

An aerial photograph of a large port facility, likely Jacksonville, Florida. Several large cruise ships are docked at various piers. In the foreground, a large white cruise ship with yellow and green accents is docked. In the background, another large ship is under construction or repair. The water is a deep blue-green, and the sky is clear. The text "United States Coast Guard Sector Jacksonville" is overlaid in white serif font.

United States Coast Guard Sector Jacksonville

Mass Rescue Operations Plan

Version 2025.1

U.S. Department of
Homeland Security

United States
Coast Guard



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16471
07 Jul 2025

MEMORANDUM

From: J. D. Espino-Young, CAPT
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To: Distribution

Subj: MASS RESCUE OPERATIONS PLAN UPDATE (VERSION 2025.1)

1. This memorandum promulgates the United States Coast Guard Sector Jacksonville Mass Rescue Operations (MRO) Plan (Version 2025.1).
2. The Sector Jacksonville MRO Plan has undergone a complete revision. Most notably, specific guidance to each Incident Management Team Section, Branch, Group, and Division has been included to provide robust guidance and support during an MRO incident.
3. All stakeholders shall make themselves familiar with this plan. For the MRO Plan to provide maximum support, all stakeholders involved in an MRO response must continuously update and revise the MRO Plan based on lessons learned and/or best practices through exercises and actual responses.
4. If you have any questions, please contact LT Adam Peterson, the Sector Jacksonville MRO Plan Coordinator at (904) 714-7532 or via email at Adam.R.Peterson@uscg.mil.

#

Dist: Sector Jacksonville Mass Rescue Operations Port Partners and Stakeholders
Coast Guard District Seven (dx)

PLAN UPDATING PROCEDURES

This Mass Rescue Operations Plan for United States Coast Guard (USCG) Sector Jacksonville will be maintained by the USCG Sector Jacksonville Emergency Management and Force Readiness (EMFR) Staff, with the allocation of specific operational responsibilities to the USCG Sector Jacksonville Response, Prevention, and Logistic Departments. All stakeholders, including federal, state, county, and local emergency response and support agencies are strongly encouraged to submit suggestions for corrections to, and/or modifications of, this plan directly to the EMFR staff. The EMFR staff can be reached at (904) 714-7546.

All stakeholders will be notified of revisions to this plan. Each stakeholder shall review the updated plan to ensure that they maintain an up-to-date and accurate understanding of the plan's provisions.

RECORD OF REVISIONS

Change Number	Date of Revision	Discussion
1.	13 FEB 2025	Changed format to improve usability; Added Port of Jacksonville MRO response assets.
2.	07 JUL 2025	Comprehensive Update; Added specific guidance for the Incident Management Team

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1000 - MISSION

Mass Rescue Operations (MROs) are civil search and rescue (SAR) services characterized by the need to provide immediate assistance to a large number of people in distress, and doing so would exceed the capabilities normally available to SAR authorities. Consequently, effective responses to MROs require interagency and industry partners to immediately work together utilizing every resource available to save lives, mitigate impact to the environment, and protect property.

1100 - Plan, Purpose, and Scope

The United States Coast Guard (USCG) Sector Jacksonville MRO Plan outlines the multi-agency response for an MRO event occurring within the USCG Sector Jacksonville Captain of the Port (COTP) zone. The MRO Plan includes the multi-agency response efforts for mass SAR, accountability of evacuees, shoreside reception, mass care, and medical treatment. The plan defines an overall organizational response structure for MROs, details processes to obtain and manage resources and information, and provides legal and functional information relevant to such a response. The plan employs the Incident Command System (ICS) for management of response activities per the USCG Incident Management Handbook (IMH), the Incident Command System (COMDTINST 3120.14), and the Incident Command System Implementation Plan (COMDTINST M3120.15).

The Sector Jacksonville MRO Plan functions together with other federal, state, regional, and local response plans including passenger vessel/airline plans.

The Sector Jacksonville MRO Plan does not replace or supersede national or international SAR policy provided in the National Search and Rescue Plan of the United States, the U.S. National Search and Rescue Supplement, the USCG Addendum to U.S. National SAR Supplement, or the International Aeronautical and Maritime Search and Rescue Manual. Response to additional contingencies (e.g. fire, pollution, maritime security, natural disaster) that may occur in tandem with an MRO will be managed using other existing plans per [Section 1432](#).

1200 – Situation

1210 – MRO Risk

Several cruise ships, ferries, and other high-capacity modes of conveyance occur within the USCG Sector Jacksonville COTP zone. An MRO could occur at any time and in any location within the USCG COTP zone requiring an immediate response by port partners/stakeholders to help support SAR efforts and/or landing site coordination. The number of people involved in an MRO combined with the relatively limited ability to receive and shelter large numbers of injured ashore for treatment, pose special emergency response considerations. Consequently, the potential exists for significant loss of life and property and massive damage to the environment resulting from a catastrophic vessel or aircraft casualty or natural

disaster such as tsunami or flood.

Although an MRO is a low-frequency, high-consequence event, an MRO could include, but are not limited to, any of the following: vessels (cruise ships, ferries, small passenger vessels, dinner/tour boats), aircraft or railroad accidents, and major marine events such as regattas, boat parades, and boat races. Each of these possess the potential for significant loss of life and property, disruption to the marine transportation system (MTS), and damage to the environment.

(i) Cruise Ships

Some newer cruise ships that operate within the USCG Sector Jacksonville COTP zone have the capacity to carry upwards of 7,000 passengers and crewmembers. Similarly, Port Canaveral has continuously proven to serve over four million cruise ship passengers every year since 2010, resulting in the nation's second busiest by passenger volume. As such, the port's risk profile for an MRO occurrence is significantly higher. Responding to an incident involving such high numbers of people will quickly overwhelm local USCG SAR resources. Below is the Incident Response Center contact information for each Cruise Line Company.

Cruise Line	Phone Number(s)
AIDA Cruises	49-0-40-302-393-1934 49-0-173-562-5495
American Cruise Lines / Pearl Seas Cruise Lines	(203) 453-6800 (203) 824-1591
Azamara	(305) 539-6900
Bahamas Paradise Cruise Line	(754) 265-2436 (800) 995-3201 (ext 261) (561) 223-7552
Baleraia Caribbean	(954) 376-9665
Carnival Cruise Lines	(305) 406-5335 (954) 383-0151
Celebrity Cruises	(305) 539-6900
Clipper Navigation	(206) 443-2560
Costa Cruises	49-0-40-302-393-1934 49-0-173-562-5495
Crystal Cruises	(786) 971-1159
Cunard Line	49-0-40-302-393-1934 49-0-173-562-5495
Disney Cruise Line	(407) 566-9111
FRS Iberia S.L.	34-647-55-01-32 34-956-62-96-03
Hapag Lloyd Cruises	(305) 539-6900

Holland America Line	(206) 626-9600
Horne Transportation Limited	(315) 783-0638 (613) 385-2402
Hurtigruten	(210) 414-6660
Lindbald Expeditions	(206) 403-1512 (206) 499-1154 (206) 403-1501
Mitsui O.S.K. Lines	81-3-5114-5220 81-90-4079-6003 81-3-5114-5225 81-70-4128-0133
MSC Cruises	44-203-409-9101 44-203-409-9102 44-203-409-9103 44-203-409-9104
Newport Navigation Company	(519) 337-5152
NYK	81-45-640-5246
Norwegian Cruise Line	(305) 436-4303 (305) 436-4300 (305) 436-4301
Oceania Cruises	(305) 436-4941
P & O Cruises	(206) 626-9600 49-0-40-302-393-1934 49-0-173-562-5495
Princess Cruises	(206) 626-9600
Rederij Clipper Stad	31-20-569-1651 31-0-6-2091-3878
Regent Seven Seas Cruises	(305) 436-4941
ResidenSea	(954) 538-8449
Ritz Carlton Yacht	(954) 562-0382
Royal Caribbean Group	(305) 539-6900
Saga	44-0-7786-550-748
Samoa Shipping Corporation	(685) 757-4131
Seabourn	(206) 626-9600
Silversea Cruises	377-9999-4982 33-678-634726
TUI Cruises	(305) 539-6900
Viking	41-61-638-62-82
Virgin Voyages	(954) 591-9089 (954) 900-1945 (206) 351-5614
Wilhelmsen Ship Management	47-67-58-47-01 47-902-72-544
Windstar Cruises	(206) 733-3103

(ii) Passenger Vessels

The USCG Sector Jacksonville COTP zone is also home to several dinner and sightseeing cruises. The vast majority of these are concentrated in the St. Augustine and Daytona Beach areas. Although the capacity of these vessels is significantly less than a cruise ship, most companies have sailings that occur several times per day during peak travel/vacation months.

(iii) Aircraft

Several airports are located in the vicinity of large bodies of water including Jacksonville International Airport and Daytona Beach International Airport. According to the International Civil Aviation Organization, nearly 50% of all aircraft crashes occur close to, or during, the final descent/landing phases of flight.

(iv) Trains

There are several current and proposed train routes within the USCG Sector Jacksonville COTP zone. Although the capacity of each of these routes vary, they can reach upwards of hundreds of passengers. As the use of mass transit increases, the threat posed by these types of MRO incidents will also increase.

1220 – MRO Response Management

ICS and the National Incident Management System (NIMS) will be used for MRO response management per the National Response Framework (NRF) and the USCG IMH.

USCG Sector Jacksonville will establish a Unified Command to coordinate with the involved party (e.g. vessel or airline company) and other federal, state, regional, and local emergency response partners to ensure the safe rescue, landing, processing, and release of survivors. In addition to Search and Rescue, the Unified Command may also need to manage pollution response, debris recovery, salvage of wreckage, and/or other associated contingencies.

1230 – MRO Response Conditions

Response to an MRO will require coordination with other federal, state, regional, and local response partners. Although an incident could occur near shore where resources are immediately available, an incident could also occur offshore or on the high seas where only larger commercial and/or military resources operate such as Automated Mutual Assistance Vessel Rescue (AMVER)/Department of Defense (DoD) assets.

An MRO response may be immediate where people are in the water, or urgent where there is a deliberate evacuation of the vessel (i.e. fire or taking on water), or a non-urgent rescue where the survivors remain onboard while the vessel is towed to safety (i.e. loss of power). While prevention and response to an MRO involving vessels is the primary focus of this plan, a large natural disaster (i.e. earthquake/tsunami) or the crash of an aircraft could also place many lives at risk. Quick assignment of an On Scene Coordinator (OSC) and clear, concise communication of duties is critical. Prompt survivor accountability will prevent unnecessarily prolonged operations, and prompt media management is another critical operational component.

The impact of an MRO will vary greatly depending upon:

- The nature of the casualty
- The type and size of the vessel(s) involved (or plane)
- Location of the incident
- Present and future weather conditions
- Number of people involved
- Cargo onboard
- Potential or actual discharge of a significant amount of oil/hazardous substance

1240 – Assumptions

There are assumptions associated with MROs based upon the myriad of factors that complicate the response. These assumptions include:

- (i) USCG Sector Jacksonville's Command Center will receive initial notification for all maritime incidents via VHF Radio Channel 16. Local Emergency Operations Centers/911 dispatch centers may also receive notification via landline, but shall immediately pass information to the USCG upon learning of a maritime nexus.
- (ii) The capabilities normally available to search and rescue authorities will be inadequate due to the large number of persons in distress who require immediate assistance.
- (iii) Additional USCG personnel will be activated to fill essential Incident Management Team (IMT) positions.
- (iv) The MRO will adversely affect the MTS.
- (v) The MRO will have regional and/or national implications and/or pose a significant environmental/economic threat.
- (vi) The MRO response will involve an actual or potential release of oil and/or

hazardous substances. See the Northeast and Eastern Central Florida Area Contingency Plan for procedures for a potential response to an oil or hazardous substance release.

