
  - b. Responsibility. It is the responsibility of the member to understand the difference between official, unofficial, and personal use of social media while engaging online. Coast Guard units shall adhere to the requirements of this chapter when using social media for official communication. In addition to the applicable requirements of this chapter, Coast Guard personnel shall adhere to the requirements outlined in this Manual when authoring blog posts or other online content for unofficial and personal sites. Because of the self-replicating nature of online communication, and to prevent the misconception of posting in an official capacity, personnel shall not post or re-post information not yet released officially. Coast Guard personnel who express their Coast Guard related thoughts, ideas, knowledge, experience, and opinions by posting Coast Guard related information to an Internet site shall consider the following:
    - (1) Be mindful that what you post will be public indefinitely. Protect your privacy and engage responsibly. Coast Guard personnel should keep in mind how their posts will reflect upon themselves, their unit, and our service.
    - (2) As with other forums of personal public engagement, Coast Guard personnel shall avoid off-duty behavior that negatively impacts or conflicts with their ability to execute their duties as outlined in Reference (f) and Reference (g).
    - (3) Coast Guard personnel should avoid engaging in argumentative online conversations and should not post any material that is obscene, defamatory, profane, libelous, threatening, harassing, abusive, hateful, embarrassing to another

person or entity, or violates the privacy rights of another.

- c. Online Interaction. Headquarters staffs, areas, districts, sectors, and units are authorized to provide information and respond to Internet discussions on official and unofficial sites on matters that are under their purview, as outlined in this Manual. Commands are encouraged to proactively contribute to online content in an official manner to further public information, discussion, and understanding of Coast Guard roles, missions, and issues. Commands shall not release information that has not already been released through official channels as outlined in this Manual. This includes emails, internal documents, investigatory materials, and pre-decisional documents. There is debate of whether bloggers are journalists and whether blogs are news outlets. The title of the media distribution site is less important than its ability to present information to a relevant public in a fair, attributable, and responsible manner. Likewise, what is most important in determining whether to engage with a blogger or someone who comments on a news story, blog, or other social media posting is whether or not the blogger is fair and follows ethical guidelines. Because of the number of media and social media outlets, as well as the number of online media sites that allow viewer commenting, it is unreasonable that the Coast Guard can engage them all and therefore the decision will often come down to engagement objectives, available resources, and what is most in the public's interest. Subject matter experts (SME) are a valuable source of content and often the best placed personnel to respond to and engage with the public in their area(s) of expertise. Content managers should seek input from SMEs to supplement content creation and facilitate SME engagement with the public via comments, responses, etc. as part of the Coast Guard's "listening" and public engagement model.
- d. Intellectual Property. Commands must follow all applicable copyright laws and standards of fair use. For your protection, do not use any words, logos or other marks that would infringe upon the trademark, service mark, certification mark, or other intellectual property rights of others. Do not use such marks, or any material that is copyrighted, unless you are the copyright owner, you have written permission of the copyright owner to post the copyrighted material on your site, or you are sure that the use of any copyrighted material is permitted by the legal doctrine of fair use.
- e. Legal Issues. Coast Guard personnel are solely responsible for any statements, comments, or blogs posted under their name. They are not shielded from legal action for libel or other violations of the personal rights of others. Do not post any material that is obscene, defamatory, profane, libelous, threatening, harassing, abusive, hateful, embarrassing to another person or entity or violates the privacy rights of another. Do not post any information that would infringe upon the proprietary, privacy, or personal rights of others.
- f. Security. The guidelines for release of information outlined in this Manual apply equally to all modes of public engagement including official, unofficial, or personal use of the Internet. Coast Guard personnel must consider the impact of any text, imagery, or video content on operational or information security before posting online.

While social media is great for communication, America's adversaries also use the Internet and other social media sites to gather information about Coast Guard operations and personnel. In fact, social media sites may provide a one-stop-shop for intelligence collection by our adversaries. All personnel have a responsibility to ensure that sensitive information is not posted to public websites whether they are communicating in an official, unofficial, or personal capacity. Geo-social networking (i.e. geo-tagging, location-based social media) is a type of social networking in which location data is embedded with content. While this capability is meant to connect and coordinate users with content, it is often difficult to determine when it is activated and it can unintentionally give adversaries information that can compromise OPSEC. Units shall remain alert to the use of GPS-enabled devices and geo-social sites that automatically embed location into content. They shall disable the capability whenever possible before posting content on social media sites.

- g. Disclosure. When engaging in an official capacity whether on a unit site, or as a comment on a non-official site (e.g. a comment on a public blog post), responses shall include your full identification including rank, name, title, and unit of the person making the post.
- h. Disclaimers. Official postings on non-official sites shall also include the following disclaimer, followed by your full identification, to avoid the implied Coast Guard endorsement of the web site:

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

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

- (1) Employees who unofficially post content about the Service shall clearly disclose their affiliation with it on all non-government social media sites. The following disclaimer shall be clearly posted whenever the content could be construed to relate to the publisher's official Coast Guard capacity or when the content directly concerns Coast Guard missions, policies, or personnel.
- (2) While engaging on third party sites in an unofficial capacity, Coast Guard personnel shall not engage in "sock puppetry," which is to assume a false identity to comment in social media about the Coast Guard while appearing to be unaffiliated with it. This practice is unethical and has the potential to damage public confidence in the service and its communication efforts.

#### **Unofficial Posts Disclaimer**

*"The views expressed herein are those of the blogger and are not to be construed as official or reflecting the views of the Commandant or of the U.S. Coast Guard."*

- i. Accountability. Any member or employee who publishes online is personally accountable for everything they post. Personnel bear a responsibility for ensuring information disclosed (including personal comments) is accurate and appropriate.

Coast Guard military members may be held accountable for violations of the Uniform Code of Military Justice and civilian employees may be held accountable to administrative or legal action for content posted online.

I. Internal Information Program.

1. Policy. The Coast Guard and its employees must communicate with each other clearly, concisely, and consistently.
2. Mission Success. Effective managers understand that people are their most important resource. Coast Guard active-duty members, reservists, auxiliarists, and civilian employees must understand the importance of their service and the part they play in it. Loyalty, proficiency, and our “esprit de corps” come from keeping Coast Guard people well-informed about their history, traditions, activities, accomplishments, benefits, and opportunities. In the Coast Guard, we place a great deal of responsibility on each of our members. In order for them to do their jobs, in order for them to manage their careers, in order for them to want to remain in the service, it is essential that every member of the chain of command make every effort to pass the word. One of the challenges we face in our internal information program is our increasing reliance upon technology. While we should maximize technology to communicate quickly and efficiently, we must consider those members of the Coast Guard family who may not have access to new or standard communication technology.
3. Mission Support. The Coast Guard’s internal information program supports Coast Guard missions by keeping our workforce aware of what and why things are happening. Some of these include:
  - a. Awareness of benefits and opportunities;
  - b. Awareness of requirements, obligations, and changes in policy or procedures;
  - c. Awareness of issues and challenges facing the Coast Guard;
  - d. Recognition of individual and team accomplishments.
4. Responsibility. The Director of Governmental and Public Affairs is responsible for the Coast Guard’s internal information program and its objectives.
  - a. Commanding Officers & Officers-In-Charge. All successful internal information programs succeed because the commanding officer or officer-in-charge cares about his or her people. Without the support of commanding officers or officers-in-charge, and their commitment to share information, all the valuable information generated in publications, message traffic, or e-mail is useless. Commanding officers and officers-in-charge must supervise and vigorously carry out local internal relations programs. As a commanding officer or officer-in-charge, be upfront and forthright with your

- people. Tell them what you know. If you do not have complete information, let your people know that you will inform them when you do.
- b. Collateral Duty Public Affairs Officers. Collateral duty public affairs officers must take responsibility of their unit's internal information program.
    - (1) Trust. If you provide people with good information, they will return the favor. You may find yourself serving as an informal liaison between the crew and command.
    - (2) Maximum Output; Minimum Effort. One of the best ways to approach this responsibility is to seek help. Ask a near-by public affairs office, PA reservist, or auxiliarist to help. Ombudsman are great sources of assistance.
  - c. Individuals. Everyone in the Coast Guard has some responsibility for communicating with other members of the Coast Guard. Members, especially in command, management, supervisory, or leadership roles must keep their people informed of Coast Guard issues.
5. Be Aggressive. Commanding officers and officers-in-charge must run a proactive and continuous internal information program. This means keeping individuals informed of the missions, functions, and activities of their command and the Coast Guard.
- a. Commanding officers and officers-in-charge will ensure that adequate two-way communication is established. Units may develop and evaluate new and innovative techniques in carrying out a Coast Guard internal information program.
  - b. Unclassified information must flow quickly to Coast Guard people and in an understandable form. They are entitled to the same access to news as are all other citizens. Coast Guard leadership cannot withhold unfavorable news stories from Coast Guard personnel.
6. Reaching the Entire Coast Guard Family.
- a. Active Duty Members. All members of the Coast Guard are responsible for managing their own careers; but can they be truly effective and successful if they are not aware of all the information that may affect them? Think of the most junior people at a unit. Do they have enough knowledge of the Coast Guard to make informed decisions? Do they learn enough about changes to know what will affect them? Remember that they are the service's future; if we fail to keep them informed and successful, what will be the future of our service?
  - b. Members of the Coast Guard Family. Information should be passed to all members of the Coast Guard family. This family includes all active duty members, reservists, auxiliarists, civilian employees, retirees, and all members of their families.

- c. Programs for Families. Families have a great deal of influence on our members. Their attitudes and knowledge have a great effect on the sponsor's career decisions and on-the-job performance. A good internal information program addresses their needs and interests. Make effective use of both oral and written information.

7. Internal Information Tools.

- a. Passing Information. Information is passed in many ways. Word-of-mouth and the written word are most effective. Make good use of musters and other all-hands gatherings to pass along new information.
- b. Coast Guard Websites. Current Coast Guard news and extensive information is available on the Internet at our official website, <http://www.uscg.mil>. Information found at this website must be made available to Coast Guard members. All of our districts and many local units also maintain websites that contain important news and information.
- c. Internal Publications. Internal publications, such as a plan of the day or unit newsletters, are effective ways to pass information. They can be produced easily by simply combining material from other Coast Guard publications.
  - (1) Message Traffic. An easy but very useful tool is a list of recent message traffic with a brief summary of each. Posting a list of subject lines and date-time groups in common spaces or in each division will help keep members better informed because they can quickly learn about any new information that interests them. If there is something of interest, the member can then look up the appropriate message. Remember, not everyone has the chance to read message traffic. Printing feature stories, and other online Coast Guard publications, can help those who do not have access to workstations.
  - (2) Familygrams. Familygrams are newsletters, from a commanding officer or officer-in-charge, to dependents of the crew that talk about unit's accomplishments, people, and activities. They work well for any type or size of command. They work best when published on a regular schedule, instead of sporadically. Units that decide to use the Internet must ensure that appropriate security and privacy information policies are followed.
  - (3) Welcome Letters. A personal letter from the command welcoming dependents should include names, addresses, phone numbers of sponsors, and key points of contact. Include maps of the local area and information on housing, schools (all grades including evening college), and shopping. Remember that some of the most stressful times in military life occur during a transfer.
- d. Planned Events. Include family members in your planning for regular holidays and events (e.g., Christmas, Thanksgiving, Independence Day, Coast Guard Day, etc.). Consider inviting dependent children to bring their classmates for a unit tour.