- (vii) Other appropriate federal, state, county, and local contingency response plans will be executed in conjunction with this plan.
- (viii) At least some of the vessel's lifesaving equipment will be unavailable during the incident.
- (ix) There will be high media interest.

1250 – Legal Considerations

There are multiple legal statutes that regulate the USCG's response to a SAR case, including an MRO. Those legal statutes are included below.

- (i) The statutory authority for the USCG to conduct SAR missions is contained in [14 United States Code \(U.S.C\) § 102](#) and [14 U.S.C. § 521](#).
- (ii) Under the authority of [14 U.S.C. § 521](#), the USCG may render aid to persons and protect and save property at any time and any place at which USCG facilities are available and can be effectively utilized.
- (iii) Under [46 U.S.C. § 2304](#), a master or individual in charge of a vessel is required to render assistance at sea to mariners found in distress so far as possible without placing vessels or persons in serious danger.
- (iv) The USCG has authority to investigate incidents involving damage to waterfront facilities under [33 U.S.C. § 1227](#), the authority to investigate casualties from operations on Outer Continental Shelf activities under [43 U.S.C. § 1348](#), and the authority to investigate marine casualties under [46 U.S.C. § 6301](#).
- (i) For a major disaster or an emergency, the governor of an affected state may request the assistance of the federal government through the [Robert T. Stafford Disaster and Emergency Assistance Act, Public Law 93-288](#), and [42 U.S.C. § 5121](#). Under the Stafford Act, FEMA has the authority to assign missions for disaster response to federal agencies, including the USCG. For additional information, see FEMA Mission Assignments: Operational Acceptance and Execution, COMDTINST 3006.1.
- (ii) The [US Coast Guard Addendum to the National SAR Plan](#) states that the USCG shall develop, establish, maintain and operate SAR facilities and may render aid to distressed persons and protect and save property on and under the high seas and waters subject to the jurisdiction of the United

States.

- (iii) For a natural disaster response, the State may activate the [Robert T. Stafford Emergency Assistance Act](#).

1300 – Mission Statement

In response to an MRO, Sector Jacksonville units will conduct operations to save lives, mitigate impact to the environment, and protect property. These operations in Sector Jacksonville’s COTP zone will be in support of the NRF, applicable federal regulations, executive orders, and approved plans.

1400 – Execution

A response to an MRO must be coordinated effectively and efficiently to maximize lives saved. Intense integrated planning and operational efforts must also be carried out in real time throughout actual rescue efforts. The desired end state is a smooth transition back to normal operations when USCG capabilities are no longer required.

1410 – Concept of Operations

Sector Jacksonville shall use ICS to coordinate with other agencies when executing response and recovery operations associated with an MRO. These operations may include, but are not limited to: SAR, medical evacuation (MEDEVAC), marine environmental protection (MEP), marine salvage, MTS recovery (MTSR), and marine investigation.

1411 – Commander’s Intent and Priorities

Sector Jacksonville units are authorized by the Sector Commander to respond to an MRO in accordance with standard USCG missions. In the absence of instruction from higher authority, Sector Jacksonville commands should prioritize the following:

1. Protection and Safety of Life
2. Security
3. Protection of the Environment
4. Protection of Property

An MRO response shall be carried out and coordinated within a broader emergency response context of an “all hazards response partnership” that may involve hazard mitigation, damage control/salvage operations, pollution control, complex traffic management, large-scale logistics, medical/coroner functions, investigation, and intense public/political attention. Sector Jacksonville shall serve as the SAR Mission Coordinator (SMC) and oversee operations within its AOR.

Each MRO response is unique; careful consideration needs to be placed on the appropriate level for assignment of SMC.

- (a) Lessons learned from real world MROs and exercises has shown that the SMC should be maintained at the lowest practicable level possible. SAR knowledge and local stakeholder familiarity/relationships will expedite the coordination and management of SAR resources.
- (b) SMC may be shifted to USCG District 7 (D7)/Atlantic Area (LANTAREA) or to another Rescue Coordination Center (RCC) based on SAR responsibilities, resource constraints, or whomever is in the best position to coordinate the response.
- (c) SMC may be shifted to or from Sector Jacksonville to an RCC (D7/LANTAREA) as appropriate, based on the location of the MRO and a determination as to which RCC is in the best position to assume SMC and coordinate the response.

1412 – MRO Planning Objectives

The USCG shall stand up an Incident Command (IC)/Unified Command (UC) to coordinate the MRO response with port partners and stakeholders. Port partners and stakeholders should participate in preparations to maximize employment of resources that may be needed. The UC shall carry out response operations by:

- (a) Coordinating, conducting, and assisting with SAR operations.
- (b) Establishing accountability processes, including transportation of uninjured persons, transportation of injured persons requiring medical attention, and transportation of deceased persons from the incident area.
- (c) Assisting other law enforcement agencies by preserving the incident scene for law enforcement investigation.
- (d) Recovering floating debris from the water (e.g. vessel, aircraft, or vehicle wreckage) for use in investigating the cause of the incident.
- (e) Directing or assisting with the safe movement of shipping

in and/or around the incident site.

- (f) Conducting port safety operations including enforcement of applicable regulations and notifying mariners and the public of potential hazards.
- (g) Directing pollution response operations in accordance with the Northeast and Eastern Central Florida ACP.
- (h) Establishing and enforcing safety zones for the protection of persons, vessels, and the environment.
- (i) Overseeing salvage operations required for the safety of the port.
- (j) Providing assistance to other agencies involved in recovery operations.

1413 – Objective Support Tasking

- (i) Sector Jacksonville and all subordinate commands shall be active members of the existing maritime SAR/security councils and coordinate their efforts locally within response communities in establishing local mass rescue operation plans.
- (ii) Unit Commanding Officers (COs) and Officers in Charge (OICs) shall use the port specific tabs of this plan to respond to an MRO. Furthermore, CO/OICs are to assist local authorities in establishing predesignated Incident Command Post (ICP) locations, landing sites, and victim/passenger reception points. If possible, COs and OICs should also participate in MRO exercises annually.
- (iii) Subunit command cadre members shall assume CGIC until relieved by another CGIC. The Sector will provide an Incident Commander/Unified Commander (IC/UC) within approximately 4 hours of incident notification.
- (iv) The initial OSC or CGIC will document the initial response actions via ICS 201 briefing form which will serve as the initial Incident Action Plan (IAP). A UC will be established within approximately 8 hours of the incident and will provide an updated IAP at the beginning of the second operational period.

- (v) The SMC shall designate the first on water asset as the initial OSC. This response asset will usually conduct a search for persons in the water (PIWs).
- (vi) The Sector Jacksonville Response Department Head shall stay abreast of coordination with emergency responders, staging areas, triage areas, passenger reception facilities, medical facilities, and communications to ensure an effective response.
- (vii) The Sector Jacksonville Prevention Department Head shall provide oversight for the safe management of the Marine Transportation System (MTS) to ensure an effective response and assist in the investigation of the incident.
- (viii) The Sector Jacksonville Command Center Chief shall maintain and update the MRO Supplemental Check sheet annually, direct Sector Command Center watch standers during initial response actions, oversee the dispatching and coordination of assigned critical resources operating within the AOR, and conduct initial notifications with all affected stakeholders in accordance with (IAW) this plan.
- (ix) The Sector Jacksonville Emergency Management and Force Readiness Chief has overall responsibility for coordinating, updating, and exercising the Sector MRO Plan. This will be in conjunction with training and coordination with D7 and the Sector Jacksonville Response Department Head and Command Center Chief.

1414 – Employment

The use of USCG resources employed for an MRO response shall be prioritized in the following order:

- (i) Lifesaving. These are initial activities aimed solely at saving or protecting lives and property including removal of persons from the water, evacuation of persons from vessels, vehicles or aircraft, and transport ashore to appropriate medical facilities.
- (ii) Statutory Response. This includes the performance of other missions such as port, waterway, and coastal security, marine environmental protection, and aids to navigation in support of marine disaster response operations. The Sector Commander must communicate to state and local

authorities the USCG missions appropriate for the response and the availability of resources to support those missions. Aircraft may be used for SAR, reconnaissance, and other response operations.

- (iii) Provide Assistance. The Sector Commander and subordinate units may receive requests to provide support to other agencies responding to the incident. This may include law enforcement, security (security zone/safety zone establishment and enforcement) and logistical support. The Sector Commander is authorized to provide the assistance requested as operations and safety permit.

1415 – Conclusion of Mass Rescue Operations

USCG involvement in an MRO response will conclude at the direction of the CGIC. After action reports (AARs) shall be submitted for all contingency operations conducted IAW this plan.

1420 – Tasks

The following sections provide general tasking for MRO responses. The list is not exhaustive of all potential response tasking, but provides direction for planning purposes. Additional detailed tasking for various responders is contained throughout the plan and initial actions are summarized in [Appendix A](#).

1421 – Notifications

Notify D7 of any marine casualty that:

- (a) Is considered a marine disaster or MRO.
- (b) Encompasses more than one Sector's AOR.
- (c) Is outside any Sector AOR and/or is in foreign or international waters.
- (d) Requires critical resources provided by D7/LANTAREA to support the response.
- (e) Requires other federal, state, county, regional, or local emergency assets.

The Commandant of the USCG also requires immediate notification of Significant Marine Casualties. Reports are also required for Major Marine

and Public/Non-public vessel casualties as defined in [46 Code of Federal Regulations \(C.F.R.\) Part 4. Volume V of the Marine Safety Manual](#) provides a check list of the basic information required for notification.

1422 – Sector Jacksonville Tasks

1. Conduct initial notifications and activate the MRO plan with all affected stakeholders.
2. Activate established communications plan and media relations through the ICS process IAW this plan.
3. Coordinate all activities with stakeholders to effectively and efficiently manage the incident.
4. Dispatch and coordinate assigned critical resources operating within the Sector Jacksonville COTP zone.
5. Coordinate pollution response actions.
6. Post-Incident: Initiate a marine casualty investigation, if necessary.

1423 – Coast Guard Incident Commander Tasks

The CGIC shall:

1. Serve as the CGIC.
2. Work closely with the operator, SMC, and cruise line/airline Emergency Response Center (ERC) to ensure all personnel are accounted for ([Section 3400](#) and [Appendix D](#)).
3. If foul play is suspected, as far as practicable, preserve the scene of the incident for law enforcement investigations.
4. Recover debris from the water (e.g., vessel, aircraft) for use as evidence in investigating the cause of the incident.
5. As required, provide assistance and coordination to other agencies involved in the response (e.g., passenger evacuation, salvage, or recovery operations) ([Section 3000](#)).
6. Oversee pollution response and salvage, if applicable.
7. Direct or assist with the safe movement of vessels through the MTS, if applicable.

8. Conduct port safety operations including enforcement of applicable regulations; notifying mariners and the public of potential hazards; establishing and enforcing safety zones for the protection of persons, vessels, and the environment.
9. Provide assistance to other agencies involved.
10. In coordination with the SMC and response partners, recover the remains of persons killed in the incident from the water and deliver them to the casualty collection point or coroner or medical examiner ([Section 3520](#)).
11. Determine the apparent cause of the incident and subsequent security and response implications. Commence casualty investigations and inquiries as appropriate ([Section 3900](#)).
12. Immediately establish a Joint Information Center (JIC) to coordinate public affairs.

1424 – Potential Tasks for Each Objective

The following potential tasks are aligned with each of the planning objectives ([Section 1412](#)). They may also be used to develop incident specific operational objectives such as those presented in the MRO Incident Action Plan ([Appendix B](#)).

1. OBJECTIVE: Ensure safety of evacuees, responders, and public.
 - a. Conduct joint SAR efforts ([Section 3300](#)) and mobilize resources to locate, rescue/evacuate, and transport all PIW, persons in liferafts/lifeboats, persons on cruise ship (if necessary), and medical evacuees (USCG Sector Jacksonville Command Center will initiate the MRO checklist and Quick Response Card (QRC), per Appendix A).
 - b. Identify risks and hazards associated with the incident.
 - c. Provide for the safety and security of responders and evacuees and maximize the protection of public health and welfare.
 - d. Establish appropriate safety and security zones to restrict access and maintain scene control.
 - e. Implement Federal Aviation Administration (FAA) airspace

closure and monitor for compliance.

f. Stabilize the vessel:

- i. Extinguish/overhaul fire.
- ii. Initiate damage control.
- iii. Conduct damage/stability assessment.
- iv. Implement salvage/tow plan.

2. OBJECTIVE: Respond to potential and actual security threats.

- a. Support and incorporate Customs and Border Protection (CBP) operations in response organization.
- b. Evaluate possible cause of casualty or threat.
- c. Mobilize outside security agencies and support.
- d. Establish appropriate safety and security zones.

3. OBJECTIVE: Mobilize resources to locate, rescue/evacuate, transport and support all personnel involved in the in the incident, both on water and on shore.

a. Passenger and Crew Management ([Section 3300](#) and [Section 3500](#)).

- i. Treat, triage, and transport all injured personnel to hospital or field-level medical facility.
- ii. Provide immediate lifesaving assistance to all persons in distress.
- iii. Plan and conduct evacuation of survivors to a place of safety for further care and medical treatment, if needed.

b. Implement passenger and crew shore side response ([Section 3600](#)).

- i. Designate landing site(s) and reception center.
- ii. Process and account for passengers and crew landed ashore ([Section 3610](#)).

- iii. Transport passenger and crew that are landed ashore to reception center and other locations as determined ([Section 3640](#)).
 - iv. Provide temporary shelter, food, and care for displaced passengers and crew.
 - v. Provide security at landing site and reception center, limiting access ([Section 3650](#)).
 - c. Establish and manage a coordinated interagency MRO Incident Command (IC)/Unified Command (UC) ([Section 2000](#)).
 - i. Establish an IMT capable of meeting short and long-term MRO challenges.
 - ii. Maintain situational awareness through a systematic and managed information sharing process with maintenance of a Common Operational Picture (COP) ([Section 4210](#)).
 - iii. Establish internal resource request and external resource ordering process ([Section 5210](#)).
 - iv. Provide for ICP/IMT logistical and communications requirements ([Section 5430](#)).
 - v. Maintain a cost tracking/reimbursement process ([Section 6200](#)).
4. OBJECTIVE: Manage and share information accurately and timely with public and stakeholders.
- a. Manage Internal Communications ([Section 5400](#)).
 - i. Maintain effective information flow to and from the scene and to the responders ([Section 5410](#)).
 - ii. Ensure effective communication between the Command Center and the ICP ([Section 4220](#) and [Section 5430](#)).
 - iii. Meet Critical Information Requirements per ICS-202b ([Appendix B](#)).
 - iv. Establish effective communication flows between the ICP, Forward Operating Bases (FOBs), Emergency

Operation Centers (EOCs), ERCs, and response assets.

b. Manage External Communications ([Section 2600](#)).

i. Provide first and best source of information for media, families/next-of-kin (NOK), passengers, and crew.

ii. Establish a Joint Information Center (JIC) ([Section 2610](#)).

iii. Establish and maintain a Family Assistance Program and coordinator (in conjunction with cruise line/airline ERC, per [Section 2620](#)).

iv. Establish methodology for the IC/UC to release a common message to avoid confusion.

5. OBJECTIVE: Implement accountability process to account for passengers and crew with 100% accuracy ([Section 3400](#) and [Appendix D](#)).

a. Attain and distribute current passenger and crew manifests to necessary emergency responders.

b. Develop accountability tracking mechanism to attain accountability of passengers and crew.

c. Track survivors re-located to hospitals.

d. Determine which rescue vessels have recovered which survivors, and their intended destination.

6. OBJECTIVE: Coordinate simultaneous safety and law enforcement investigative efforts with ongoing MRO operations ([Section 1435](#) and [Section 3900](#)).

a. Implement scene integrity and evidence collection, preservation, and storage procedures.

b. Create safety and security zones to restrict access and maintain scene control.

c. To the extent possible, provide for transportation of investigators at the MRO scene.

7. OBJECTIVE: Restore maritime operations ([Section 3800](#)).

- a. Coordinate recovery with key agencies and stakeholders (per Sector Jacksonville Marine Transportation System Recovery Plan (MTSRP)).
- b. Increase security measures as appropriate (per Sector Jacksonville Area Maritime Security Plan).
- c. Manage pollution response operations (per Northeast and Eastern Central Florida ACP).
- d. Stabilize and remove threats to waterways and port facilities (per Sector Jacksonville Salvage Response Plan).
- e. Survey channels and waterways.
- f. Remove hazards to navigation.
- g. Restore essential Aids to Navigation.
- h. Resume commercial shipping and port operations with operational restrictions as needed.

1430 – Coordinating Instructions

All Sector Jacksonville units shall be prepared to commence operations upon notification of an MRO incident as described in this plan.

USCG Use of Force policy applies to all law enforcement situations, including situations involving DOD assets under USCG Tactical Control (TACON).

The IC/UC shall interface with federal, state, regional, and local agencies as applicable to coordinate the interagency response to an MRO.

Operational demands for appropriate equipment and operational program hours may exceed programmed ceiling. Units approaching program operating hour ceilings shall notify Sector Jacksonville and D7 by message, and include the appropriate Headquarters program, facility, and support managers.

Direct liaison between USCG response assets and local response agencies is authorized.

MRO contingency operations shall incorporate ICS and the National Incident Management System (NIMS).

1431 – Pre-incident Preparations

Initial response to an MRO incident will be in accordance with the National Search and Rescue Plan. MRO incidents will exhaust USCG resources rapidly so it is critical to establish a local network of response stakeholders to respond to mariners and persons in distress.

Sector Jacksonville and all subunits shall be active members of existing maritime SAR/maritime/security/area councils and coordinate their efforts locally within response communities in establishing local mass rescue operation plans.

All USCG members shall complete required ICS training for their Watch Quarter Station Bill (WQSB) position in a timely manner. Pre-designated IC/UC personnel shall be noted on the WQSB.

In coordination with Sector Jacksonville, USCG Station Mayport, Station Ponce de Leon Inlet, and Station Canaveral shall develop local MRO plans for the areas that have the greatest potential for an MRO. Each station shall be responsible for the ports within their area of responsibility. In coordination with D7, Sector Jacksonville EMFR shall assist stations in writing, maintaining, and exercising local MRO Plans.

1432 – Related Plans / Annexes

U.S. State and Territorial Plans: Sector Jacksonville will coordinate with U.S. state, local, and territorial emergency response agencies to provide care to evacuees brought shoreside.

Passenger Vessel/Cruise Ship Plans for Cooperation: The International Maritime Organization (IMO), in accordance with the International Convention for the Safety of Life at Sea (SOLAS), issued guidelines for the establishment of plans for cooperation between passenger ships and SAR services. Most recent versions of these plans can be obtained by contacting the appropriate agency listed on the International SAR Cooperation Plans Index at:

<https://www.gov.uk/government/publications/international-sar-co-operation-plans-index>.

Airport Emergency/Water Rescue Plans: For aeronautical MRO incidents occurring near international airports, Sector Jacksonville will coordinate response efforts in conjunction with airport officials and the applicable Airport Emergency/Water Rescue Plan.

Additionally, if a commercial airline is involved in an MRO, the U.S. Transportation Security Administration (TSA) Transportation Security Operations Center (TSOC) will be contacted to obtain manifest

information [Ph: 703-563-3400 or e-mail: cdo.tsa@tsa.dhs.gov.]

Associated Contingency Plans: MRO response efforts will integrate other contingency response plans as appropriate. These will primarily occur under the Emergency Response Branch of the Operations Section ([Section 3700](#)). Associated contingency plans may include:

- Marine Firefighting Plan
- Area Contingency Plan
- Area Maritime Security Plan
- Salvage Response Plan
- MTS Recovery Plan

1433 – Relationship to other Response Organizations

[Section 2300](#) discusses relationships among various MRO response partner organizations.

1434 – Relationship to Investigating Organizations

USCG Investigators will conduct the marine casualty investigation and coordinate activities with other required investigations. In addition to the USCG, other agencies have authority to investigate marine disasters, including the National Transportation Safety Board (NTSB), Federal Bureau of Investigation (FBI), and the FAA.

Investigations will be normally be coordinated under the Investigative Group/Branch ([Section 3900](#)) of the MRO ICS to balance investigation requirements with lifesaving, safety, security, and other MRO activities. Legal considerations for various MRO investigations are discussed in [Section 1250](#) and [Section 7500](#).

1435 – Reports

The following reporting instructions specifically apply to MROs:

- a) Follow up the Critical Incident Communications notifications with appropriate reports in accordance with reference (s).
- b) The D7 Commander will be kept advised of pertinent operational information by regular Situation Report (SITREP) and/or ICS-209.
- c) AARs and Lessons Learned shall be submitted to D7 within 60 days of the incident. A best practice is to gather lessons learned

and after action items throughout the incident so that lessons are not lost for ongoing and future incidents. Lessons learned shall be entered into the Coast Guard's Contingency Preparedness System (CPS) within 60 days following the end of operations.

d) For incidents involving pollution, an Incident Specific Preparedness Review, if deemed appropriate, will be prepared in accordance with Marine Safety Manual, Vol. IX, COMDTINST M16000.14.

Additional reporting requirements for the response will be established at the direction of the IC/UC. The ICS-202b forms of the IAP templates in Appendix B provide sample reporting elements and thresholds for an MRO response.

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2000 – COMMAND

2100 – MRO Unified Command Organization Chart

Figure 1 below is a model organization chart for the IC/UC Command and General Staff.