- e. All-Hands. An all-hands is a meeting between a commanding officer or officer-in-charge and all unit personnel. These meetings keep members informed of unit plans, policies, etc., and often to offer two-way communication. Attendance is usually required for all military personnel not on watch and is encouraged for civilian personnel. An all-hands can strengthen command credibility, squelch rumors, and improve mutual support and understanding.
- (1) Scheduling should not conflict with off-duty time and should allow for maximum attendance with provisions made to inform people on leave or on duty. An after-inspection meeting may be the most convenient for both the command and the crew.
  - (2) Program format and content may vary according to requirements, unit size, and audience composition. An informal, open climate is usually most productive. The meeting should address unit accomplishments, suggestions for better unit efficiency, goals, unit problems, etc. A question-and-answer period, introduction of new members, recognition of individual achievements, and discussion of problems and issues affecting the crew are good topics for an all-hands. You may consider inviting a guest speaker such as a tax preparer or a health benefits advisor. All-hands meetings may also be appropriate after exercises or deployments to discuss lessons learned or suggestions for improvement. Organizers may find it appropriate to ask the crew for agenda items.
  - (3) Hold the all-hands in a place that makes communication easy. For example, consider how weather or noise may hamper the communication process.
  - (4) At large units, it may be necessary to divide the crew into groups to improve the two-way communication. All-hands meetings should be scheduled regularly. Publicize the event well in advance using internal publications, the plan of the week, or bulletin board notices.
  - (5) All-hands meetings will not be used to avoid or satisfy other requirements (such as military training), for disciplinary purposes, or as a substitute for complaint channels. It's a time for passing the word and solving problems.
  - (6) Remember that message traffic and many other internal communication modes often do not reach the people they were intended to reach. Reading excerpts from these forms of written communication is an excellent and effective way to pass the word. Commands should also post these items in a common area bulletin board for the crew to read at their leisure.
- f. Clubs. Spouse clubs are an excellent way to pass information to family members; see Coast Guard Spouses' Clubs, COMDTINST 1750.6 (series). If your unit is too small for a formal spouses' club, you may be able to use other information tools to reach families. A telephone tree headed by an interested spouse or ombudsman is a good



way of passing information on afloat unit schedule changes while underway or regular status reports on the unit's missions. A selected spouse might also serve as a troubleshooter to speak with the command on families' problems, acting as a representative for several families. A "spouses only" meeting with the commanding officer or officer-in-charge should also be considered.

- g. Family Days. Family days help acquaint families with the unit and our service's missions. Coast Guard Day, open houses, Armed Forces Day, and other special events offer excellent opportunities for these get-togethers and may include underway time. Consider inviting guest speakers from within the Coast Guard, other government agencies, or public service groups to discuss benefits, health subjects, Coast Guard policy, and similar topics.
- J. Joint Civilian Orientation Conference. The Joint Civilian Orientation Conference (JCOC) is sponsored each year by the Secretary of Defense. It brings together noted civilians from around the country and gives them a week-long, intense orientation to the U.S. military.
- 1. The program begins with high-level briefings at the Pentagon and then takes the participants to various installations across the country for "hands-on" experience. Commandant (CG-09223) is the coordinator for Coast Guard participation. Commandant (CG-09223) releases an ALCOAST each year requesting nominations for the program.
  - 2. Nominations should focus particular attention on leaders of institutions and organizations who, both professionally and personally, communicate on an on-going basis with key audiences. Examples of appropriate nominees include, but are not limited to:
    - a. Presidents of universities and colleges;
    - b. Publishers or editors of newspapers and others with management positions in print or broadcast media;
    - c. Published authors and syndicated columnists;
    - d. National association and regional leaders of professional minority and womens' organizations;
    - e. Rising state and local elected and appointed officials;
    - f. CEOs and senior officials of private enterprises with regional or national reach.
  - 3. Once nominees are selected and invited to attend they are responsible for the cost of the trip if they choose to accept their selection. The cost of the trip can vary from \$2,000 dollars to \$3,000 depending upon the location of the conference. The program is intended to be educational. The purpose is to reach individuals who have neutral, uninformed, or negative opinions of the military.



## CHAPTER 4. GOVERNMENTAL AFFAIRS

### A. Responsibilities.

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

approval of higher authority unless otherwise directed or as reserved in this Manual. Areas should provide advice and assistance to district commanders in the accomplishment of their governmental affairs duties.

3. District Commanders. District commanders conduct governmental affairs activities within their AOR involving individual elected officials at the federal, state, tribal, and regional level within their AOR. District commanders establish governmental affairs staff to support staff-to-staff and principal-to-principal relationships with these elected officials (coordinating closely with Commandant (CG-0921) where national-level relationships have been formed). District commanders establish state and regional-level staff-to-staff relationships and facilitate and manage principal-to-principal relationships for the following as they pertain solely to informing these entities in their engagement with elected officials, NGOs, industry, and vendors. District commanders are encouraged to release information on operational activities within their AOR without prior approval of higher authority unless otherwise directed or as reserved in this Manual. District commanders should coordinate, synchronize, and deconflict the engagement of major unit commanders, commanding officers, and officers-in-charge with these elected officials and NGOs, industry, and vendor regional or state leadership. Without this coordination, Coast Guard unit-level engagement may become duplicative, conflicting, and counter-productive.
4. Major Unit Commander, Commanding Officers, and Officers-In-Charge. Major unit commanders, commanding officers, and officers-in-charge conduct governmental affairs activities within their AOR involving individual elected officials at the federal, state, and local level within their AOR. Major unit commanders, commanding officers, and officers-in-charge designate collateral-duty governmental affairs staff to support staff-to-staff and principal-to-principal relationships with these elected officials (coordinating closely with Commandant (CG-0921) where national-level relationships have been formed). Major unit commanders, commanding officers, and officers-in-charge establish state and local-level staff-to-staff relationships and facilitate and manage principal-to-principal relationships for the following as they pertain solely to informing these entities in their engagement with local-level elected officials: local offices of federal agencies, NGOs, industry, vendors. Major unit commanders, commanding officers, and officers-in-charge release information on operational activities within their AOR without prior approval of higher authority unless otherwise directed or as reserved in this Manual. Major unit commanders, commanding officers, and officers-in-charge will ensure annual governmental affairs training is provided to all hands. Training should include guidance on the rules for release of information to elected officials, ethics, staging or attending political events, and responding to governmental affairs inquiries. Major unit commanders, commanding officers, and officers-in-charge coordinate, synchronize, and deconflict the engagement of subordinate unit commanders, commanding officers, and officers-in-charge with these elected officials and NGO, industry, and vendor state or local leadership. Without this coordination, Coast Guard unit-level engagement may become duplicative, conflicting, and counter-productive while simultaneously creating an external affairs burden these subordinate units are marginally staffed or prepared to undertake.

5. Subordinate Commanders, Commanding Officers, and Officers-in-Charge. Subordinate commanders, commanding officers, and officers-in-charge conduct governmental affairs activities within their AOR involving individual elected officials at the local level within their areas of responsibility, as time and operations permit. Subordinate commanders, commanding officers, and officers-in-charge do not typically designate collateral-duty governmental affairs staff to support staff-to-staff and principal-to-principal relationships with these elected officials. Subordinate commanders, commanding officers, and officers-in-charge establish local-level staff-to-staff relationships for the following as they pertain solely to informing these entities in their engagement with local-level elected officials: local offices of federal agencies and NGOs. Subordinate commanders, commanding officers, and officers-in-charge may release information on operational activities within their AOR without prior approval of higher authority unless otherwise directed or as reserved in this Manual. Subordinate commanders, commanding officers, and officers-in-charge shall coordinate, synchronize, and deconflict their engagement with these elected officials, local federal units, and NGOs under the direction of their chain of command.

B. Coordination and Awareness.

1. Governmental Affairs Coordination (Battle Rhythm). As noted earlier in this Manual, each day, week, and quarter Commandant (CG-092) compiles engagement plans and reports, and then briefs Coast Guard and DHS leadership to ensure situational awareness of service activities and developing issues. The battle rhythm previews upcoming staff-to-staff and principal-to-principal engagements, upcoming governmental announcements, and public events of governmental affairs interest planned for Coast Guard principals.
  - a. Because authority for engagement has been and must be delegated, reporting of field engagement is vital to maintaining situational awareness and for synchronizing, coordinating, and deconflicting engagements - without which the service's interest could be damaged. Commandant (CG-092) will maintain an external affairs battle rhythm to include coordinating mechanisms and timing of field reporting to support leadership needs and preserve external affairs efficiency. Reporting will minimize the workload – seeking to repurpose and reuse single-point-of-entry information. Headquarters directorates, area, district, and major unit commanders and subordinate commanders will promulgate reporting requirements to their units to implement the Commandant (CG-092) battle rhythm.
  - b. Unless previously reported via weekly battle rhythm, all governmental affairs planned engagements should be reported, regardless of rank/position of the principal, as soon as practicable and ideally three calendar days in advance of the engagement. Reports are not required for emergent issues. When emergent issues are reasonably expected to garner elected official interest, timely advance notice should be provided to Commandant (CG-092) via the most expeditious means.

2. Governmental Engagement Guidance (GEG). Similar to public affairs guidance (PAG), governmental engagement guidance supports collateral duty or full-time governmental affairs officers and Coast Guard principals, and is developed when engagement with elected officials, states agencies, tribes, local agencies, NGOs, industry, and vendors is expected at multiple levels across the service and where more than one Coast Guard principal or governmental affairs officer is required to execute the engagement. The GEG provides background, situation, analysis, coordinating instructions, authority, key messages, talking points, and questions and responses to support a specific event, issue, or objective. In many cases the issue is also of concern to the press, stakeholders, and the public, in which case a PAG may be used for both purposes. Developing a GEG requires analysis of external factors, publics, messaging, the issue or internal factors for which full time governmental affairs personnel should be used. Collateral duty governmental affairs staff shall not develop a GEG without assistance from servicing full-time governmental affairs officers. A GEG is not an external communications product, but rather an internal coordination plan. The GEG itself is administrative in nature, and shall not be shared outside the Coast Guard. GEGs shall be appropriately distribution-control marked in accordance with standard template guidance. Commandant (CG-0921) will maintain a library of GEGs accessible to headquarters elements, area, and district governmental affairs officers.
- C. Elected Official Access to Operations. Coast Guard commanders, commanding officers, and officers-in-charge shall provide elected officials with the broadest access to Coast Guard operations possible consistent with personnel safety and mission requirements. Coast Guard commanders, commanding officers, and officers-in-charge shall make every effort to become familiar with current departmental (DHS) policies and service-specific guidance relating to elected official access to operations.
1. Principal Embarkation. Coast Guard commanders, commanding officers, and officers-in-charge shall openly offer embarkation to elected officials during day-to-day operations, patrols, training evolutions, inspections, boardings, investigations, deployments, and responses.
  2. Staff Embarkation and Embeds. Coast Guard commanders, commanding officers, and officers-in-charge shall use their discretion in offering and providing staff embarkation and embeds, bearing in mind the rich history of success these engagements generate in building deep awareness and relationships with staff, alongside the time and effort invested and the likely return on investment depending on the specific staff involved.
  3. Embarks and Embeds for State, Tribal, and Local Agencies. Coast Guard commanders, commanding officers, and officers-in-charge shall use similar discretion in offering and providing embarks and embeds to state, tribal, and local agency officials.
  4. Embarks and Embeds for NGOs, Industry, and Vendors. Coast Guard commanders, commanding officers, and officers-in-charge shall not offer or provide embarks and embeds to NGOs, industry, and vendor personnel for governmental affairs purposes

without the express prior consultation and approval from Commandant (CG-092) and the operational chain-of-command.

- D. Focused Engagements. All governmental affairs engagements shall be conducted at the appropriate level, as defined in this Manual. All engagements shall specify this level, and staff shall prepare Coast Guard principals by explaining the framework, reasons for the selected level of engagement, and expectations and limitation that level of engagement imposes. The following definitions apply for purposes of this Manual only.
1. Elected Official. An elected official means any member of Congress, the President of the United States, state governors and lawmakers, county executives, municipal mayors and managers, members of city and county legislatures, and federally recognized tribal leaders.
  2. Embarkation. An embarkation is a short visit by principal or staff aboard a facility, unit, or on a ride-along.
  3. Embed. An embed is a longer visit, usually involving a principal or staff remaining aboard a unit for 24 hours or more, most often sharing accommodations and other facilities and services with service personnel. It is also associated with principal or staff travelling with a Coast Guard principal to observe their activities and the issues they encounter during their official duties.
  4. Industry. Industry refers to any maritime industry regulated or affected by the Coast Guard, to include corporations, municipalities operating vessels or facilities, unions, state-owned or public-private partnerships operating port authorities, or classification societies.
  5. Inquiries. An inquiry is a formal or informal request for information from outside the service, which requires a deliberative response.
  6. Insert for the Record (IFR). An IFR is a situation in which a witness at a congressional hearing is not able to provide an immediate response during the hearing, and “inserts” that response into the official record after the hearing.
  7. Interagency. The term interagency refers to cooperation, collaboration, and support between agencies within the federal government. It does not refer to relations between a federal agency and state, tribal, or local governmental agencies (intergovernmental affairs). This cooperation between federal agencies can have operational, educational, or governmental affairs purposes. Chapter four of this Manual governs only the cooperation between agencies for purposes of informing or educating elected officials for governmental affairs purposes.
  8. Intergovernmental Affairs. The term intergovernmental affairs refers to cooperation, collaboration, and support between a federal agency and state, tribal, or local

governmental agencies. This cooperation can have operational, educational, or governmental affairs purposes.