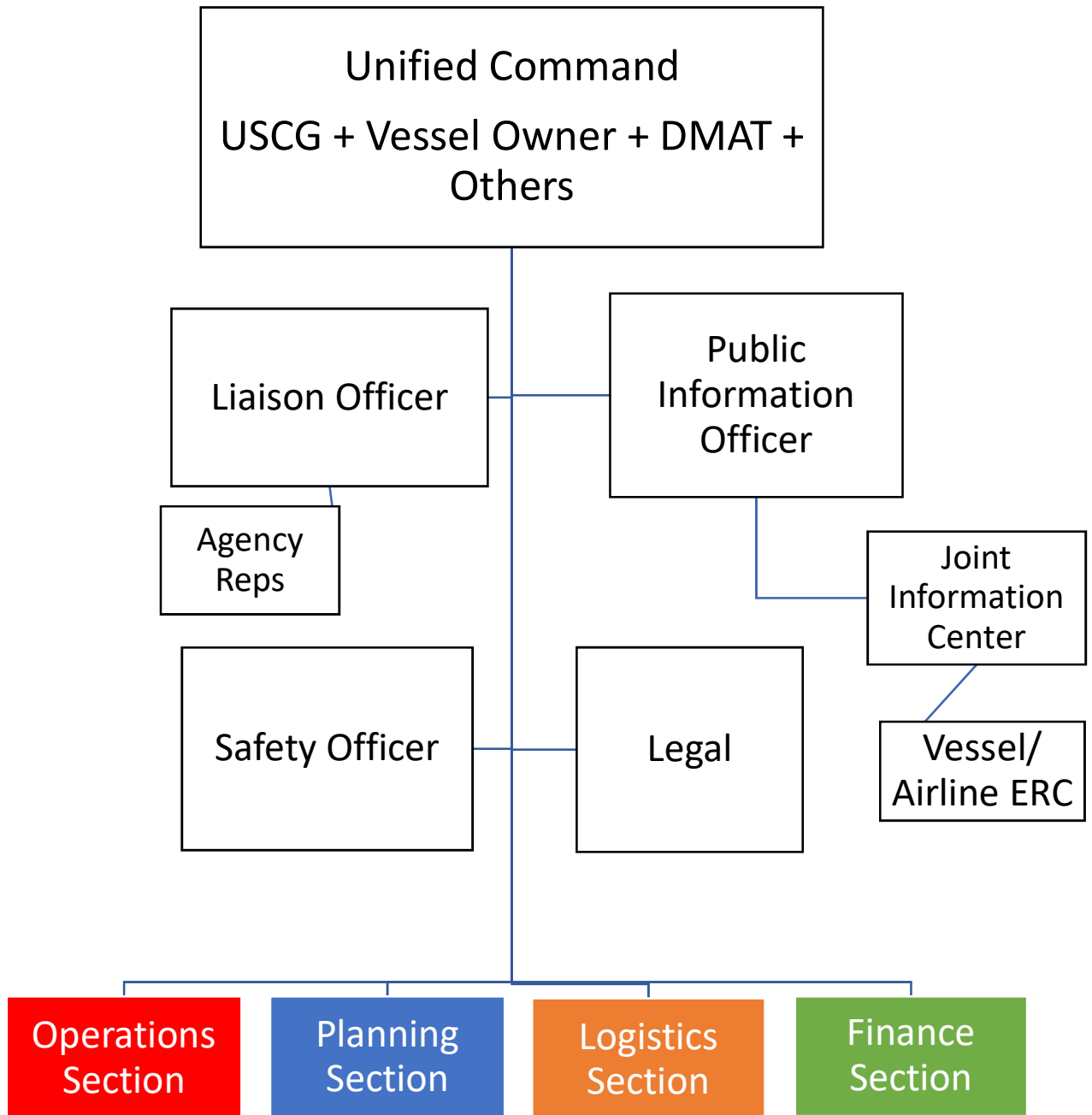


Figure 1: Unified Command Structure

2200 – Unified Command

Among the initial steps to organize a response IAW NIMS is to identify exactly which agencies/organizations should be a part of the IC/UC ICS structure and to ensure proper representation. The IC/UC should be comprised of agencies with primary jurisdictional responsibility in response to an MRO incident. IC/UC representatives must be able to make operational decisions for their organization. Figure 1 above provides a model ICS structure for an MRO response. Reference the ICS-203 and ICS-207 in [Appendix B](#) for anticipated organizational staffing assignments.

The location and unique challenges of the specific MRO response may dictate who should be included into the UC. For example, a cruise line typically would initially send the vessel's local agent to represent the company and would be in direct communication with the company's ERC. Communications between the IC/UC and the ERC is essential.

At the onset of an MRO response, even prior to formal establishment of a UC, the flow of information among executive-level leadership is critical. A phone/video teleconference should be initiated to discuss initial actions, expectations, and resource capabilities by key involved parties, including the USCG, the vessel/airline company, and local senior government leadership.

When the IC/UCs initially meet for an MRO response, they will develop incident-specific operational objectives similar to those in Section 1424. [Appendix B](#) provides a template ICS-202: Incident Objectives form for MRO responses that can be modified as needed.

The following sections discuss typical organizations represented in an MRO Unified Command and the conditions under which each may be involved (see the USCG IMH for more information on the UC structure).

2210 – Coast Guard Incident Commander (CGIC)

As SMC, USCG Sector Jacksonville is responsible for directing SAR resources to locate and recover casualties and survivors ([Section 3300](#)). Sector Jacksonville will designate a CGIC per [Section 1423](#) to; oversee and work in conjunction with the involved party (e.g., vessel or airline company) and other federal, state, and local emergency response agencies to ensure the safe landing, processing, and release of survivors ([Section 3400](#), [Section 3500](#), and [Section 3600](#)); manage pollution response, debris recovery, salvage of the vessel, and other associated contingencies ([Section 3700](#)); and, work with appropriate federal agencies to coordinate investigation of the incident ([Section 3900](#)). Designation of the CGIC will be determined at the time of the incident by the Sector Jacksonville Sector Commander.

2220 – Owner/Operator Incident Commander

The owner/operator of a vessel or aircraft involved in an MRO incident is

responsible for the safety, care, and transportation of passengers to their final destination. The company will designate an IC and typically send support staff to the ICP to coordinate response management and evacuee accountability ([Section 3400](#)). The vessel's IC may initially be the local ship's agent, but they will normally be relieved by a company official.

During a cruise ship specific MRO, the cruise ship company will stand up its ERC and will normally send a "Go-Team" to the survivor reception site ([Section 3600](#)) to coordinate the disposition of survivors, crew manifests, passenger listings, and provide logistics support. A "Go-Team" from the vessel will also come ashore (if possible) to assist with medical needs of survivors and passenger accountability. The ERC will also coordinate with the JIC to provide public information and family support ([Section 2600](#)).

2230 – Disaster Medical Assistance Team (DMAT) Incident Commander

The U.S. Department of Health and Human Services (HHS) administers the National Disaster Medical System (NDMS) to augment the nation's medical response capability. The NDMS establishes Disaster Medical Assistance Teams (DMATs) throughout the U.S. to provide medical care during disasters.

DMATs are designed to be a rapid-response element to supplement local medical care until Federal or contract resources can be mobilized, or the situation is resolved. DMATs deploy to disaster sites with sufficient supplies and equipment to sustain themselves for a period of 72 hours while providing medical care at a fixed or temporary medical care site.

In mass casualty incidents such as MROs, their responsibilities may include triaging patients, providing high-quality medical care, patient reception at staging facilities, and preparing patients for evacuation. DMATs are principally a community resource available to support local, regional, and state requirements; however, as a national resource they can be federalized. Additional NDMS capabilities that may be deployed during an MRO include the Disaster Mortuary Operations Response Teams (DMORT) and International Medical Surgical Response Teams (IMSURT).

2240 – Other Possible Incident Commanders

Other response partners ([Section 2300](#)) may be designated as ICs based on jurisdiction, circumstances of the incident, and their involvement in managing significant portions of the response. As a general rule, agencies serving at the Branch Director level under the Operations Section ([Section 3000](#)) should be considered for representation in the IC/UC. Additionally, agencies with significant resources deployed for an MRO may be requested to provide an Agency Representative (AREP) to directly advise the UCs.

2300 – MRO Response Partner Organizations

Because the incident type and location can greatly impact an MRO response, USCG assets may interact with numerous federal, state, and local agencies, and seek assistance from industry and commercial partners. The following is a list of those agencies, organizations, and partners.

(a) Federal Entities

(1) Department of Homeland Security (DHS). DHS is responsible for coordinating federal operations within the U.S. to prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies. The Secretary of Homeland Security is the Principal Federal Official (PFO) for domestic incident management.

(2) Federal Emergency Management Agency (FEMA). FEMA is designated as the federal agency with primary statutory responsibility for consequence management during disaster operations and terrorism response within the U.S. FEMA retains authority and responsibility to act as the primary federal agency for consequence management during a federal response and will use the National Response Framework (NRF) structure to coordinate all federal assistance to state and local governments. FEMA can also provide emergency legal, financial, housing, and food assistance to victims of severe weather.

1. Disaster Mortuary Operational Response Team (DMORT) will provide mortuary assistance in mass fatality incidents. They will work under the local jurisdictional authorities such as Coroner/Medical Examiners, Law Enforcement, and Emergency Managers. For more information see [Section 3520](#).

(3) Federal Bureau of Investigation (FBI). The FBI is the primary federal agency for law enforcement and the investigation of terrorist acts/threats and is the primary official intelligence collection in the U.S. The Attorney General is the primary official for criminal investigations of terrorist acts/threats and for coordinating activities of other members of the law enforcement community to detect, prevent, preempt, investigate, and disrupt terrorist attacks against the U.S., including incidents involving nuclear/radioactive materials. The FBI has primary statutory responsibility for crisis management during a response to domestic terrorism and is the USCG's primary contact with the DOJ for port security matters. The USCG and FBI have an MOA on general law enforcement and a MOU on mutual assistance during terrorist response operations.

(4) National Transportation Safety Board (NTSB). The NTSB is an independent agency of the federal government, supported by the DOT,

which seeks to assure that all types of transportation in the U.S. are conducted safely. The board investigates accidents and makes recommendations on transportation safety measures and practices.

(5) Environmental Protection Agency (EPA). The EPA coordinates the overall federal effort to detect, identify, contain, and clean up or minimize releases of oil/hazardous substances, or prevent the threat of potential releases. The EPA is the primary agency within the NRF to provide Emergency Support Function (ESF) response for oil and hazardous substance releases.

(6) Department Of Defense (DOD). The DOD may be tasked to provide holding facilities for rescued/injured/deceased passengers offshore.

(7) Customs and Border Protection (CBP). CBP takes a comprehensive approach to border management and control, combining customs, immigration, border security, and agricultural protection into one coordinated and supportive activity.

(8) United States Space Force. The Space Force has large contingents located at Cape Canaveral Space Station and Patrick Space Force Base. In extreme cases, Space Force assets may be available for use during rescue or recovery operations.

(9) American Red Cross (ARC). The ARC is a private agency with a statutory role in responding to natural disasters. Under the NRF, the ARC provides mass care to disaster victims under a broad program of disaster relief, including emergency first aid. For the purposes of the NRF, the ARC is considered a federal agency. ARC personnel often will be on scene in anticipation of a natural disaster and setting up operations when they are informed that an emergency is imminent. The ARC can provide local information, assist with coordination and communications, and help arrange berthing and messing for people affected by the disaster.

(10) Federal Aviation Administration (FAA). The FAA, upon request, will establish restricted airspace above designated locations to prevent other aircraft from interfering with rescue and support aircraft.

(11) Department Of Transportation, Office Of Emergency Transportation (OET). OET, coordinated through FEMA, is responsible for marshaling, regulating, and facilitating the use of transportation resources (commercial and private air, rail, highway, and sea transport) to support disaster relief operations. The senior DOT representative at the Disaster Field Office will be the Regional Emergency Transportation Coordinator (RETCO) or their representative.

(b) State Agencies

- (1) Florida Fish and Wildlife Conservation Commission (FWC). FWC has concurrent jurisdiction over coastal and inland waters. FWC law enforcement involvement will depend on the nature and the location of the incident.
- (2) Florida Department of Environmental Protection (FDEP). FDEP is the state's lead agency for environment management. Regional offices have a pollution response division that investigates and coordinates tiered responses to oil spills and hazardous substance releases.

(c) Local, County, and Municipal Agencies

- (1) County Emergency Management Office. If an MRO turns into a mass casualty situation, the local county's Emergency Management Office shall coordinate all recovery efforts. The county Emergency Management Office may also act as a clearinghouse to coordinate operational and logistical support to subordinate agencies within the response efforts. Each individual county will be responsible for delivering updates and potential impacts to the local community and residents.
- (2) County Coroner/Medical Examiner. During a mass casualty situation, a team from the local county's coroner or medical examiner's office will respond to the scene. The coroner/medical examiner will serve as the lead for all mortuary affairs and will take custody of all persons that are deceased.
- (3) Local Firefighting Resources. The local fire department(s) may have waterborne firefighting or life-saving assets. In most cases, the local fire department will serve as IC for Inland SAR missions. Fire/Rescue Departments may also be the lead agency for victim extraction, Hazmat, and triage ashore.
- (4) Local Law Enforcement Agencies. Any local agencies that have sworn and/or state certified police officers may fall into this category. Agencies may have concurrent, overlapping jurisdiction. Local sheriff's departments that have a marine division may assist (via waterside assets) during an MRO. These agencies and their personnel may also assist with staging area security, traffic management, and other areas as needed.
- (5) Port Authority. The primary Port Authorities within the Sector Jacksonville COTP zone consist of the Ocean Highway and Port Authority (OHPA) in Fernandina, Jacksonville Port Authority (JAXPORT) in Jacksonville, and the Canaveral Port Authority (CPA) in Canaveral. These entities do not employ deputized law enforcement officers. However, they

can assist by directing vessel traffic movement, providing spectator control, coordination of volunteers, and various other logistical needs.

(6) Emergency Medical Services (EMS). In many locations, EMS is associated with the local fire department or hospital. In large cities, EMS may be a separate entity. In a mass casualty situation, EMS will be on scene conducting triage, providing aid, and transporting the injured to hospitals.

(7) Harbormaster. The town in which the harbor is located usually employs local harbormasters. They may be part of the local law enforcement agency or be a separate entity with powers delegated directly by the town or city council. They can provide assistance by transporting the injured, by controlling spectators and private citizens wishing to assist the response, and by providing other support.

(d) Industry Partners

(1) Local industry and port partners will undoubtedly be used as a force multiplier for both maritime and land-based operations.

(2) Carrier. As defined in 46 U.S.C. § 1301, the term "carrier" includes the owner or charterer who enters into a contract of carriage with the shipper. Under the general law of maritime carriage, the carrier of goods by sea is responsible for their safe arrival. Therefore, the carrier has an interest in saving both the cargo and the vessel.

(3) Vessel Owner. The owner of the vessel is documented on the vessel's certificate of registry or, on U.S. documented vessels, the Certificate of Documentation. The owner has primary responsibility for the vessel's safety and seaworthiness. If the vessel sinks or becomes an obstruction to navigation, it is the owner's responsibility to take the necessary actions to remove it.

(4) Vessel Operator. The person or company hired by the owner to operate the vessel and, as such, is the owner's or company's representative.

(5) Vessel Charterer. In the case of a demise or bareboat charter, the charterer is, in effect, the vessel owner. With a voyage or time charter, the owner's personnel continue to navigate and manage the vessel.

(6) The Master is the owner's or charterer's representative responsible for ensuring that the vessel is not operated in a negligent manner. They have contractual and legal obligations to ensure the safety of the vessel and the cargo onboard. The master remains in command even when the ship is in the charge of a pilot.

- i. [46 U.S.C. § 2303](#) makes it the duty, punishable by a fine or imprisonment for failing to, for all mariners to render assistance to any individuals found in distress on the sea if the assistance can be provided without serious danger to the assistance provider's vessel or individuals on board.
 - ii. International Convention for the Safety of Life at Sea (SOLAS) places obligations and procedures upon the master of a ship, including: "The master of a ship at sea, on receiving a signal from any source that a ship or aircraft or survival craft thereof is in distress, is bound to proceed with all speed to the assistance of the persons in distress."
- (7) Cargo Owner(s). A single person or corporation may own the entire cargo onboard the vessel or many persons or corporations may own parts of the cargo, depending on the circumstances of the case. Cargo owners may have conflicting interests concerning what happens to the cargo during the response.
- (8) The Vessel's Agent is a point of contact in a port (or other location) that handles logistic arrangements for the vessel. The vessel's agent may have valuable information for the vessel.
- (9) The pilot is an advisor to the master while onboard the vessel in pilotage waters, the pilot provides local knowledge to the master, thus aiding the vessel's transit. The vessel may have a pilot onboard or pilotage may be with the ship's officers. If onboard during the casualty, a pilot may be able to assist the response. If the incident occurs in port or in pilotage waters, pilots may be needed to assist with the movement of the vessel.
- (10) Maritime Attorneys will often be hired to represent the owner to Federal, state and local authorities during response when the location of the incident is far from the company's office. They are usually given the power to make certain decisions regarding the vessel and cargo.
- (11) Classification Societies furnish up-to-date reports on a vessel's condition. Surveyors may be employed by underwriters or other parties to conduct inspections prior to attesting to the condition of the vessel.
- (12) Vessel & Cargo Assurors (underwriters, insurers). In the U.S., the insurer is nearly always a corporation. For payment of a premium, the assuror agrees that if certain losses or damage occur, to certain interests of the assured, at risk in a maritime venture, the assuror will indemnify (to make compensation to for damage, loss, or injury) the assured. Assurors will be interested in the disposition of the vessel or the cargo as well as any proposed salvage.

(e) Commercial/Private Entities

- (1) Good Samaritans (Good Sams) are typically private vessels that render voluntary aid without compensation to a person or vessel that is injured or in danger. Good Sams are expected to exercise reasonable care to avoid negligent conduct that worsens the position of the victims and to avoid reckless and wanton conduct in performing the rescue.
- (2) Salvage Companies may be hired to salvage the vessel and/or cargo.
- (3) Commercial Towboat Operators may be used to assist the movement of the vessel or resources associated with the response.
- (4) Barges in the local area may be needed for lightering which will assist in salvage operations.
- (5) Commercial Shipyards will be necessary if the vessel is to be repaired. They may have exportable expertise and equipment that may be used to assist operations.

2400 – Coordination with Emergency Operations Centers (EOCs)

Communication between the IC/UC and involved EOCs will be a critical element of an MRO response and must be established immediately. EOCs coordinate the provision and acquisition of resources under their authority and manage information flow to support the IC/UC. During an MRO, government-led EOCs will likely be established at the state, county, and/or territorial levels ([Section 2410](#)). Additionally, the cruise line or airline will likely activate an ERC to respond to an incident involving one of their ships or aircraft ([Section 2420](#)).

The Liaison Officer ([Section 2500](#)) will manage communication with and be the primary POC for the EOCs with support from the Logistics Section. The Logistics Section will establish an open cell or satellite telephone line between each EOC/ERC and the MRO ICP ([Section 5430](#)). These lines should include teleconference or speakerphone capabilities for remote participation in discussions as necessary.

To the extent possible, the USCG will send an AREP to each EOC to facilitate coordination. These AREPs are managed by and report to the Liaison Officer.

If an MRO Area Command is activated, they will coordinate directly with EOCs and/or the FEMA Joint Field Office (JFO) to facilitate communication with the IC/UC and manage resource requests and information needs. For larger responses, a Multiagency Coordination (MAC) System may be established by FEMA to coordinate these entities.

2410 – State and Territory EOCs

State and territory EOCs will be involved in an MRO response based on the location of the MRO disaster site, evacuee landing site/reception center, and deployment of local government response resources. Sector Jacksonville will coordinate with state, county, and territorial EOCs.

2420 – Cruise Line / Airline / Other Emergency Response Center (ERC)

Most cruise line ERCs are located in Miami, except for Princess Cruise Lines, which is in Santa Clarita, California, and Holland America, located in Seattle, Washington. Typically, the cruise line will initially send the vessel's local agent to represent the company in the IC/UC. The agent will be in direct communication with the company's ERC. Cruise lines will also typically dispatch a "Go-team" to immediately respond to an incident and work with the MRO IC/UC ([Section 2220](#)).

USCG Passenger Vessel Safety Specialists (PVSS) located in USCG D7 will normally be sent as AREPs assigned to the cruise line ERC.

2500 – Liaison Officer (LOFR)

During an MRO, the Liaison Officer's (LOFR) primary job is to support coordination with Agency Representatives (AREPs) – both those assigned to the IC/UC, as well as those deployed by the IC/UC to EOCs and involved officials and Very Important Persons (VIPs) – and to manage communication with and serve as the primary point-of-contact for the EOCs ([Section 2400](#)). Other LOFR duties are detailed in the USCG IMH.

2510 – VIP Coordination

VIP visits and requests will be coordinated by the LOFR, with communications assistance from the PIO ([Section 2600](#)). Additionally, the LOFR will coordinate VIP flyovers and on-scene tours with the Operations Section Chief (OSC) ([Section 3210](#)) to the extent they can be accommodated.

2520 – Volunteer Coordination

Initial contact between volunteer organizations and the IC/UC will be via the LOFR. The LOFR will work with the OSC to determine the need for volunteer support and integration within the appropriate ICS section. As volunteer support grows, a Volunteer Coordinator may need to be established by the IC/UC.

2600 – Public Information Officer

Due to the inherent sensitivity of MROs, public affairs officers and petty officers should be deployed to assist the Sector Commander. In most cases, the D7 Public Affairs

Detachment will confer with the Sector Commander and IC/UC to determine expectations.

- (i) Media and Elected Officials. USCG personnel responding to either an MRO incident can anticipate wide media awareness, extreme interest, and political engagement.
- (ii) The USCG will likely be assumed to have specific responsibility for directly resolving safety, health, and comfort issues for passengers even where actual responsibility lies with vessels, travel agencies, or other governmental agencies. Direct requests to intervene or public/media demands for action may emerge and criticism over lack of capacity and inability to account for all persons will mount over time.

2610 – Joint Information Center

The Joint Information Center (JIC) will be managed by the PIO and staffed by the USCG, or state government personnel, and the involved vessel/airline. Staffing by other responding organizations may also be required. The U.S. National Response Team (NRT) JIC Model is recommended as a reference.

The JIC will coordinate directly with the cruise line/airline ERC via a Family Assistance Coordinator (if established by the IC/UC) to provide family assistance and next-of-kin notifications ([Section 2620](#)) and with the appropriate EOC/ERC to manage public information requirements and media releases.

2620 – Family Assistance

The JIC, in coordination with the cruise line/airline ERC, will provide family assistance and next-of-kin notifications. They will obtain up-to-date information provided by the Evacuee Accountability Group/Branch ([Section 3400](#)) of the Operations Section. For a large MRO incident, a dedicated Family Assistance Coordinator may be assigned to manage this process and coordinate with the ERC. Medical information about specific patients and deceased individuals shall be kept private until approved for release by the IC/UC.

2700 – Legal Officer

A Legal Officer will be established to advise the IC/UC. The position will be staffed by the D7 Legal Office, but may be supported by other agencies represented in the UC. See [Section 1250](#) and [Section 7000](#) for a discussion of MRO legal issues.

2800 – Safety Officer

Personnel responding to a marine disaster may be exposed to a multitude of hazards

including chemical (from fuel or oil cargo), particulate (from burning fuel or wreckage), and biological hazards (associated with blood borne pathogens from handling victims). The Safety Officer (SOFR) shall immediately promulgate a Site Safety Plan (SSP).

2900 – Incident Command Post

Initially, separate USCG command posts will be located at existing units. However, they will combine into one when the MRO Incident Command Post (ICP) is operational and communications are established. The Logistics Section will manage required support ([Section 5340](#)) and communications ([Section 5430](#)) for stand-up and maintenance of the MRO ICP.

When an MRO incident occurs, the Sector Commander will communicate with local government responders to confirm the location of the ICP. Upon activation, Sector Jacksonville will send appropriate staffing, including the CGIC ([Section 2210](#)) to the MRO ICP.

2910 – Forward Operating Locations

Incident forward operating locations, including operational branches and groups/divisions, will be established as necessary to provide on-scene emergency response functions and evacuee care services. These units will function at the direction of the appropriate Branch Director or Division/Group Supervisor.

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3000 – Operations

3100 – Mobilization

Rapid deployment of vessels, aircraft, personnel, and equipment within Sector Jacksonville's COTP Zone would be necessary to facilitate an effective response to an MRO. Sector Jacksonville will also request/coordinate additional assets from other USCG units.

The USCG will coordinate an MRO response with other industry responders, firefighting, law enforcement, and salvage entities. This includes but is not limited to local/state fire and police, emergency management agencies, other emergency response personnel, industry responders including firefighting and salvage providers.