9. National Leadership. National leadership refers to the appointed or elected leaders of non-governmental organizations, companies, corporations, unions, and classification societies functioning at the national level. These are the equivalents of agency service chiefs for the private sector.
10. Non-Governmental Organizations. Non-governmental organizations are non-profit organizations operating within their advocacy mission. The Coast Guard works with many NGOs, for instance, in conducting public education and/or for community relations. Chapter four of this Manual does not govern these activities. Engagements with service-affinity organizations like the Navy League or Military Officer Association of America, for instance, would be governed by chapter four only when the purpose is informing or educating those entities for governmental affairs purposes (i.e., their interaction with elected officials, state, tribal, and local governments).
11. Principal. A principal is the elected official, national leader, Coast Guard admiral, major unit commander, commanding officer, or officer-in-charge.
12. Publics. Throughout this Manual, the term “publics” is used to mean the various groups which receive an external affairs message. Determining who the intended recipient for a message – which “publics” – is the first step in devising a communication strategy.
13. Question for the Record (QFR). A QFR is a congressional question submitted to a witness after the congressional hearing has been held with both the question and the formal response included in the hearing record.
14. Staff. Staff are employees of the principal, and include both governmental affairs officers and subject matter experts. They support and assist the principal, but do not become the principal even when delegated authority from the principal for certain functions or forums.
15. Subject Matter Expert (SME). Subject matter experts are members of the principal’s staff with operational, mission support, policy, budget, legal, or other non-governmental affairs expertise upon which the principal relies. The SME does not become the principal even when delegated authority to brief or engage on behalf of the principal based on detailed knowledge, understanding, or background.
16. Vendors. Vendors are companies, corporations, or other service and product providers who currently serve the Coast Guard or who seek to market goods and services to the Coast Guard. Role and functions of vendors can become confused because a vendor may simultaneously be considered “industry” because the company is also regulated by elements of the Coast Guard (for example, some classification societies both provide services to the Coast Guard and are overseen by the Coast Guard).



- E. Overarching Governmental Affairs Policy. Commandant (CG-092) and field commands shall engage governmental affairs publics with a primary objective of gaining an understanding of that publics' interests, objectives, and capabilities in addition to leaving that public with enhanced awareness of the Coast Guard.
1. Engagement Strategy. Commandant (CG-092) will develop an external engagement strategy identifying service priorities and objectives, links to strategic themes and topics, and key publics. This strategy should be updated on an annual basis.
    - a. Areas and districts shall develop governmental engagement strategies that tier from the external engagement strategy by linking local engagements to service objectives.
    - b. All governmental engagement strategies shall follow Administration (i.e. White House and DHS) policy and be informed by guidance provided in the Commandant (CG-092) engagement plan.
    - c. Commandant (CG-0921) shall provide guidance and key templates to assist in field GAO engagements in the form of a regularly updated external affairs tactics, techniques, and procedures.
  2. Awareness Engagements. Commandant (CG-0921) shall provide guidance and direction on initiatives to increase governmental affairs public awareness of the Coast Guard, its missions, authorities, capabilities, and operations. This guidance will be updated at least annually and shall be complementary to public affairs and operational awareness engagement guidance. Commandant (CG-0921) and field commands shall engage stakeholders throughout the year by providing current and relevant information, opportunities to meet with Coast Guard members, invitations to embark, embed, or participate in Coast Guard events, and awareness of local operations.
  3. Relationship-Building Engagements. Commandant (CG-0921) shall develop staff-to-staff working rapport with national governmental affairs publics allowing expedited no-notice exchange of factual/emerging case information to forge a shared understanding of significant and emerging events. Major unit commanders, commanding officers, and officers-in-charge shall develop staff-to-staff rapport with elected officials allowing expedited no-notice exchange of factual event/case information forging a shared understanding of significant and emerging events. General areas of interest and threshold for exchange of information shall be defined during these relationship-building engagements.
  4. Information-Sharing Engagements. Coast Guard personnel shall abide by OMB Circular A-11 regarding budget communications prior to release of the President's budget request. For purposes of information sharing, Coast Guard offices, staff, and personnel shall treat all Coast Guard detached duty billet personnel, including congressional and DHS fellows, as members of the staff on which they serve.

- a. District commanders, sector commanders, and commanding officers shall expedite the sharing of factual information with local stakeholders consistent with national messaging, and coordinate with Commandant (CG-0921) and the CAP process.
  - b. District commanders, sector commanders, and commanding officers shall consider the national strategic implications of emerging local events and cases, and shall seek Commandant (CG-092) guidance as time allows where national strategic issues are impinged upon by emerging local events or cases.
  - c. Area commanders, district commanders, sector commanders, commanding officers, and Commandant (CG-0921) staff shall keep Commandant (CG-092) apprised of upcoming stakeholder engagements and shall submit post-event summaries to ensure a record of the engagement is fully captured and any follow-on tasking or commitments are completed in a timely fashion.
5. Dialogue Engagements. Direct and persistent interaction, particularly with key congressional staff, is a critical component of supporting Coast Guard legislative objectives. Opportunities to coordinate engagement with senior Coast Guard leadership shall be pursued whenever it is determined to be beneficial to achieving Coast Guard objectives. Meetings, hearings, and briefings provide invaluable insight into key concerns and issues relating to external publics. Through continuous interaction and attendance at all engagements, the EAOs, GAOs, and Commandant (CG-0921) liaisons are uniquely positioned to capture and disseminate information, inform strategies, and notify senior Coast Guard leadership of emerging and evolving issues which may impact Coast Guard equities and operations.
- F. Congressional Engagements. Commandant (CG-0921) will monitor primary media outlets, Capitol Hill reporting agencies, and other sources of information which may also be initial sources of national policy issues impacting the Coast Guard and relevant within the sphere of governmental affairs.
  1. Awareness Engagements Commandant (CG-0921) will organize and conduct an awareness-building “Missions Day” for congressional staff at least biennially.
  2. Relationship-Building Engagements. District commanders serve as the Coast Guard principal, or delegate the responsibility as appropriate, for relationship-building engagements with senators’ home-state offices, senior local government officials, and local private executives.
    - a. Commandant (CG-0921) congressional liaisons shall participate in both social and official Capitol Hill events, as these engagements are a critical component of relationship building.
    - b. Commandant (CG-0921) congressional liaisons are responsible for direct interaction with congressional personnel and professional staff and will coordinate engagements between Coast Guard principals and members in the National Capitol Region.

- c. Commandant (CG-0921) congressional liaisons shall ensure presence at all congressional briefings, hearings, meetings, and events involving Coast Guard principals occurring inside the National Capitol Region.
  - d. Commandant (CG-0921) congressional liaisons shall ensure frequent and proactive congressional staff-to-staff and principal-to-member interaction at the appropriate level on relevant Coast Guard issues within the National Capitol Region.
3. Information-Sharing Engagements. House and Senate liaisons serve as the main point of entry for congressional queries including communication of approved national-level policy and resource information. Commands normally will avoid engaging in or speaking about congressional or budget sensitive issues; however, there will be occasions when it is in the best strategic interests of the Coast Guard for commands to amplify important legislative and budget issues with elected officials. In these instances, guidance normally will be provided by Commandant (CG-0921). Coordination Commandant (CG-0921) is crucial to ensure message alignment.
- a. Commandant (CG-0921) will ensure senior Coast Guard leadership is aware of significant engagement activities.
  - b. District and area GAOs shall ensure congressional inquiries from local district and state offices are routed to the Commandant (CG-0921) governmental affairs manager unless extremely urgent, in which case direct contact with the appropriate Commandant (CG-0921) liaison is authorized. The Commandant (CG-0921) governmental affairs manager and liaisons will treat inquiries received in the field as any other inquiry.
  - c. House and Senate liaisons will coordinate submission and delivery of congressional inquiries to professional and personal staff and coordinate with district and area GAOs when local delivery of information is appropriate and preferred.
  - d. Field commands should answer questions and provide information within their span of control. Informational engagements beyond this scope shall be referred to the appropriate command and will frequently be coordinated through Commandant (CG-0921), with extensive effort from Commandant (DCO), Commandant (DCMS), and Commandant (CG-82).
  - e. All material used for congressional presentations (slides, handouts, papers, etc.) will be coordinated through Commandant (CG-82) prior to release. For area, district, and major unit commands, this clearance will be coordinated by the Commandant (CG-0921) governmental affairs manager, who will obtain clearance and deliver and distribute responses as appropriate. If a briefing script or slides are used, they must be submitted to Commandant (CG-0921) and Commandant (CG-82) not later than seven working days before the engagement, or as soon as practicable for short-notice engagements.

4. Dialogue Engagements. Coast Guard employees shall not participate in, or give testimony before, a non-federal executive or legislative proceeding without the approval of Commandant (CG-094). Congressional requests for witnesses are normally received by Commandant (CG-0921). If any other Coast Guard unit or staff is contacted directly, Commandant (CG-0921) should be informed immediately to coordinate a reply with Commandant (CG-82) and senior Coast Guard leadership. Witnesses will be recommended by Commandant (CG-82) and Commandant (CG-0921) and are selected by Commandant (CG-00).
  - a. All testimony, transcripts, and responses to congressional requests and inquiries shall be coordinated with Commandant (CG-823) through Commandant (CG-0921).
  - b. Unless otherwise assigned by Commandant (CG-0921), the House or Senate liaison shall attend all congressional hearings that include a Coast Guard witness. The Liaison is responsible for taking notes, especially on any issues to which a witness is asked to respond for the record.
  - c. Following a hearing, the Commandant (CG-0921) House or Senate liaison shall coordinate with Commandant (CG-823) to initiate research on “inserts for the record” responses during the hearing. All QRFs, IFRs, transcripts, and identified errors for correction coming out of the hearing will be sent first to Commandant (CG-0921), then to Commandant (CG-82), which will coordinate with the appropriate witness and staff for action. Note that reviewing testimony, statements, and transcripts is a courtesy extended to the witness by most, but not all, congressional committees. Therefore, committee deadlines to return transcripts must be met or risk the service losing the opportunity to catch errors and provide input in the future.
  - d. Coast Guard employees shall not provide comment on proposed or pending non-federal legislation or rule-making outside the context of approved testimony at a proceeding, without giving prior notice to the judge advocate general and Commandant (CG-092).
  - e. Coast Guard employees shall clear any official expression of support for, or opposition to, any pending federal legislation through DHS and OMB.
  - f. Coast Guard employees shall not provide statements regarding the process, merits or benefits of a proposed rule once published in the Federal Register, the expected publication dates, or public comments received on a proposed rule, unless specific approval by TJAG and DHS Office of General Counsel has been secured.
  - g. Commandant (CG-0921) shall review Coast Guard legislative proposals and provide recommendations to the Commandant on potential political, and other external concerns raised by the proposal, along with an estimate of whether the likelihood the proposal could be enacted.

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

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

relationships are built over time, so effort must be made to develop pre-need relationships. Tribes generally will not speak for each other. Therefore, Field commands must approach each separately on important issues.