ICS will be used for all MRO incidents. ICS is a management tool that provides a flexible structure for response to emergency situations. It allows federal, state, local, and private entities to be integrated under a single command structure.

For overall coordination of lifesaving efforts and until the rescue efforts are terminated or suspended, the SMC, working under the organizational structure of the ICS, will coordinate the SAR portion of the response.

The first asset on-scene will be designated by the SMC as the initial OSC and verbally designated as such.

As required by 46 C.F.R. § 122.504, 46 C.F.R. § 185.504, and regulations pertaining to the Safety of Life at Sea Convention, there shall be a manifest with the total number (and typically names) of passengers and crew on board. This information must be maintained ashore for use in the event there is a casualty onboard. This information is vital to accounting for all passengers and crewmembers.

3110 – Initial Actions

Upon notification of a potential or actual MRO incident, the USCG will ensure the following actions are taken:

- Alert and launch all available rescue vessels and aircraft
- Work with the SMC to determine an OSC
- Identify distress vessel capacities and number of passengers on board
- Coordinate resources needed that are outside of the AOR
- Activate and staff the ICP
- Activate and staff predesignated landing sites

The USCG Sector Jacksonville Command Center will ensure the following actions are taken:

- Initiate a CIC with D7 and the National Command Center
- Alert and launch all available USCG assets
- Coordinate with D7 for major cutter and aircraft support
- Establish and maintain working frequencies for both USCG and other government agency (OGA) assets (as per ICS-205 Comms Plan)
- Complete/reference the MRO Supplemental Checksheet
- Immediately notify PADET Jacksonville for media requests

The AOR specific USCG Station will ensure the following actions are taken:

- Launch all available assets
- Recall and/or activate all available personnel
- Work in conjunction with the IC/UC to staff/setup Landing Sites, Reception Sites, and ICP

3120 – Resources and Coordination

A response to an offshore MRO will require the use of highly mobile resources deployed to remote locations. For example, DoD and possibly commercial aircraft may be used to locate the vessel. AMVER participating vessels may assist in the recovery of survivors. U.S. Air Force Parajumpers, Critical Care Air Transport Team (CCATT), and Deployable Medical Assist Teams (DMATs) may provide medical assistance. Appendix C includes a table listing anticipated initial MRO surge capability requirements, potential sources, and the process to request these types of assets. The following references provide specific guidance for various aspects of MRO response resources and coordination:

- [Appendix A – MRO Initial Actions](#)
- [Appendix B – Incident Action Plan](#)
- [Appendix C – MRO Resources, Partner Capabilities, & Contact Information](#)
- [USCG Addendum to National SAR Supplement, Appendix G](#)
- Passenger Vessel / Cruise Ship SAR Plans for Cooperation, Airport Disaster Plans – see [Section 1433](#)
- Geographic and Jurisdictional SAR authorities/responsibilities – see [Section 7000](#)
- [MRO Guidance from the International Maritime Rescue Federation \(IMRF\)](#)

The following three sections highlight resource providers of particular importance during MRO *Phase 1 – Search and Rescue*:

3121 – Department of Defense (DOD) SAR Coordination

[TO BE DEVELOPED]

3122 – Automated Mutual-Assistance Vessel Rescue System (AMVER)

AMVER is a voluntary computer-based vessel reporting system operated by the USCG to promote safety of life and property at sea. Requests for an AMVER surface picture or an AMVER vessel response to an MRO should be coordinated through the SMC by way of the Operations Section. AMVER computer systems are located only within U.S. Rescue Coordination Centers (RCCs).

Depending on the circumstances, AMVER vessels may continue to their next port-of-call with rescued persons. The SMC must maintain accountability for AMVER rescued evacuees by coordinating between the Command Center, AMVER vessel, and the cruise line/airline ERC. This information along with status updates shall be reported to the Evacuee Accountability Group/Branch for centralized tracking ([Section 3400](#)).

3123 – Vessels of Opportunity (VOO)

VOOs are vessels that are not normally part of a SAR response, but possess a unique capability or availability. A particular VOO may have been constructed with a large deck space that can temporarily hold multiple SAR survivors. Additionally, a VOO may have an embarked helicopter that can search for, and perhaps recover, distressed persons. VOOs are ever-changing and specific to a particular situation; therefore, they are difficult to rely on. However, the SMC should make use of VOOs to serve in some capacity for an MRO. SMCs should be careful not to use VOOs beyond their capability so as not to create a harmful situation.

Information on locally available VOOs may be included in the following:

- [Appendix C – MRO Resources, Partners Capabilities & Contact Information](#)
- [USCG Addendum to National SAR Supplement, Appendix G](#)

3130 – Landing Site Determination

The SAR Branch Director/SAR Mission Coordinator (SMC) ([Section 3300](#)), in coordination with appropriate response partners, will determine and designate the best landing site(s) for rescue boats, and relay this information to the Command Center, OSC ([Section 3312](#)), involved cruise line/airline ERC ([Section 2420](#)), and local government EOC ([Section 2410](#)).

The designation of landing sites involves consideration of factors including weather, location of incident, distance to landing site, airstrip availability, capabilities of rescue boats (sea keeping, speed, deck height, ability of offload evacuees), and shoreside infrastructure (including beaches or docks, and access by EMS vehicles and transportation). Specific considerations include (see [Appendix E](#) for logistical considerations):

- Due to limited shore side resources, it is preferred to have as few landing sites as possible. Multiple landing sites will demand additional oversight personnel, transportation, and security resources
- If possible, all rescue vessels with injured evacuees will be directed to the same location to maximize available EMS resources
- Rescue vessel characteristics will largely determine landing site designation
- Designation of landing sites will also depend on weather, travel distance, water depth, transportation support, and ability to safely discharge passengers from rescue boats, and other local concerns or limiting factors for ground transportation
- If the MRO is a terrorism-related incident, landing site(s) shall be inspected for explosive devices prior to the arrival of evacuees, and appropriate actions implemented taken to deter secondary attack ([Section 3650](#))
- Each site will need to be staffed to provide the functional requirements for the location ([Section 3600](#) and [Appendix E](#))
- Evacuee safety will be paramount. Support for special needs, elderly, or fatigued personnel will be necessary. Previously landed crew members or other passengers should be utilized to provide this support to the maximum extent
- Transportation to move evacuees from the landing sites to the reception center will be required and will be coordinated by the Shoreside Transportation Group ([Section 3640](#)). Once chosen, the MRO IC/UC will secure and activate the landing site ([Section 3620](#))

3131 – Potential Landing Site Locations for Vessels / Aircraft

Potential Landing Site locations for Vessels:

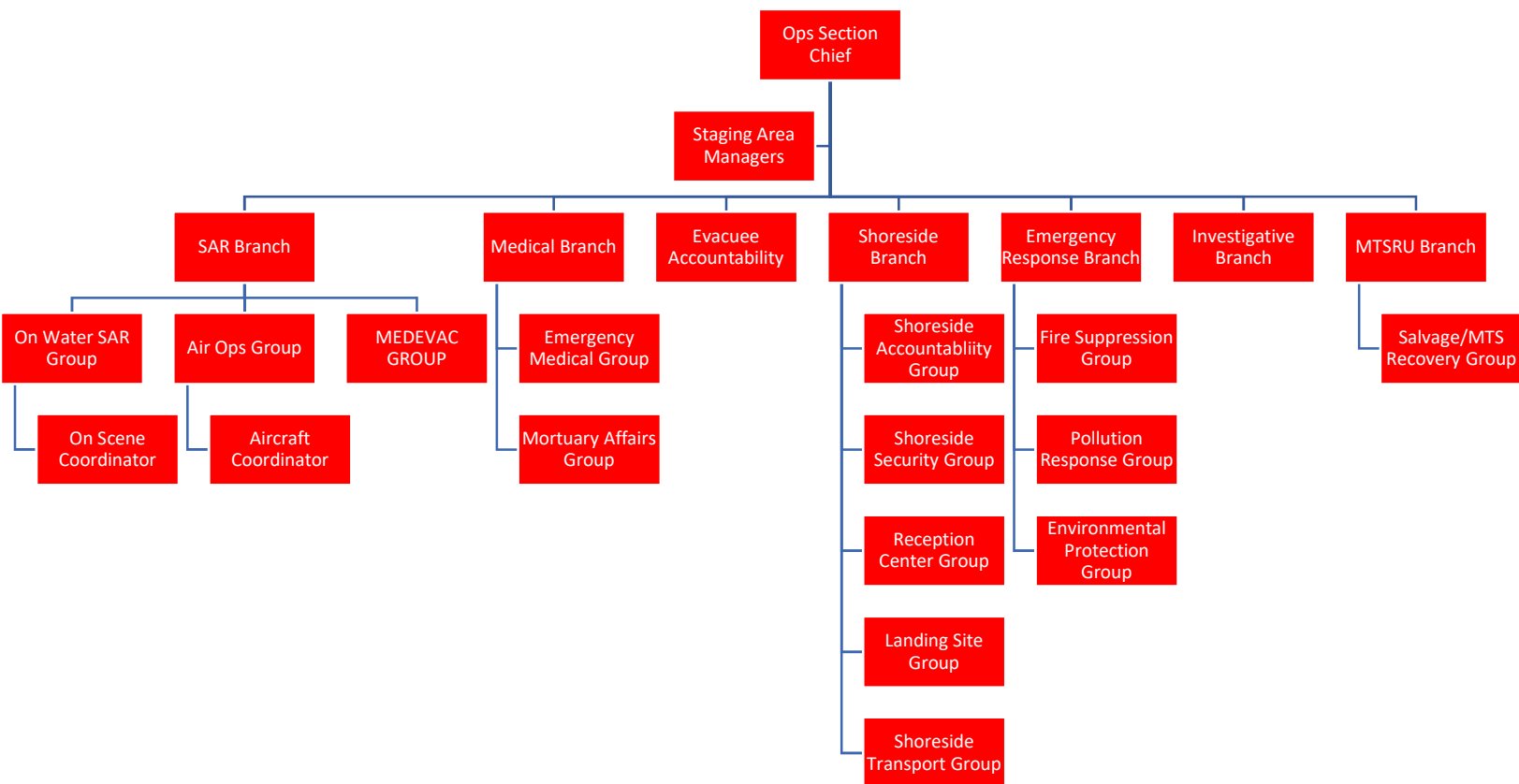
- USCG Sector Jacksonville Annex (USCG Station Mayport)
- Naval Station Mayport
- JAXPORT Blount Island
- Dames Point Terminal
- JAXPORT Talleyrand
- 14th Street Boat Ramp
- Vilano Boat Ramp

- USCG Station Ponce De Leon Inlet
- Kinder Morgan
- Canaveral Port Authority (multiple locations within the port)

Potential Landing Site locations for aircraft:

- Daytona International Airport
- Jacksonville International Airport
- Cecil Airport
- Northeast Florida Regional Airport
- Space Coast Regional Airport
- Orlando Melbourne International Airport

3200 – Operations Section Organization Chart



3210 – Operations Section Chief

The Operations Section Chief (OSC) will be appointed by the IC/UC based on the nature of MRO activities being managed.

During *Phase 1 – Search and Rescue*, the OSC will likely be a member from the Sector Jacksonville SAR chain-of-command/Watch Quarter Station Bill (WQSB), with a Deputy OSC to focus on preparation for shoreside activities.

During *Phase 2 – Recovery*, as the focus shifts to shore-based mass care efforts, the OSC will likely be staffed by a Sector Jacksonville representative and a local government response official.

In *Phase 3 – Restoration*, as operations shift to recovery of the MTS, the OSC will be determined based on the applicable port contingency response plan(s) being activated (i.e. Area Contingency Plan, Salvage Response Plan, etc.)

The structure of the Operations Section will be tailored to the operation at hand, with various Branches, Groups, and Divisions being formed to manage aspects of the MRO response. The following sections detail the most likely elements of the Operations Section. See the USCG IMH for full ICS position descriptions and duties. Reference the ICS-203 and ICS-207 in [Appendix B](#) for anticipated staffing assignments.

3220 – General Duties of Operations Section Branch Directors

Operations Section Branch Directors (Sections 3300-3800) shall:

- a) Obtain a briefing from the OSC to determine specific tasking prior to commencing operations.
- b) Know the assets employed in the response.
- c) Be under the tactical control of the OSC while assigned; *or* the SMC for the SAR Branch ([Section 3300](#)).
- d) Ensure methods of communications are understood and followed.
- e) Coordinate activities with other Branch Directors.
- f) Inform the OSC regarding events, occurrences, and activities. Report special occurrences or activities (e.g., accidents) immediately.
- g) Advise the OSC of any changes in status of assigned resources.

3230 – Staging

Staging Areas will be established and disestablished throughout the MRO response to support operational resources such as air assets, vessels, and shoreside transportation vehicles. A Staging Area Manager (STAM) will be appointed by the OSC to coordinate these locations and will work closely with the LSC ([Section 5110](#)) to establish staging areas and ensure staging requirements are met.

3231 –Incident Staging

[IN DEVELOPMENT.]

3232 – Air Asset Staging

Air assets will normally be based out of their own facilities. The OSC, working with the SMC and the STAM, will designate helicopter landing sites as required, assigning a Helibase Manager (HEM) as needed, and notifying the FAA of the sites.

The STAM and LSC ([Section 5110](#)) will work together to provide asset fuel and support services to the extent that they are not provided under standard operating procedures.

3300 – Search and Rescue (SAR) Branch / SAR Mission Coordinator (SMC)

[See [Section 3220](#) for general duties of all Branch Directors.]

D7 Rescue Coordination Center (RCC) will normally assume SMC of MRO cases to direct and coordinate rescue efforts in accordance with the National Search and Rescue Manual, COMDTINST M16310.

D7 will have initial operational control of aircraft, cutters, and other aircraft, unless the nature of operations (e.g., across or beyond district boundaries) dictates otherwise. The UC shall provide tactical direction for the MRO response.

The Sector SMC function will be placed under the umbrella of the ICS organization structure, typically as the SAR branch director or SAR Group Supervisor.

The operational chain of command will flow from the pre-designated USCG IC/UC (if applicable), through the Sector Commander, to the District Commander.

Response operations shall be integrated with civil responders to facilitate command, control, and coordination of multi-agency response assets.

3310 – On-Water SAR Group

During MROs, it is expected that the USCG will direct on-water operations and the local Emergency Managers will direct land-based operations. When an MRO involves a cruise line, both aspects will significantly overlap for security purposes. This is why careful planning and exercises are critical to the success of responding to an MRO. By doing so, all stakeholders will have an understanding of the every agency's roles and responsibilities before an incident occurs.

3311– MRO Vessel Coordination

During an MRO response, it is important to dispatch the appropriate type and number of vessels to render immediate assistance. Specific planning consideration must consider the need for long-term vessel response. The SMC should determine the types and number of vessels needed to affect a response and work with the Planning Section ([Section 4000](#)) to ensure resources are enroute or on order. The SMC must ensure that all vessels have complete assignments detailing their role in the response.

3312– On-Scene Coordinator (OSC)

The assigned OSC shall be designated by Sector Jacksonville SMC.

The OSC will coordinate and task all on-scene rescue assets including boats and aircraft. The OSC is a critical position to ensure accurate passenger tracking/accountability.

Sector Jacksonville will request LANTAREA support thru D7 to provide additional cutters capable of sustaining offshore operations, if needed, for on-site command, control, and communications or logistical support.

3320 – Air Operations Groups

The Air Operations Group manages aviation response assets for an MRO. They support the OSC ([Section 3312](#)) and Aircraft Coordinator (ACO) ([Section 3322](#)) by acquiring necessary response air assets, facilitating communications, managing information, and coordinating with vessel operations (Section 3310.) The Air Operations Group is also responsible for tracking and reporting the locations of evacuees transported on air assets to the Evacuee Accountability Group/Branch ([Section 3400](#)) via the SMC.

Due to the initial critical need for close coordination of both air and surface SAR assets during *Phase 1 – Search and Rescue*, Air Operations will typically be organized as a group under the SAR Branch. As demands on air assets grow beyond the SAR focus, Air Operations may be expanded into its own branch directly under the Operations Section.

3321 – MRO Aircraft Coordination

Aircraft coordination is often the highest risk evolution in any MRO. It is important to ensure proper coordination and de-confliction when managing aircraft. This includes establishing temporary flight restrictions (TFRs) when necessary. To the extent possible, it is important to have representatives from all agencies providing air assets in support of an MRO response as members of the ICS organization.

3322 – Aircraft Coordinator (ACO)

The MRO ACO provides tactical direction to air assets at the rescue site. The ACO may be a USCG official, but could also be an on-scene DoD, foreign government, or commercial aircraft crewmember.

The ACO will work directly with the OSC ([Section 3312](#)) to coordinate on-scene rescue vessel and aircraft activities. In some cases, the ACO may be tasked to serve as the OSC as well.

3330 – Medical Evacuation (MEDEVAC) Group

The Medical Evacuation (MEDEVAC) Group manages initial triage, emergency treatment, and transportation of patients. They support the MRO response by acquiring necessary MEDEVAC assets, facilitating communications, managing information, and coordinating with vessel and air rescue operations ([Section 3310](#) and [Section 3320](#)). The MEDEVAC Group is also responsible for tracking and reporting the locations of MEDEVAC patients to the Evacuee Accountability Branch ([Section 3400](#)) via the SMC.

3331 – MRO MEDEVAC Coordination

The MEDEVAC Group will coordinate and share information with the Medical Branch ([Section 3500](#)) if established for the MRO.

3332 – Deployable Medical Assistance Team (DMAT)

The MEDEVAC Group will coordinate with HHS DMAT resources as required. DMATs have deployable medical capabilities to support immediate treatment and preparation for MEDEVACs. Depending on their involvement, DMAT may serve as an IC/UC and/or as Medical Branch Director ([Section 3500](#)). See [Section 2230](#) for a more detailed description of DMAT capabilities.

3333 – Medical Recovery Teams

DoD and the National Guard can provide medical treatment and transportation support, such as the U.S. Air Force CCATT and U.S. Transportation Command (USTRANSCOM) Theater Patient Movement Requirement Center - Americas (TPMRC-A).

3340 – On-Water Enforcement Group

Depending on the circumstances, location of the incident, and available law enforcement resources, an On-Water Enforcement Group may be established to enforce on-water safety and/or security zones during SAR operations. They may also provide security escorts for rescue vessels if required. This group may

transition to the Emergency Response Branch ([Section 3700](#)) when SAR operations are complete to protect and preserve the incident site for pollution response, salvage, and/or investigation ([Section 3900](#)).

3350 – On-Land SAR Group

On-land SAR poses significant hazards often unfamiliar to USCG personnel. It is important to ensure seamless coordination between USCG on-land SAR efforts and those of the local government and responders. Local emergency responders should be a part of the On-Land SAR Group.

3400 – Evacuee Accountability Group/Branch

[See [Section 3220](#) for general duties of all Branch Directors.]

MRO incidents and exercises have shown that accounting for people in such circumstances is a significant problem. Even accounting for passengers in relatively controlled situations – aboard a single rescue unit, for example – can be difficult. Counting accurately in uncontrolled circumstances is practically impossible.

- (i) Counting survivors should be a part of the initial triage process, sorting persons according to their medical needs. In all cases, the results must be passed to the OSC and to the SMC. The master of a passenger vessel shall, at a minimum, keep a correct written count of all passengers that embark and disembark the vessel. Prior to departing on a voyage, the passenger count must be communicated verbally or in writing, and available ashore at the vessel's normal berthing location or with a representative of the owner or managing operator of the vessel. The passenger count shall be available to the USCG upon request.
- (ii) During the initial response, the names of the survivors will not be as important as the total number of passengers. Names and other such details are not essential at this stage, and should not be collected or transmitted unless this can be done without interfering with higher priority work or communications traffic. The following should be the minimum information collected during the initial response:
 - (1) The total number of people to be rescued;
 - (2) How many of them need medical or other special attention;
 - (3) How many are 'walking wounded' and how many are non-ambulatory;
 - (4) Whether any rescue units are carrying any confirmed dead and, if so, how many.
- (iii) The USCG may use its authority to obtain a passenger manifest to assist with accountability. Ultimately, the owner/operator of each respective craft or vessel shall work with the USCG and responders to obtain an accurate

number of all passengers and crewmembers involved. As passengers are removed from the vessel or water, a method of account should be started immediately.

- (1) For cruise ships, the passenger manifest will be able to be provided directly from Sector Jacksonville. For these types of vessels, additional accountability procedures will need to be implemented in coordination with CBP to ensure that the passengers are properly vetted prior to entry into the country.
- (2) For smaller passenger vessels, the passenger manifest will be more difficult to obtain; however, the manifest should be available at either the vessel's normal berthing location or with a representative of the owner/operator.
- (iv) The IC/UC shall ensure that responders at all levels are working diligently to track and account for every rescued passenger and crewmember. As soon as practically possible, the IC/UC shall establish a reception center. This will be staffed by the Evacuee Accountability Group. If the landing site is not large enough to accommodate the amount of persons arriving, the reception center shall be moved to another location such as a local hotel (preferably with large ballrooms) or other large community centers such as gymnasiums, airport hangers, convention centers, etc.

In close coordination with the IC/UC, owner/operators of distressed vessels coordinate with the Evacuee Accountability Branch/Group to ensure that all passengers and crew are accounted for.

3410 – Accountability Data Collection

Evacuee accountability data collected throughout the response organization will vary. In some cases, only very basic data, such as names or numbers of persons, may be collected due to the priority of lifesaving operations. In other cases, collectors will be able to gather more detailed data. Accountability data collection will also be challenged by the complexity of the response, number of persons involved, severity of conditions, languages spoken by evacuees, and other factors.

Accountability data shall be collected in accordance with guidance and direction provided in [Appendix D](#) and as noted in individual sections. [Appendix D](#) also provides additional accountability processes that can be modified to suit the MRO response conditions.

3500 – Medical Branch

[See [Section 3220](#) for general duties of all Branch Directors.]

An MRO incident that results in a medical mass casualty event will present significant

challenges, quickly overwhelm many local hospitals, and require close coordination between agencies for efficient use of scarce resources. The IC/UC must work with local medical officials and the ARC to determine the best method to accommodate a large number of casualties.

To assist with the safe recovery of victims, the following gear should be utilized:

1. Loose fitting, solvent resistant clothing
2. Solvent resistant boots
3. Solvent resistant gloves (oil response type) with rough grip
4. Half-face air purifying respirators with combination HEPA/organic vapor cartridges, if chemical hazard protection is required
5. Surgical masks
6. Eye protection
7. Duct tape

3510 – Emergency Medical Group

In coordination with local EMS, determine optimal casualty collection point(s) (CCP) for situation.

After CCPs are establish, utilizing below triage system to triage victims.

First Priority/Immediate (Red): Victims who have serious life threatening injuries but have a high probability of survival if they receive immediate care.

Second Priority/Delayed (Yellow): Victims who are seriously injured and whose lives are not immediately threatened.

Third Priority/Minor (Green): Victims who are injured but do not require immediate medical attention and those apparently not physically injured.

Fourth Priority/Dead/Mortally Injured (Black): Those victims with severe injuries with low probability of survival even with immediate care or victims who are obviously dead as per local medical control. Based on limited resources, some patients who are expected to die may not receive immediate care.