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

1. Awareness Engagements. Commandant (CG-0921) shall inform senior Coast Guard leadership on the interests, equities, and apparent advocacy of various NGOs, so that these leaders can accurately evaluate potential relationships and return-on-investment in engaging these organizations for governmental affairs purposes. Commandant (CG-0921) shall maintain general awareness of NGOs relevant to maritime and service interests, to include coordination with Commandant (CG-092), Commandant (DCO), and Commandant (DCMS), each of which may engage the same and other NGOs for alternate purposes. Commandant (CG-0921) shall engage national-level trade associations and other non-governmental organizations to foster basic awareness of the Coast Guard and the Department of Homeland Security.
  2. Relationship-Building Engagements. Commandant (CG-0921) shall establish trust relationships with national-level NGO leadership and staff to allow expedited information sharing and foster shared understanding of complex maritime and service issues. Commandant (CG-0921) shall ensure governmental affairs-based, national-level relationships with NGOs are reciprocated at the proper staff or Flag/SES levels.
  3. Information-Sharing Engagements. Commandant (CG-0921) shall inform national-level, service-affinity NGOs about the Commandant's legislative and budget priorities in order to enhance a detailed NGO understanding. Commandant (CG-0921) shall provide national-level, service-affinity NGOs timely responses to inquiries drawing only on releasable information, including briefings on that information where mutually beneficial.
  4. Dialogue Engagements. Commandant (CG-0921) shall provide Coast Guard principals with an informed assessment and analysis of critical feedback from NGOs on governmental affairs matters of service interest. Commandant (CG-0921) shall seek out opportunities to engage NGOs in non-traditional areas to advance common governmental affairs interests. Commandant (CG-0921) shall encourage senior leadership involvement with service-affinity NGOs in both traditional and non-traditional means.
- J. White House, Congressional, and DHS Fellows Program. Commandant (CG-0921) shall maintain a Coast Guard White House, Congressional, and DHS Fellows Program. This program is one of the Coast Guard's most prestigious and offers exceptional officers first-hand experience working at the highest levels of the federal government. During these assignments, fellows shall continue to receive normal pay and allowances.
1. Commandant (CG-0921) shall assign fellows wherever they are best positioned to provide benefit to the White House, Congress, or DHS .
  2. The Vice Commandant shall determine, based on the recommendation of Commandant (CG-092), whether to approve requests for the establishment or continuation of fellowship positions.
  3. Fellows shall undergo a competitive selection process.



4. Fellows are subject to the respective ethics rules of the chamber to which they are assigned. Fellows are, under 5 CFR 2635.104(c), not subject to normal ethics rules contained in Reference (g).
5. There are important differences between OGE and House or Senate rules; fellows shall discuss applicable congressional rules, particularly those directly relating to details and conflicts of interest, and gift acceptance rules, with their supervising Coast Guard member and staff prior to performing any duties as a fellow.
6. Fellows shall adhere to the conflict of interest prohibitions in Title 18 of the United States Code and maintain strict compliance with guidance contained in Military Civil and Dependent Affairs, COMDTINST M1700.1 (series), regarding engaging in partisan political activities. Fellows must acknowledge their understanding of said guidance prior to performing any duties as a fellow.



## CHAPTER 5. HISTORY

- A. Coast Guard History. The Coast Guard is rooted in a rich and treasured history. History influences not only what we do, but who we are and how we accomplish our service to the nation. The support, esprit de corps, and loyalty of Coast Guard members, employees, and volunteers is strengthened by our history. In many cases it is the history of our service that attracts new members to join the organization. The first objective of the Coast Guard History Program is to inculcate in service members a deep and abiding understanding of Coast Guard history to inform, guide, and motivate future service to the American people.
1. Coast Guard history is being made today. Today's stories will be accurately told tomorrow only if it is documented and preserved. Printed records, photographs, artwork, and a variety of artifacts (no matter how ordinary they may seem at present) can serve as a record of the Coast Guard of the 21st century. The second objective of the Coast Guard history program is to ensure the preservation of information, records, and artifacts of past and current operations to ensure an accurate and deep understanding of the Coast Guard into the future.
  2. The Coast Guard's history is a key to its future. In contrast to the other four Armed Forces, the Coast Guard has a unique background as a humanitarian service in direct and daily contact with the people it serves. Public support for present and future Coast Guard missions is in part based on its history. The third objective of the Coast Guard history program is to make the service's history available to the public to ensure understanding of the value the Coast Guard has brought and continues to bring to the nation.
- B. Responsibilities. Commandant (CG-092) manages the Coast Guard History Program. The Coast Guard Historian's Office, Commandant (CG-09224), collects, preserves, manages, and interprets documentary Coast Guard history. Commandant (CG-09224) also administers the Coast Guard's museum system and collects, preserves, and manages the Coast Guard's historical artifacts. This includes all Coast Guard-owned artifacts in the custody of a unit, organization, agency, or individual, and for which the custodian is accountable to the Coast Guard.
1. Areas, Districts, Sectors, Commanding Officers, and Officers-In-Charge. All units have a responsibility to preserve the service's history and pass historic data and artifacts to Commandant (CG-09224). Units that wish to display artifacts and/or historic photography of their unit should contact Commandant (CG-09224) for further guidance on the appropriate means to display these assets to ensure their long-term preservation and care. Reproductions of historic photography can be publically displayed without any additional guidance. Units receiving requests for loans of artifacts shall forward those requests to Commandant (CG-09224).
  2. Units. All units have a responsibility to inform the workforce and the public of the history of the unit and the service. Units should recognize and document their history, and share that information with the public and Commandant (CG-09224). Scrapbooks, unit displays, and online presence are just a few methods that each unit can use to help

bring history alive for its members. Actively commemorating historical dates and events are also valuable in building awareness of and support for Coast Guard history. Units are encouraged to contact Commandant (CG-09224) for assistance in presenting service history.

C. Definitions.

1. Documents. Documents are official, unofficial, or private papers, which record the Coast Guard's operations, functions, equipment, and people. Documents do not have to be old to be considered historical. Documents recording today's Coast Guard are tomorrow's history. If not collected now, the history may be lost.
2. Photographs. Photographic documentation, while not always yielding significant information, is an important graphic record. Besides providing positive evidence of events or scenes, photographic images are especially important to researchers wishing to publish their works. Historic photographs are used in Coast Guard publications and presentations, and are also sought by model builders, historic preservation organizations, and retirees.
3. Artifacts. Historical artifacts are defined as historically significant items that have been designated historical artifacts by Commandant (CG-09224). Historic buildings and structures are not considered artifacts. Some items may not have been so designated, but because of their age or obvious historical significance are inherently historical artifacts. Such items help illustrate the military, social, and cultural heritage of the U.S. Coast Guard and its predecessor agencies (Lighthouse Service, Life-Saving Service, Revenue Marine, Bureau of Navigation, Steamboat Inspection Service, and Revenue Cutter Service). In addition to revealing much about the Coast Guard's past, they are often ideal for public exhibition. For further guidance, contact Commandant (CG-09224).
4. Art. Paintings, drawings, sketches, cartoons, statuary, and other visual evidence of Coast Guard history are also important documentation. Because little attention was given to their preservation until recently, they are often found in private collections or have been discarded. Commandant (CG-09224) maintains a collection of historic art that is separate from the contemporary art in the Coast Guard Art Program (COGAP) collection.

D. Preserving Records.

1. Formal Records. The primary guide to preserving Coast Guard documents and photography is Reference (b).
2. Informal Records. Commandant (CG-09224) has a special interest in items not specifically described in Reference (b) such as district newspapers or newsletters, clipping files, cruise books, brochures (commissioning, decommissioning, change of command, welcome aboard, etc.), unit newsletters, and finding aids (phone books, unit listings, personnel locators, etc.). The most important resource in recognizing and preserving Coast Guard history is people. 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 history of the service. Any individual with an interest in donating this material should contact Commandant (CG-09224).

- a. District public affairs offices and headquarters units shall send copies of general-interest internal publications to Commandant (CG-09224). These are valuable for building historical files.
  - b. Before units dispose of old or obsolete publications (such as light lists, annual reports, manuals, or notices to mariners) contact the historian to see if they are needed for the reference collection. Units must contact the historian prior to sending any photos or publications to Coast Guard Headquarters, as current mailing procedures involve destructive (irradiation) screening processes that will destroy photos and severely harm paper.
  - c. Contact Commandant (CG-09224) with questions on the proper disposal of any item.
  - d. The retention of information relating to Coast Guard flag officers is important to maintaining the history of the service. To assure that this information is permanently retained, Coast Guard offices that generate and keep biographical information on flag officers are requested to electronically submit such material to the Coast Guard Historian's Office when a flag officer retires. This material should include the most current biographical statement, portrait photography, and other pertinent file material.
3. Oral History Records. Commandant (CG-09224) conducts a robust oral history program, capturing material from active duty, retired, civilian, and auxiliary members who have participated in significant events in their careers. They provide information from the perspective of those who were a part of history in their own words.
- a. Oral histories are conducted to gather information that is not or cannot be determined from existing written sources, or when additional information is necessary that does not exist in the written record. They are usually done to uncover specific information about an event or a person.
  - b. All Coast Guard personnel should remain aware of potential opportunities to gather oral histories during their operations and consult with Commandant (CG-09224) staff for concurrence and to determine the best way to capture them.
  - c. Members of the Commandant (CG-09224) staff typically complete oral histories. However, when circumstances require, the staff may request public affairs personnel or other volunteers to conduct the interviews on their behalf. The Commandant (CG-09224) staff will provide guidance to the interviewee as well as the required oral history waiver that must be completed by both the interviewer and interviewee before commencement of the oral history.

- d. Commandant (CG-09224) only releases transcripts of oral histories, which are posted to the Commandant (CG-09224) web site.
4. File Categories. Commandant (CG-09224) maintains the following historical files in its archives at Coast Guard Headquarters that are open to researchers and Coast Guard units. Consider the below categories prior to disposing of materials, and contact Commandant (CG-09224) to donate similar records.
  - a. Cutters. There is limited information and photography on all 20th century, many 19th century and some 18th century cutters.
  - b. Aircraft. There is limited information and photography on all aircraft flown by the service.
  - c. Units. There is limited information and photographs of 20th century stations. There is little historical documentation.
  - d. Disasters. There is limited photographs and limited data on shipwrecks, oil spills, and collisions occurring since 1950.
  - e. Subjects. Historical data and records are needed regarding subjects of repeated interest to the service, such as the aids to navigation, ocean stations, and the Vietnam War.
  - f. Special Collections. These records consist primarily of private papers and photography. Oral histories are also included in private collections and edify the Coast Guard's history.
5. Research Assistance. Commandant (CG-09224) presents Coast Guard history by responding to inquiries, preparing limited publications, public speaking, representing the Coast Guard on internal and external boards, and researching material for exhibition.
  - a. While Commandant (CG-09224) tries to respond to all inquiries, including phone calls, the best way to ask for support is by e-mail.
  - b. The Commandant (CG-09224) staff is too small to respond fully to the thousands of inquiries the office receives each year. Priority goes to those projects that will provide the greatest visibility to the Coast Guard History Program.
  - c. Commandant (CG-09224) responds quickly to public requests for prepared materials, but is unable to devote time to research public or unit requests. History files are open to the public. Any member of the public wishing to use them should first make an appointment. Visitor information can be found on the historian's office web site at <http://www.uscg.mil/history/aboutoffice.asp>.

6. Internet. The Internet has become the major tool for the Coast Guard Historian's Office to efficiently provide information to units and the public. The Commandant (CG-09224) office web site: <http://www.uscg.mil/history/>, has posted material that should answer any general question that may arise. Every primary historical publication published by the service is available at this site. The bibliographic material on the web site is kept current. The bibliography is the starting point for research beyond the general material provided on the web site. More data and photography is added on a daily basis to accommodate the needs of the public. Individuals or units interested in Coast Guard history should first consult the web site before requesting information from Commandant (CG-09224).
- E. Preserving Artifacts and Art. Commandant (CG-09224) manages the Coast Guard's Museum and the Curatorial Services Program. The Coast Guard's primary exhibition facility is the U.S. Coast Guard Museum located at the Coast Guard Academy in New London, Connecticut. This facility is charged with displaying the Coast Guard's history and providing educational programs for the Coast Guard and the general public.
1. Curatorial Services Program. The mission of the Curatorial Services Program is to ensure the proper identification collection, preservation, accountability, security, and educational use of the Coast Guard's historically significant artifacts and art. It collects, preserves, and manages the Coast Guard's historical artifacts. This includes all Coast Guard-owned artifacts in the custody of a unit, organization, agency or individual, and for which the custodian is accountable to the Coast Guard. To accomplish its mission, the Curatorial Services Program performs the following functions:
    - a. Maintains a service-wide inventory of Coast Guard artifacts, ensuring that they are identified, appraised, and recorded into the accountable property inventory system;
    - b. Establishes service-wide Coast Guard preservation, security and interpretation standards for the handling, storage and display of Coast Guard artifacts and art;
    - c. Advises and assists Coast Guard personnel in the correct management and preservation procedures for historical artifacts and art, and maintains a standard operating procedure (SOP) for guidance;
    - d. Arranges, tracks, and updates each loan of Coast Guard artifacts, including assigning current values;
    - e. Determines the feasibility of new loans;
    - f. Collects artifacts and properties of historical significance to the Coast Guard.
  2. Art. Commandant (CG-09224) manages the Coast Guard's historic art collection. This collection is separate from the contemporary Coast Guard Art Program (COGAP) collection. The historic art collection consists of, but is not limited to, paintings, sculptures, drawings, etchings, cartoons, and collages that depict historical events and persons. The collection is irreplaceable. Unlike the COGAP art collection the historical

art collection will not be used for morale, decoration, or short term events. The collection may only be used by serious researchers or be displayed in American Alliance of Museums accredited museums or educational venues. Coast Guard historical art does not include reproductions, replicas, or artwork of inferior artistic quality. Artistic quality is determined by the Coast Guard Curatorial staff or the Coast Guard Historian.

3. Artifacts. Artifacts are any item that helps illustrate the military, social, and cultural heritage of the Coast Guard and its predecessor agencies. These items include, but are not limited to: contract builders' (and other) models; lighthouse, lightship and buoy lenses; ships, buoys, and fog bells; helms, binnacles, compasses, and engine order telegraphs; peloruses, inclinometers, and sextants; chronometers, deck watches, Chelsea clocks, and radio beacon clocks; commissioning shipbuilders' identification plates; ships' seals, decorative dodgers, flags, and pennants; ships' (and other) unique silver; life rings; operational clothing (e.g., firefighting, flight, survival, other); aviation material; medals and insignia; weapons; small boats; religious articles; items from humanitarian operations, search and rescue, oil spill response, drug interdiction, marine safety and security, and wartime activities; and other items which represent the uniqueness of Coast Guard missions and members. The following types of items are not considered historically significant and would not be included in the Coast Guard collection. Examples include but are not limited to: reproductions, replicas, certain types of award plaques, unimportant athletic trophies, diplomatic gifts, and items primarily used for decorative purposes. Commandant (CG-09224) is the sole authority for the designation of Coast Guard artifacts.
4. Heritage Assets. Heritage assets are artifacts or objects of any age or time period that possess historical significance due to an association with important persons, events, dates, or places, and that serve to illustrate the history and material culture of the Coast Guard and its predecessor agencies (Revenue Cutter Service, Life-Saving Service, Lighthouse Service, Steamboat Inspection Service, and Bureau of Navigation).
  - a. The Coast Guard's historical artifacts cannot be sold, traded, or given away. In rare cases some artifacts will be reclassified as excess property due to condition, storability, or extensive duplicates in the collection. Curatorial Services will determine if the asset is eligible for excess. All Coast Guard heritage assets, regardless of location, are managed in accordance with Reference (e). Also within this Manual are instructions on loan procedures and other artifact requirements. Heritage assets are recorded and tracked through the Oracle Fixed Asset Module (Oracle FAM) database. In addition to Oracle FAM, Coast Guard heritage assets on the property records of Coast Guard Curatorial Services are recorded and tracked through a standard museum collections database.
  - b. Many Coast Guard units have artifacts in their possession. These artifacts are for display and educational purposes only. Having artifacts at Coast Guard units is a privilege, not a right. Coast Guard units assume all associated costs of stabilization, restoration, and conservation of the artifacts at their respective units. Any alteration of an artifact, including stabilization, restoration, and conservation must have the



- prior written approval of Curatorial Services. Any Coast Guard unit unable, unwilling or failing to provide the appropriate level of care as defined in the Artifact Standard Operating Procedure will transfer these artifacts to the Coast Guard Exhibit Center at the unit's expense. Curatorial Services reserves the right to inspect artifacts and artwork at any Coast Guard unit at any time.
- c. A condition report for each artifact must be completed and sent to Curatorial Services every two years. Units with artifacts must retain a file for each asset to include any historical information on the asset, condition reports, and photos of the asset.
  - d. When an artifact is no longer needed at a unit, or when disestablishing or decommissioning a unit, steps must be taken to preserve these historical items. Artifacts should be transferred to the Coast Guard Exhibit Center, 7945 Fernham Lane, Forestville, MD 20747, after first contacting Curatorial Services. Artifacts include any items that reflect the history and traditions of the service and its operations, but do not include historic buildings or structures.
5. 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. Major Category is General Purpose, Minor Category is Heritage. Item Name Code (INC) ART01 for original artwork of historical significance/high artistic merit, ART02 for artifacts, ART22 for original artwork that lacks historical significance/high artistic merit, and MOD01 for models. Forward a list of historical artifacts to Commandant (CG-09224) at least 30 days prior to decommissioning or disestablishment of a unit. Artifacts are the property of the U.S. Coast Guard and any unauthorized transfer of artifacts is illegal. Artifacts will be shipped directly to the Coast Guard Exhibit Center, 7945 Fernham Lane, Forestville, MD 20747, unless authorized otherwise by Commandant (CG-09224). Include all items that reflect the history and tradition of the Coast Guard and its operations, including its predecessor agencies.
- a. Report all excess heritage assets (artifacts) to Curatorial Services prior to the commencement of the disposal process. Curatorial Services will determine if the asset is eligible for excess.
  - b. Units with heritage assets must retain a file for each asset to include any historical information on the asset, condition report, and photography of the asset.
  - c. Curatorial Services may pre-designate personal property that is operational as artifacts. Once these assets are no longer used operationally they will be transferred immediately to Commandant (CG-09224). Once an item is no longer required as an operational asset and has been pre-designated as heritage, it cannot be altered in any way without express written permission from Commandant (CG-09224).
6. Gifts. Historical artifacts may only be accepted as gifts with a recommendation from Commandant (CG-09224) and upon approval from Commandant (CG-8). Units must advise Commandant (CG-09224) of potential artifact gifts, and after approval from

Commandant (CG-8), must then complete a deed of gift and send copies to Commandant (CG-09224) and Commandant (CG-8).

7. Loans. As part of its mission, the Curatorial Services Program ensures the proper preservation and educational use of the Coast Guard's historically significant artifacts. Artifacts will not be lent for purposes other than educational; all loans will promote the public awareness of the service. Although district commanders and commanding officers of Headquarters units may initiate loans of historical artifacts, all artifact loans require prior approval by Curatorial Services.
  - a. Only Curatorial Services is authorized to make loans of the Coast Guard's artifacts. See Reference (e).
  - b. Loan requests must be directed to Curatorial Services.
  - c. All borrowers of Coast Guard artifacts must sign a formal Coast Guard loan agreement maintained by Curatorial Services.
  - d. Coast Guard artifacts will not be lent on a "permanent loan" basis. No artifact will be lent for a term to exceed 25 years.
  - e. Artifacts cannot be lent for purposes of profit, commercial promotion or decoration of private property.
  - f. Artifacts will not be lent for consumptive use (historical flags will not be flown; clothing will not be worn, etc.).
  - g. Artifacts will not be lent to installations, agencies or organizations that have lost, damaged, destroyed or otherwise mismanaged artifacts in the past, unless tangible evidence of a change in management is provided.
  - h. Curatorial Services maintains the right to inspect artifact loans on-site with as few as 24-hours notice to the borrower.
  - i. Curatorial Services maintains the right to recall any artifact from current loan status.
  - j. The current replacement or market value of the artifact will be recorded on each loan agreement. Curatorial Services may determine artifact values for the use of Coast Guard personnel.
8. Reporting Loans. Curatorial Services will maintain a master inventory of all Coast Guard artifacts and loan agreements.

F. Flag Officer Biographies.

1. Required Information.

- a. Chronology of duty assignments (including dates if possible);
- b. Chronology of Coast Guard promotions (including dates if possible);
- c. Most important accomplishments;
- d. Medals and awards;
- e. Date of birth, hometown, and any personal information the flag officer would like added.

2. Formatting. Templates, formatting guidance, and additional assistance in preparing a flag officer biography are available from Commandant (CG-09224).



## CHAPTER 6. PERSONAL ACTIVITIES

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

2. Personal Works. These works include publications developed and released by Coast Guard personnel in an off-duty status that do not relate to official Coast Guard duties but are not initiated by any part of the Coast Guard organization. These works can be copyrighted and are subject to the guidelines of this section.
3. Guidelines for Unofficial and Personal Works.
  - a. Unofficial and personal works shall not be created, managed, or updated during Coast Guard work periods.
  - b. Unofficial and personal works shall be created in compliance with policies and guideline for personal use of government materials and equipment as outlined in Reference (f).
  - c. In all forums of personal public engagement, Coast Guard personnel shall avoid off-duty behavior that negatively impacts or conflicts with their ability to execute their duties as outlined in Reference (g).
  - d. Any employee who publicly communicates is personally responsible for everything they produce. Producing content via commercial publishers or posting content online does not absolve the employee from Coast Guard regulations and policies concerning operational security (OPSEC) and information security (INFOSEC). Additionally, Coast Guard members are accountable for violations of the Uniform Code of Military Justice for any published content.
  - e. A disclaimer shall be posted whenever the content could be construed to relate to the author's or blogger's Coast Guard capacity or concerns the Coast Guard:  
*"The views expressed herein are those of the author/blogger and are not to be construed as official or reflecting the views of the Commandant or of the U. S. Coast Guard."*
4. Compensation for Published, Private Works. Coast Guard personnel may have access to information that the media and other members of the public would not have access. Coast Guard employees are prohibited from financial compensation for the use of information that is not available to the public. Coast Guard personnel generally cannot accept compensation from any non-federal source for a communication that relates to the individual's Coast Guard duties. Personnel can accept a non-federal entity's offer of payment of travel expenses regardless of whether the communication relates to the author's Coast Guard duties. For a definition of non-public information and for additional guidance, refer to Reference (g) and refer to 5 C.F.R. § 2635 for full details on restrictions for compensation on published works and definitions of "relates to official duties." Questions on any specific case shall be referred to a servicing legal office for ethics review.
5. Academic Freedom. All faculty of the U.S. Coast Guard Academy are entitled to academic freedom as set forth in the 1940, Statement of Principles on Academic Freedom.

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

D. Social Media. Because online communication dynamics is built among peers, where anyone can be a publisher of content and credibility, there is potential to unintentionally disclose to millions of people protected information or engage in a conversation without authority. Understanding the context from which the online engagement occurs is critical to complying with policy as outlined in this Manual.

1. Accountability. Even when off-duty, and on a personal site or blog, Coast Guard personnel are subject to the Uniform Code of Military Justice, and employees are subject to administrative or legal action if they violate policy or security regulations. Identification as affiliated with the Coast Guard may be as a result of past site activity, photos of themselves, or other indirect activity. It is the responsibility of the employee to understand the difference between official, unofficial, and personal use of social media for Coast Guard communication.
2. Unofficial and Personal Use of Social Media. Policy for the official use of social media is contained in this Manual. Employees using social media for unofficial and personal communication shall follow the guidelines below. The realities of social media present new challenges for privacy and reputation management. Personal information or imagery disclosed, or private comments posted, are easily searchable online and very difficult to remove from the Internet. Although a person can restrict or set privacy controls, anything posted online is never truly private. Coast Guard personnel should be mindful that when they post information or imagery about themselves or colleagues, it directly reflects upon them as well as the Coast Guard. It is difficult to separate an individual Coast Guard employee from the Coast Guard in the public's eyes. Personal accounts shall not be established with government e-mail addresses, employ the use of government logos or protected words or symbols, or be used to release official Coast Guard information or imagery not already approved for release. Personal accounts shall not be used to conduct official Coast Guard business unless specifically required due to third party site terms of

use, which limit users to only one account. In these instances, contact Commandant (CG-0922) social media staff for assistance with current approved terms of service. Any member or employee who self-publishes online is personally accountable for everything they post. Personnel bear a responsibility for ensuring information disclosed (including personal comments) is accurate and appropriate. Coast Guard military members may be held accountable for violations of the Uniform Code of Military Justice and civilian employees may be held accountable to administrative or legal action for content posted online. The Commandant (CG-0922) Social Media Team provides a useful guide of applicable safety and security practices and provides guidance to all Coast Guard employees.

- E. Online Engagement. Coast Guard personnel must comply with the policy as outlined in chapter two of this Manual regarding information sharing, release of information, and restrictions on release of information to ensure their online communication abides by legal and security requirements. In addition to policy in chapter two, Coast Guard personnel should be aware of the following issues when engaging online.
1. Intellectual Property. Personnel must follow all applicable copyright laws and standards of fair use. For your protection, do not use any words, logos, or other marks that would infringe upon the trademark, service mark, certification mark, or other intellectual property rights of the owners of such marks or any material that is copyrighted unless (consult servicing legal office if unsure) you are the copyright owner, you have written permission of the copyright owner to post the copyrighted material on your blog, or you are sure that the use of any copyrighted material is permitted by the legal doctrine of “fair use.” Refer to chapter three of this Manual on the use of Coast Guard protected words and symbols.
  2. Legal Issues. Coast Guard personnel are solely responsible for any statements, comments or blogs posted under their name. They are not shielded from legal action for libel or other violations of the personal rights of others. Coast Guard personnel shall not post any material that is obscene, defamatory, profane, libelous, threatening, harassing, abusive, hateful, or embarrassing to another person or entity. Additionally, Coast Guard personnel shall not post any information that would infringe upon the proprietary, privacy, or personal rights of others, or disclose internal Coast Guard information or documents that the service has not officially released to the public.
  3. Security. Coast Guard personnel are responsible for adhering to Coast Guard regulations and policies concerning Operations Security (OPSEC), Information Security (INFOSEC) and the Privacy Act. The guidelines for release of information outlined in chapter two of this Manual apply equally to all modes of public engagement including official, unofficial, or personal use of the Internet. Coast Guard personnel must consider the impact of any text, imagery, or video content on operational or information security before posting online.
  4. Social Media. While social media is great for communication, America’s adversaries also use the Internet and other social media sites to gather information about Coast Guard



operations and personnel. In fact, social media sites may provide a “one-stop-shop” for intelligence collection by our adversaries. All personnel have a responsibility to ensure that sensitive information is not posted to public websites whether they are communicating in an official, unofficial, or personal capacity. Coast Guard personnel are expected to exercise good OPSEC and common sense when considering the release of information. If in doubt, consult with a servicing public affairs staff, OPSEC coordinator or Commandant (CG-0922) before posting. Some examples of OPSEC issues that shall not be released are:

- a. Rules of engagement or use of force policy;
- b. Details of schedules, daily routine, specific locations, and courses of action for ongoing or future operations and activities;
- c. Speculation or discussion of terrorist events, activities, and force protection posture;
- d. Deployment plans and procedures for Coast Guard units or other U.S. forces;
- e. Names of personnel assigned to sensitive deployments or duty stations;
- f. Personnel recall rosters containing any combination of personally identifiable information or unique identifiers of individuals;
- g. Family member information, home telephone numbers, and addresses;
- h. Physical security vulnerabilities of Coast Guard or other forces;
- i. Detailed information about unit capabilities and sensitive or controlled missions;
- j. Maps or specific locations of sensitive operational units;
- k. Information on security systems, hazardous materials;
- l. Public safety and response plans for port facilities;
- m. Network IP addresses;
- n. Existence or details of intrusions into networks;
- o. Specific movement of Flag officers, senior leaders, VIPs, and key command personnel including itineraries, hotel reservations, events, agendas, etc.;
- p. Posting digital pictures of Coast Guard assets involved with embedded GPS information.

- F. Off-Duty, Personnel Participation in Entertainment Programs. Personnel shall obtain permission from their command to participate and be in a leave or liberty status for their entire participation in any entertainment opportunity that is not officially supported by the Coast Guard. If participation is approved, the employee's command shall route the request to the Coast Guard Motion Picture and Television Office, Commandant (CG-0922M). The Coast Guard Motion Picture and Television Office is the final authority for approving or denying participation in an entertainment media production. Details and logistics, including uniform details, waivers, releases, and contracts for off-duty personnel participation shall be reviewed and approved by Commandant (CG-0922M). Requests for a command to participate in a television program shall be forwarded to Commandant (CG-0922M) for review, approval, or denial.
1. Game Shows. Employees appearing on game shows that are not "all-military" episodes, which are coordinated by Commandant (CG-0922M), must be randomly selected for participation and cannot use their affiliation with the Coast Guard to be selected to participate.
  2. Employment of U.S. Coast Guard Personnel as Extras. U.S. Coast Guard personnel are prohibited from receiving compensation for duties rendered incident to officially supported productions (e.g., boat crew, aircrew). However, a production company may hire service personnel in an off-duty status to perform as actors, extras, or other positions provided there is no conflict with existing service regulations. In such cases, contractual arrangements are solely between those individuals and the production company. However, payment should be consistent with current industry standards. The producer is responsible for resolving any disputes with unions governing the hiring of non-union actors and extras. Service personnel accepting such employment shall comply with all applicable standards of conduct. Individuals shall coordinate these activities with their chain of command and Commandant (CG-0922M) in order to avoid violating any conflict of interest, such as dually obligated long-term employment.
- G. Communication with Elected Officials. Communication with congressional members can occur in two ways, officially and personally. Coast Guard personnel have an inherent right to contact their congressional representatives on a personal level as specified in Reference (h). This does not apply to official communication. Official contact with members of Congress, and their staffs, is discussed in chapter four of this Manual. It is incumbent upon the employee to be familiar with these differences.
- H. Political Activities and Military Members. The political activities of uniformed members are governed by the Military Civil and Dependent Affairs, COMDTINST M1700.1 (series) manual.
- I. Prohibited Political Activities and Military Members. In general, a member on active duty may not participate in the following activities.
1. Use official authority or influence to interfere with an election, solicit votes for a particular candidate or issue, or require or solicit political contributions from others.

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

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

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



## CHAPTER 7. MAJOR CONTINGENCIES

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

operational commanders, the location of joint information centers (JIC), and how the existing elements will align with a national-level construct. Refer to the Coast Guard Incident Command System Implementation Plan, COMDTINST M3120.15 (series) for more information and guidance.

- E. Response and Investigation. To prevent the appearance of a conflict of interest during significant incidents, the EA team and command spokesperson will not be the same for both the response and any subsequent investigation.
- F. Responsibility. During a contingency response, the district external affairs officer (EAO) is responsible for developing and releasing information about the incident to the news media, elected officials, and the public unless relieved by a senior EAO as part of a large-scale EA operation. An effective external affairs response requires delivering a coordinated message and facilitating an open exchange of information between response leadership, elected officials, and the public. For incidents spanning across or affecting multiple districts, the area external affairs officer will lead the external affairs response. The response functions of a public information officer (PIO) and a liaison officer (LOFR) will reside under the EAO. Nationally significant events are led by Commandant (CG-092).

1. The Major Responsibilities of the PIO.

- a. Determine if there are any limits on information release.
- b. Develop the communication action plan.
- c. Oversee Joint Information Center (JIC) operations.
- d. Advise senior leadership on external perceptions of the response.
- e. Draft and disseminate news and imagery releases.
- f. Prepare incident commanders for press briefings.
- g. Coordinate press briefings.
- h. Arrange for tours, interviews, or other briefings as appropriate.
- i. Assist in the development of information management plans.

2. Major Responsibilities of the LOFR.

- a. Serve as the primary coordinator for the liaison network, including agency representatives for local and state governments.
- b. Maintain a contact list for all liaisons.



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

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

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

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

3. The CCTs are not a redundant capability to the Public Information Assist Team (PIAT) or the Coast Guard Incident Management Assistance Team (CG-IMAT), but rather an additional tool available to operational commanders in times of crisis. The CCTs will enable operational commanders to maintain situational awareness despite external demands from media and other sources. The deployment of an experienced and trained communication team will greatly enhance the Coast Guard's ability to manage the information environment during the most demanding situations and shape the external messages within the first few hours of a crisis.

#### H. CCT Role and Objectives.

1. The CCT will surge to provide strategic communication support within the first 12 hours of a crisis event, when one or more of the following conditions exist: an event of national significance, an event where local resources are overwhelmed, or an event with high national media interest or intense political pressures. The following objectives will be the priority of the CCT.
  - a. Augment district EA staff.
  - b. Identify the appropriate target audiences.
  - c. Provide the operational commander with various proactive communication options to reach all targeted audiences.
  - d. Ensure the Coast Guard has the ability to participate in the first possible news cycle following a crisis event.
  - e. Promote clear, common strategic messaging among Coast Guard spokespersons.
  - f. Assist with drafting appropriate content for media queries to include integration of strategic communication, risk communication, and crisis communication principles.
  - g. Establish realistic objectives of the crisis communication response.
  - h. Manage the internal information cycle between DHS OPA, Commandant (CG-092), areas and districts.
2. Areas will each maintain a duty list for a team in B-12 status and an additional team in B-24 status. Areas shall also work with Commandant (CG-092) to identify at least two senior (O-5/O-6) external affairs professionals to augment teams when warranted during significant events. These members shall be in a B-24 status.

- a. B-12 Team. Each B-12 team will consist of at least three members ready to deploy: two PAOs who have the PIO1, PA OFF competencies, and a public affairs specialist. This pool of candidates should come from areas, districts, Coast Guard Academy, CGRC, DINFOS, MOPIC or any other position where the individual retains said competencies or qualifications.
    - b. B-24 Team. Each team will consist of at least the following personnel: two senior PA professionals, at the O-5 to O-6 level, to surge if the event requires senior level spokespersons or external affairs support.
  3. Areas shall work with Commandant (CG-0922) to identify qualified team members through volunteer solicitation or selection on an annual basis. The following circumstances may be triggers for activating the CCT:
    - a. An event of national significance;
    - b. An event where local resources are overwhelmed;
    - c. An event with high national media interest and/or intense political pressures.
  4. Requests should come via the request for forces (RFF) process and Staff Surging Branch (SSB). Realizing that getting team members in place as quickly as possible is the key to success; plans must be in place to move personnel with minimal delay.
  5. During certain circumstances, CCT deployments will be funded through the Oil Spill Liability Trust Fund or the Stafford Act. In other cases, options include: Commandant (CG-092) or areas funding approved deployments. The least desired option requires funding by the requesting operational unit. This funding burden may impact the units' tendency to request the CCT and have a negative impact on the communication success of a crisis event. Regardless, CCT members shall have annual orders from the area to facilitate rapid launches when required. These orders can be changed or have funds transmitted as needed after the response.
- I. Public Information Assist Team (PIAT). The PIAT is a resource for Coast Guard and Environmental Protection Agency Federal On-Scene Coordinators and Coast Guard Incident Commanders during crises or responses to incidents. The PIAT, previously located at the National Strike Force Coordination Center, is now a division within the CG-IMAT. The PIAT remains a special team under the National Contingency Plan. Requests for PIAT support can be made 24/7 through the LANTAREA Command Center.



## CHAPTER 8. WORKFORCE MANAGEMENT AND CAREER DEVELOPMENT

### A. External Affairs Officer Workforce Management.

1. Purpose. The external affairs officer (EAO) sub-specialty designation has been developed as part of an integrated system to recruit, train, assign, promote, and provide career development guidance to all officers serving in the external affairs sub-specialty based on a defined framework. This integrated system defines the needs of external affairs billets at every level to align the positions with people who have met the pre-determined criteria and are qualified to fill the positions. Coast Guard Personnel Service Center (CG PSC) in coordination with the external affairs program manager retains the authority to waive the criteria, or competencies, based on the needs of the service. Individuals who are serving or have served in external affairs billets will be assessed to determine their EAO sub-specialty level.
2. Designation Levels. External affairs officer sub-specialty designations can be earned at three levels:
  - a. Apprentice (generally O-1 to O-3);
  - b. Journeyman (generally O-3 to O-4);
  - c. Master (generally O-5 and above).
3. Pay Grades. These pay grades are general guidelines and in no way preclude a high performing junior officer from attaining a higher designation level, or a senior officer, with exceptional external affairs skills who is new to external affairs, from starting a career in this field.
4. Competencies. There are two competencies that make up the external affairs sub-specialty; public affairs officer (PA OFF) and governmental affairs officer (GAO). Each competency tier is based on training, education, and experience. The EAO competencies are awarded by Commandant (CG-092) or a designated authority. EAO competency requirements are managed by Commandant (CG-1B1), under the authority of the U.S. Coast Guard Competency Management Systems Manual, COMDTINST M5300.2 (series), in coordination with the programmatic authority of Commandant (CG-092). EAO competency requirements are outlined in the Competency Dictionary maintained by Commandant (CG-1B1). Application process guides and performance qualification standards are maintained by Commandant (CG-09225). Contact Commandant (CG-09225) or Commandant (CG-0921) to receive the most current guidance for obtaining these competencies.

- B. Public Affairs Officers (PA OFF). To be effective in their positions as area or district public affairs officers, all public affairs officers shall consult Commandant (CG-09225) to obtain the most current pipeline training at the Defense Information School (DINFOS), Fort Meade, MD. Whenever possible, this training should be scheduled as pipeline training before

reporting into the area or district public affairs office. The PA OFF competency exists to ensure that prospective public affairs officers (PAO) and assistant public affairs officers (APAO) can effectively serve in external affairs leadership positions; members shall be qualified through a combination of training, experience, education, and professional recognition. Earning the PA OFF competency is based on a variety of factors. No two members will have the same combination of experience, training, and education; no two members will have the same access to training opportunities or experience. There are four levels to the PA OFF competency. The lowest tier (Tier 4) represents the entry level practitioner while the highest tier (Tier 1) represents the most senior level practitioner. The PA OFF competency is assigned to public affairs positions throughout the Coast Guard. The appropriate PA OFF tier is assigned to the appropriate public affairs billet. Ideally, members are only assigned to public affairs assignments who have the requisite competency. Therefore, seeking higher levels of responsibility are intertwined with retaining higher tiers of the PA OFF competency.

1. Public Affairs Officer (Tier 4). The entry level public affairs officer competency is the PA OFF (Tier 4) competency. Members will be qualified to serve as collateral duty, unit public affairs officers after successfully completing the Coast Guard Public Affairs Course (CGPAC) at the Defense Information School located at Fort George G. Meade, MD. To enroll in the course, simply submit a short-term training request in Direct Access under course code number 500673. The PA OFF (Tier 4) competency is the only PA OFF competency granted to members by completing a single training course. The PA OFF (Tier 4) competency is not a prerequisite for obtaining the PA OFF (Tier 3) competency.
2. Public Affairs Officer (Tier 3). The third highest level of public affairs officer competencies is the PA OFF (Tier 3) competency. This competency is a prerequisite for full-time public affairs officers and assistant public affairs officers. Typically, this competency is assigned to officers who have not attended any formal course of graduate study offered through the Coast Guard Advanced Education Program, but have the requisite training or undergraduate education and experience to qualify for public affairs officer responsibilities. This competency is required to compete for advancement to chief public affairs specialist and therefore should be sought by first class public affairs specialists. Officers who achieve this competency can be assigned to public affairs officer positions without any graduate education.
3. Public Affairs Officer (Tier 2). The second highest level of public affairs officer competencies is the PA OFF (Tier 2) competency. This competency is a prerequisite for being assigned to a district or area public affairs officer (O-3 or O-4) position, for promotion into the public information (INF) chief warrant officer (CWO) specialty, and for advancement to senior chief public affairs specialist (PACS). Typically, this competency is assigned to officers who have completed a successful tour as a public affairs officer at the district command cadre level, officers who have completed a successful tour as a governmental affairs officer with collateral public affairs officer duties, and assistant public affairs officers (APAO) who have successfully completed an

APAO tour. This competency is required to compete for advancement to senior chief public affairs specialist and therefore should be sought by chief public affairs specialists.

4. Public Affairs Officer (Tier 1). The highest level of public affairs officer competencies is the PA OFF (Tier 1) competency. This competency is a prerequisite for being assigned to a headquarters, district, or area external affairs officer (O-5 or O-6) position, the public information (INF) chief warrant officer (CWO) specialty force manager position Commandant (CG-09225), or the public affairs (PA) rating force master chief (RFMC) position. Typically, this competency is assigned to officers who have completed a successful tour as a public affairs officer at the district command cadre level, officers who have completed a successful tour as a governmental affairs officer with collateral public affairs officer duties, and assistant public affairs officers (APAO) who have successfully completed an APAO tour. This competency is required to compete for advancement to master chief public affairs specialist and therefore should be sought by senior chief public affairs specialists.

C. Governmental Affairs Officers (GAO).

1. Governmental Affairs Officer (Tier 4). Collateral duty governmental affairs officers (O-1 to O-2) given the responsibility of assisting their unit leaders with congressional and legislative officials will be required to attain this competency to perform assigned duties and before qualifying for the next higher tier.
2. Governmental Affairs Officer (Tier 3). Governmental affairs officers (O-3 to O-4) are primarily assigned to district or area external affairs offices, or the Office of Congressional Affairs. Members attaining this competency upon successful completion of assignment will be eligible for the next higher tier.
3. Governmental Affairs Officer (Tier 2). Mid-grade governmental affairs officers (O-4 to O-5) are primarily assigned to the Office of Congressional Affairs, Commandant (CG-0921) or to district or area external affairs officer positions and upon successful completion of assignment will be qualified to serve as external affairs officers if the PA OFF competency is achieved.
4. Governmental Affairs Officer (Tier 1). Senior governmental affairs officers (O-5 to O-6) are primarily assigned to senior level governmental affairs assignments. Qualified officers will be assigned to senior GAO positions within the Office of Congressional Affairs or as district or area external affairs officers where applicable.

- D. Public Information (INF) Chief Warrant Officers. Chief warrant officers serving in the specialty of public information employ a complete mastery of communication practices and theory in an effort to educate and inform the American public about the Coast Guard and its missions. INFs serve as public affairs officers and have a keen understanding of the National Response Framework as it relates to public affairs. INFs facilitate and assist with the flow of information generated by the mass media, the Internet, and various modes of communication (television, radio, feature films, etc.). They understand how to characterize risk

communication situations, advise senior leadership on public communication plans, manage communication operations, and facilitate internal and external organizational communication.

1. Chief, Public Affairs Programs (CG-09225). The Chief, Public Affairs Programs, Commandant (CG-09225), under the supervision of the Chief, Office of Public Affairs, Commandant (CG-0922), serves as the public affairs program manager responsible for researching, developing, implementing, and evaluating professional development, requirements, standard practices, and policies for the Coast Guard's public affairs workforce. This position is reserved for senior INFs holding the PA OFF (Tier 1) competency. Commandant (CG-09225) serves as the collateral Specialty Force Manager (SFM) for the INF CWO specialty and represents the programmatic interests of the INF specialty on behalf of Commandant (CG-092).
2. Supervisor, Public Information Assist Team (PIAT). Under the direction of the Coast Guard Incident Management Assistance Team, the PIAT is a resource for Coast Guard and Environmental Protection Agency federal on-scene coordinators and Coast Guard incident commanders during crises or responses to incidents. The PIAT is led by a Chief Warrant Officer (INF) accompanied by a staff of enlisted public affairs specialists. This position is reserved for INFs holding a minimum level proficiency of Public Information Officer (Tier 3) and PA OFF (Tier 3).

E. Enlisted Workforce Management.

1. Public Affairs Specialists (PA). PAs are the Coast Guard's experts in written and visual communication products. Their purpose is to assist the public affairs officer in developing, executing, and evaluating the effectiveness of communication activities to support unit commanders to achieve service objectives. PA core competencies are centered on content creation, media relations, and crisis communication. PAs also develop advanced skills in photography, videography, graphic arts, web content development, social media, risk communication, and other modes of communication. Public affairs specialists shall attend class C schools at the Defense Information School to remain proficient in these competencies.
2. Candidacy. PA candidates attend the Basic Public Affairs Specialist Course at the Defense Information School (DINFOS), Fort George Meade, MD, and are selected in accordance with the Public Affairs Specialist "A" School Candidate Screening Process, COMDTINST 1514.1 (series).
3. Public Affairs Specialist Third Class (PA3). A PA3 is an apprentice public affairs specialist and media relations specialist. PA3s are the front line of the Coast Guard's public affairs efforts and will qualify as a media relations watchstander by qualifying as a public affairs watchstander (PAW). They will also earn other basic enlisted public affairs competencies. They will seek opportunities to advance their skills through on-the-job training, C-schools, and primarily independent study.
4. Public Affairs Specialist Second Class (PA2). A PA2 is considered a journeyman public affairs specialist and should achieve journeyman competencies in photography,



videography, and ICS responsibilities. Most PA2 billets are located at district offices or headquarters units. A PA2 is capable of functioning independently, is proficient in watchstanding, and can perform the majority of technical tasks required of a PA1 without supervision. They should have attended at least one DINFOS C school.

5. Public Affairs Specialist First Class (PA1). A PA1 is considered a master technician, content editor, and crisis communicator. The majority of PA1 billets are supervisory and independent duty positions at PADETs and therefore PA1s must hold the PADET supervisor competency (PADETSUP). PA1s are able to lead groups in a broad range of public affairs activities. They are able to interpret policy and doctrine and then apply it to daily activities. PA1s provide public affairs council to field commanders.
6. Chief Public Affairs Specialist (PAC). A PAC is a master technician, assistant public affairs officer, and professional development supervisor for junior PAs. The majority of PAC billets are in assistant public affairs officer positions at districts. PACs are responsible for training and developing their enlisted staff. They serve as the office managers for district PA staffs.
7. Senior Chief Public Affairs Specialist (PACS). A PACS is assigned to positions within the public affairs community that require application of master technical abilities and experience. They are considered PA officer qualified, and are assigned as assistant public affairs officers at senior commands.
8. Public Affairs Specialist Rating Force Master Chief (PA RFMC). Under the direction of the Chief, Public Affairs Programs, the PA RFMC is the principle advocate for the Public Affairs Rating and is responsible for the overall health of the rating. The PA RFMC manages PA workforce structure and ensures that the rate is able to effectively perform its missions. The PA RFMC is also responsible for performing the duties of service-wide examination writer, end-of-course test writer, and subject matter expert for the PA rating.

F. Civilian Workforce Management.

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

requisite level of their EAO competency. The extent to which an IDP can be supported is determined by management.

G. Reserve Workforce Management.

1. Reserve public affairs specialists' primary function is to enhance crisis response and management capability. During operational contingencies, or domestic responses, active duty PA capacity is quickly exhausted. Reserve public affairs specialists provide surge capability, and as such are trained, qualified, and ready for mobilization. Reserve public affairs specialists represent a third of the total PA workforce, and shall achieve the same qualifications and competencies as their active duty counterparts.
2. Reserve public affairs specialists (PA) are expected to be fully trained and deployable to respond to contingency operations. To this end, they must be able to demonstrate their ability to assist in a fast-paced response where their rank will indicate their level of proficiency in crisis communication. The reservist PA must achieve the same qualifications and competencies as their active duty counterpart.
3. Senior enlisted, reserve PAs must be ready to lead. Senior enlisted, reserve PAs must maintain proficiency in critical PA skills as technology and practices evolve. Senior enlisted, reserve PAs are directly responsible for the evaluation and professional development of the junior reserve PAs at their command. Senior enlisted, reserve PAs will retain the same competencies as their active duty counterparts.
4. Reserve PAs will be provided access to standardized equipment for training and deployment. External affairs offices will accommodate the standard equipment needs of their reserve forces equal to that of their active duty staff. External affairs offices must adequately fund their reserve readiness.
5. Reserve PAs are typically assigned to district offices. Those external affairs offices that have reserve PAs assigned to them are responsible for ensuring their member's are mobilization ready. No reserve PA is authorized to drill or train outside the supervision of an external affairs office or PADET. Reserve PAs who do not reside within in reasonable commuting distance (RCD) of their assigned positions should refer to the Reserve Policy Manual, COMDTINST M1001.28 (series) for further guidance.
6. Unless enlisted through the direct petty officer program, reserve PAs will attend the Basic Public Affairs Specialist Course at the Defense Information School, Fort George Meade, Maryland, where they will receive introductory journalism and media relations training. Upon graduation, they will advance to PA3 and will be able to answer simple media queries, write news releases, take photographs, write feature stories, and generate simple printed or web publications with supervision. Reservists must seek opportunities to advance their skills through on-the-job training (OJT), correspondence courses, C-schools, and independent study.

7. It is essential that reserve PAs drill together to build cohesion and readiness for contingency operations. Drill time must be used to train to respond. IDT and ADT are to be used to ensure members are trained for mobilization in accordance with Commandant policy.



## CHAPTER 9. STANDARDIZATION

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

governmental affairs officer, one public affairs officer, one assistant public affairs officer, and three of more public affairs specialists.

- F. Public Affairs Detachments (PADET). The PADET is a field-based office detached from a district external affairs office. The PADET provides public affairs support to a sector or region on behalf of the district public affairs officer and shall report directly to the district assistant public affairs officer. The minimum staffing requirement for a PADET is one supervisory public affairs specialist 1<sup>st</sup> class and one or more junior public affairs specialists.
- G. Unit Collateral Duty External Affairs Officers. Every unit shall have an assigned collateral duty public affairs officer to manage the public affairs activities for the command. Unit commanders are encouraged to appoint a collateral duty governmental affairs officer to assist them in managing outreach to local congressional staffs and state, local, and tribal leadership.
- H. Training.
  - 1. The Public Affairs Programs Division, Commandant (CG-09225), will establish and coordinate training for external affairs officers, governmental affairs officers, public affairs officers, public information specialty chief warrant officers, enlisted public affairs specialists, and for personnel assigned as collateral duty external affairs officers.
  - 2. Commandant (CG-09225) will oversee the professional development of external affairs officers, governmental affairs officers, public affairs officers, public information specialty chief warrant officers (INF), and enlisted public affairs specialists (PA).
  - 3. Commandant (CG-09225) will serve as the Commandant (CG-092) liaison to the Coast Guard Institute and the Defense Information School (DINFOS).
  - 4. Commandant (CG-09225) will coordinate all external affairs awards, advanced education, workforce professional health management, and program evaluation.
  - 5. Commandant (CG-09225) will coordinate across multiple directorates to address issues impacting workforce readiness, training, staffing, career development, and form strategies that match the needs of the service with the needs and capabilities of the workforce.
- I. Equipment.
  - 1. The use of standardized equipment to conduct external affairs activities is critical to maintaining efficiency, proficiency, and the ability to surge forces to effectively respond to contingencies. Commandant (CG-0922) will establish and promulgate annually a standard equipment list (SEL) for public affairs offices and specialists. Units are prohibited from procuring public affairs equipment that is not on the SEL, unless a waiver is obtained from Commandant (CG-09225).

2. Commandant (CG-09225) shall convene an annual equipment standards board (ESB) to determine which equipment will be required and authorized for use in each external affairs office or staff. Each equipment area will be reviewed on a tri-annual basis or when prescribed standard equipment becomes obsolete. Approved equipment, including but not limited to cameras, public affairs specific telecommunications and satellite systems, imagery editing systems, stand-alone computers and software, will be prescribed on the SEL.
- J. Tactics, Techniques, and Procedures (TTP). Commandant (CG-092) shall establish TTP for external affairs operations. Commandant (CG-09225) serves as project manager for external affairs TTP and shall work with Force Readiness Command (FORCECOM) to develop and maintain TTP.
- K. External Affairs Standardization Team (EAST). The external affairs standardization team (EAST) exists to assist external affairs staffs with ensuring readiness to carry out activities in support of Coast Guard operations. It also ensures that policy, doctrine, TTP, and best practices are applied consistently and effectively throughout the program.
1. Functions. The team is responsible for four major functions.
    - a. Evaluate, assist, assess, and report on standardization implementation and execution by field external affairs offices to area and district commanders and Commandant (CG-092).
    - b. Serve as subject matter experts and advisors to Commandant (CG-09225) in the development and maintenance of program standardization, doctrine, and TTP.
    - c. Serve as a conduit for issues and concerns from field units to headquarters and for program direction and intent to field units.
    - d. Serve as informal mentors and coaches to field unit personnel.
  2. Composition. The EAST consists of a group of experienced governmental and public affairs practitioners chaired by Commandant (CG-09225). Team members will serve on the team in a collateral role for a minimum of two years. Team members do not need to be headquarters-based, but participation by personnel outside Commandant (CG-092) must be approved by their chain of command. Chief, Public Affairs Programs Division will submit nominations for team membership to Commandant (CG-0922) for approval.
- L. Staff Assessment. Programs division will promulgate the assessment schedule annually to include the checklist that will be used during the assessment. Assessments will be based on existing TTP, policy, and doctrine. Each area or district external affairs staff will receive one site visit every three to four years, with remote assessments conducted as needed. EAST visits or remote assessments can also be scheduled on condition at the request of an area or district commander. The following categories will be examined.

1. Planning. This will include a review of existing national and local communication plans to include planning elements, theme and message alignment, and campaign execution and participation.
2. Training and Readiness. This will include an assessment of training support provided to field units, personnel qualification standards, EA office training and professional development, and workforce deployable readiness.
3. Processes and Procedures. This will include a review of the proper application of Associated Press guidance and other policy adherence in unit products, proper image filing standards, information release processes, knowledge management practices, and office administration.

M. Reports.

1. Annual assist reports and briefs will be provided to area and district chiefs of staff summarizing the findings of the team.
2. The EAST will provide an annual compilation report to program leadership summarizing the implementation and execution of standard practices Coast Guard-wide.



## CHAPTER 10. PUBLIC SERVICE AWARDS

- A. Background. Public service awards recognize private citizens, groups, or organizations for helping the Coast Guard carry out its missions. Any Coast Guard member can nominate an individual or organization for a public service award through his or her chain of command. The level of award should be determined by the extent of the contribution, not necessarily by the stature of the awardee. For concerns about what level is appropriate, contact your district public affairs office.
- B. Eligibility. The awards may be given to people or organizations not directly affiliated with the Coast Guard. A nominee who was eligible at the time of an action remains eligible if later affiliated with the Coast Guard. Military and civilian personnel of the Coast Guard are not eligible. Actions eligible for Coast Guard Reserve, Coast Guard Auxiliary, DHS, DoD or other service medals and awards are not eligible for public service awards. Reservists and auxiliaries are eligible when it is clearly demonstrated that no other award is appropriate. Those having a profit-making tie to the Coast Guard are not eligible unless their actions are clearly beyond the scope of that relationship and not performed merely in self-interest. Individuals already awarded the Gold or Silver Lifesaving Medal for the same act are ineligible. A letter of appreciation may recognize modest contributions.
- C. Award Format. A citation is required for the two senior awards and is optional for the others. The two senior awards also include a medal set; the other three levels include a lapel pin. Each award includes a two-sided folder with signed certificate. Light blue matting, 11”X14”, one-inch wide, is used to frame the certificate. All directorates and field units are responsible for maintaining supplies.
- D. Coast Guard Distinguished Public Service Awards. This is the highest public recognition (other than the Gold and Silver Life-Saving Medals) that the Commandant of the Coast Guard may award.
  1. Award: Signed Distinguished Public Service Award Certificate, Form CG-4769; Distinguished Public Service Award Citation, Form CG-4769A; medal set.
  2. Signed by: Three or four star flag officers.
  3. Criteria: Nominee must have accomplished one or more of the following:
    - a. Extraordinary heroism in advancing the Coast Guard’s mission;
    - b. Exceptional coordination and/or cooperation in matters pertaining to the Coast Guard’s responsibilities;
    - c. Personal and direct contribution to the Coast Guard that had a direct bearing on the accomplishment of the Coast Guard’s responsibilities to its citizens.

- E. Coast Guard Meritorious Public Service Award. This is the second-highest award of this series, and should be used for substantial contributions that do not meet the criteria of a Distinguished Public Service Award.
1. Award: Signed Public Service Commendation Certificate, Form CG-4770; Public Service Commendation Citation, Form CG-4770A; medal set.
  2. Signed by: Any flag or their SES equivalent.
  3. Criteria: Nominee must have accomplished one or more of the following:
    - a. Unusual courage in advancing a Coast Guard mission;
    - b. Substantial contribution to the Coast Guard that produced tangible results that measurably improved, expedited, or clarified administrative procedures, scientific progress, work methods, manufacturing techniques, personnel problems, community relations activities, or public information. The activity does not have to directly effect an overall Coast Guard mission;
    - c. Specific individual accomplishments that provide unique benefits to the public.
- F. Coast Guard Public Service Commendation. This award is intended primarily to recognize personal and beneficial contributions to the Coast Guard's responsibilities. The activity does not have to directly affect an overall Coast Guard mission.
1. Award: Signed Public Service Commendation Certificate, Form CG-4771; optional Public Service Commendation Citation, Form CG-4771A or citation filler Public Service Award Fillers, Form CG-5450; a lapel pin.
  2. Signed by: Any flag or their SES equivalent.
  3. Criteria: Nominee must have accomplished one or more of the following:
    - a. Courage or initiative in advancing one or more Coast Guard missions;
    - b. Beneficial contribution that may have affected the Coast Guard in only one mission area or a limited geographical area.
- G. Coast Guard Certificate of Merit. This award recognizes significant endeavors by private individuals and groups.
1. Award: Signed Certificate of Merit, Form CG-4772; optional Certificate of Merit Citation (Stationary), Form CG-4772A or citation filler Public Service Award Fillers, Form CG-

5450; a lapel pin.

2. Signed by: Any headquarters office chief, commanding officer, officer-in-charge, or anyone authorized to sign the next highest award.
3. Criteria: Nominee must have accomplished one of the following:
  - a. Displayed initiative in advancing one or more of the Coast Guard's missions;
  - b. Significant effort that resulted in the completion of a project, program, contract, or other effort that is so significantly beneficial to one or more of the Coast Guard's missions and/or statutory responsibilities as to require a tangible expression of appreciation. This effort may be limited geographically.

#### H. Coast Guard Certificate of Appreciation.

1. Award: Signed Certificate of Appreciation, Form CG-4773; Certificate of Appreciation Citation, Form CG-4773A or optional citation filler Public Service Award Fillers, Form CG-5450; a lapel pin.
2. Signed by: Any headquarters office chief, commanding officer, officer-in-charge, or anyone authorized to sign the next highest award.
3. Criteria: Nominee must have exhibited public-spirited efforts that benefit Coast Guard personnel or missions.

- I. Procedures. Commandant (CG-0922) administers this program. Local awards boards should administer the program at lower levels. Awards should be signed at the lowest level authorized, unless the nominating command feels the recipient warrants forwarding to a higher signing authority. The Commandant and Vice Commandant will only sign awards they present personally. Contact Commandant (CG-09223) for more information and guidance on procedures for submitting award nominations, for obtaining award supplies, or for assistance with drafting a public service award.