Coordinate with EMS to ensure priority triage members (red) are transported to local hospitals.

3520 – Mortuary Affairs Group

DMORT will provide mortuary assistance in the cases of a mass fatality incident or cemetery related incident. They will work under the local jurisdictional

authorities such as Coroner/Medical Examiners, Law Enforcement, and Emergency Managers.

If a temporary morgue is required to be established, the following gear should be utilized:

1. Body bags
2. Plastic tags
3. Large sheet of heavy-duty plastic to be taped to the floor
4. Duct tape
5. Disinfectant
6. Mop and bucket
7. Red bags
8. Refrigerated container, truck, or rail car
9. Sealable plastic bags
10. Administrative supplies such as log books, pens, etc.

3600 – Shoreside Branch

[See [Section 3220](#) for general duties of all Branch Directors.]

The Shoreside Branch is responsible for the safety and care of persons evacuated from the vessel/aircraft, accounting for them, and arranging for their transport back to the trip's origin point or other appropriate destination (in coordination with the cruise line/airline ERC). [Appendix D](#), [Appendix E](#), and [Appendix F](#) provide guidance on setting up and managing evacuee accountability, landing site logistics, and reception centers.

The Shoreside Branch will work closely with the Medical Branch ([Section 3500](#)) to provide medical care to evacuees and will coordinate with the SAR Branch ([Section 3300](#)) for transfer of evacuated persons from SAR assets to shore. Additionally, shoreside care may need to be coordinated with the Investigative Branch ([Section 3900](#)) to accommodate evacuee interviews and the Emergency Response Branch ([Section 3700](#)) if response operations occur in proximity of the evacuee landing site ([Section 3130](#)).

Normally, the Shoreside Branch will initially be directed by the appropriate local government emergency response agency (i.e., civil defense/emergency management department, fire department.) As the situation stabilizes, the involved vessel/airline will take a larger role in managing the Shoreside Branch and may become the Branch Director.

The following sections detail a standard Shoreside Branch organization, which may be expanded or contracted to suit the incident. Groups may be combined under a single group/division with sub-units if necessary.

3610 – Shoreside Accountability Group

The Shoreside Accountability Group maintains accountability of evacuees brought to the shoreside landing site. They work closely with other Shoreside Branch groups to maintain accountability data from the time evacuees arrive at the landing site until they depart the island for repatriation (or to whatever is their final destination.) This includes during transport to and time spent at the reception center, temporary lodging or other accommodation during their stay, and transport to the airport for departure. [Section 3400](#) and [Appendix D](#) provide a full description of the evacuee accountability management process.

The Shoreside Accountability Group continuously provides reports and updates to the Evacuee Accountability Branch ([Section 3400](#)), which maintains overall MRO accountability data.

The group also works with the SAR Branch ([Section 3300](#)) to ensure that accountability is maintained during the transfer of evacuees from rescue assets to the landing site. They work with the Medical Branch ([Section 3500](#)) to account for patients transferred to medical facilities from the landing site or reception center.

The involved vessel/airline or their agent will normally serve as Shoreside Accountability Group Supervisor, but may be assisted with available resources from the USCG, CBP, ARC or other local agencies. The Group Supervisor is responsible, in collaboration with the Evacuee Accountability Branch Director and cruise line/airline ERC, to develop and implement the shoreside accountability process and train local staff to maintain accountability. This is a critical function that will require support from the entire Shoreside Branch and cooperating branches noted above. The process must be briefed to the organization and integrated into the operations of landing sites, transportation, and reception center management.

For a *foreign flagged vessel or airline* arriving in the U.S. from a foreign country, CBP may require all passengers and crew to be tracked from the landing site to the reception center. At the landing site and/or reception center, CBP may implement emergency arrival and screening processes.

3620 – Landing Site Group

The Landing Site Group is responsible for landing site management, coordination, security, crowd/traffic control (in coordination with the Shoreside Transportation Group ([Section 3640](#)) and Shoreside Security Group ([Section 3650](#))) and the overall safety and comfort of the evacuees at the landing site. [Appendix E](#) provides guidance for setting up a landing site.

The Landing Site Group Supervisor is normally staffed by the local Harbormaster or other site facility official with additional staffing by the involved vessel/airline.

The supervisor may be assisted by their own staff, local emergency responders, and USCG Sector personnel. The Landing Site Group may be combined with the Reception Center Group ([Section 3630](#)) if they are co-located.

The SAR Branch Director/SMC ([Section 3300](#)) will determine and designate the best landing site(s) for rescue boats in coordination with appropriate response partners, and relay this information to the Command Center, OSC, involved cruise line/airline ERC, and local government EOC. Landing site location considerations are detailed in [Section 3130](#) and potential landing site locations are noted in [Section 3131](#).

The landing site must be safe to land the vessels bringing evacuees to shore and allow enough room for medical triage to be conducted and ambulances to enter and leave unimpeded. The site also must be secure from the general public, and provide temporary shelter for survivors prior to being transported to the reception center for further processing.

Once the landing site is chosen, the IC/UC should secure and activate the landing site(s):

- a) The OSC designates a Landing Site Group Supervisor for each site. The Group Supervisor is responsible for overall site management, security (as coordinated with the Shoreside Security Group ([Section 3650](#))), safety (with support from the SOFR ([Section 2800](#))), and ensuring protocols are followed.
- b) The port or facility manager/owner may need to clear docks and landing areas to facilitate operations.
- c) If the MRO is a *terrorist related incident*, landing site(s) shall be inspected by the Shoreside Security Group ([Section 3650](#)) for explosive devices prior to the arrival of evacuees, and actions taken to deter secondary attacks. Also, transport vehicles ([Section 3640](#)) shall be inspected for explosive devices prior to the arrival of evacuees, and appropriate actions implemented to deter secondary attacks during transport.
- d) The LSC will support the establishment and management of the Landing Site and Reception Center as needed ([Section 5320](#)).
- e) The involved vessel/airline, supported by local community resources and the USCG, will normally operate the landing site(s).
- f) Federal, state, and/or local law enforcement will secure the site and be responsible for site security, crowd/traffic control (as part of the Shoreside Security Group ([Section 3650](#))).

g) Local emergency response services will establish required decontamination and triage areas at landing site. These services will be coordinated by the Emergency Medical Group ([Section 3510](#)).

h) Transportation between the landing site and reception center will be managed by the Shoreside Transportation Group ([Section 3640](#)).

i) For a *foreign flagged vessel or aircraft* arriving from a foreign country, CBP may require all passengers and crew to be tracked from the landing site to the reception center. At the landing site and/or reception center, CBP may implement emergency arrival and screening processes.

j) If the incident investigation ([Section 3900](#)) requires evacuees to be cleared and/or interviewed by law enforcement prior to final release, the Shoreside Security Group ([Section 3650](#)) shall implement procedures to contain all evacuees at the landing site, and to process, screen, and interview personnel at the reception center.

3630 – Reception Center Group

Owner/Operators shall ultimately ensure that the Reception Center(s) are properly equipped, staffed, and functional.

As soon as possible, a Family Reception center should be established in the local area, preferably at a hotel ballroom, civic centers, or any space large enough to accommodate. In incidents where thousands of survivors will be impacted, multiple locations may need to be utilized. The Family Reception center should at minimum have:

- Registration Desk – ***UPON ENTRY*** this desk must be used for recording names, addresses, contact information, birth dates, and other identifying information deemed necessary
- Information Desk – a location where survivors can get information about the incident, loved ones, and family reunification plans
- Communications Access – for survivors to contact family members and next of kin
- Decontamination Services – if necessary, for removing contaminants from survivors and providing fresh/clean clothing
- Medical Services – basic first aid and care should be available to for survivors with minor injuries; survivors requiring additional care should be transported to a local hospital
- Bereavement Room – there will likely be some family members that will receive the unfortunate news that a loved one is deceased, a private room/area should be set aside to provide a safe and quiet space to grieve

Before departing or being released from the reception center, the Accountability Group shall once more check the passenger against the manifest and confirm the passenger/crewmembers name, birth date, contact number, and address.

3640 – Shoreside Transportation Group

An MRO will require the movement of emergency vehicles along with the potential movement of survivors from the Landing Site to the Reception Center (depending on its location). Accordingly, the Shoreside Transportation Group will work with the Logistics Section ([Section 5000](#)) to identify and secure transportation options between the landing site(s) and reception center(s).

3650 – Shoreside Security Group

The Shoreside Security Group provides security at landing sites, reception centers, and during shoreside transport. The Shoreside Security Group is also responsible for directing traffic and provide crowd/access control for the incident. The group is not responsible for criminal investigative services related to the incident, but they may provide security for the Investigative Group/Branch ([Section 3900](#)).

The Shoreside Security Group works closely with the Landing Site Group ([Section 3620](#)), Reception Center Group ([Section 3630](#)), and the Shoreside Transportation Group ([Section 3640](#)). It is important that security personnel not only keep the general public away from the response, but also prevent evacuees from wandering away until they can be properly accounted and cared for.

The Shoreside Security Group Supervisor is typically a senior official from the local police department. However, private security resources may be contracted for this purpose if available.

If a *terrorist related incident*, landing site(s) and reception center(s) shall be inspected for explosive devices prior to the arrival of evacuees, and actions taken to deter secondary attacks. Also, transport vehicles shall be inspected for explosive devices prior to the arrival of evacuees, and appropriate actions implemented to deter secondary attacks during transport.

For a *foreign flagged vessel or aircraft* arriving from a foreign country, CBP may require all passengers and crew to be tracked from the landing site to the reception center. At the landing site and/or reception center, CBP may work with the Shoreside Security Group to implement emergency arrival and screening processes.

If the *incident investigation* (Section 3800) requires evacuees to be cleared and/or interviewed by law enforcement prior to final release, the Shoreside Security

Group shall implement as quickly as possible procedures to contain all evacuees at the landing site, and to process, screen, and as necessary, interview personnel at the reception center.

3700 – Emergency Response Branch

[See [Section 3220](#) for general duties of all Branch Directors.]

The Emergency Response Branch manages incident response to contingencies associated with the MRO, which may indirectly impact the rescue of the passengers (i.e., fire, oil spill, vessel stability/salvage) and coordinates overall MTS recovery (MTSR). In most cases, existing plans exist to guide these contingency response operations.

The Emergency Response Branch will work closely with other Operations Section Branches to ensure safety and security of the overall MRO. The branch will likely remain in place and may continue to grow after evacuee care is complete, managing disposition of the involved vessel/aircraft and the surrounding environment.

The Emergency Response Branch Director will most likely be an official from USCG Sector Jacksonville, with support from other federal, state, local, and response agencies. For MRO incidents in *international waters*, the appropriate RCC will direct the SAR response with international agreements guiding additional emergency response operations.

Activation of the following Emergency Response Branch Groups will be based on actual circumstances. If individual contingency responses are complex, these organizations may be expanded into branches under the Operations Section. See the Coordinating Instructions ([Section 1430](#)) and noted contingency response plans for more details.

3710 – Fire Suppression Group

The Fire Suppression Group manages marine firefighting response operations. Fire suppression will be coordinated with and may be integrated into the SAR Branch ([Section 3300](#)) if it is necessary to rescue persons onboard a vessel or downed aircraft.

The Fire Suppression Group Supervisor will normally be a representative of the USCG with support from federal, state, local, and industry firefighting resources, including the involved ship's crew. Even in cases where local fire departments are not trained or authorized to fight marine fires, the Fire Suppression Group may require the applicable fire department(s) to supply or refill air bottles, firefighting foam, or provide other logistical support of shipboard fire response.

Stability of the vessel is always a concern when spraying water to put out a fire. Use of a fireboat should only be considered through coordination with shipboard firefighters.

Annex 9 of the Northeast and Eastern Central Florida Area Contingency Plan (ACP) is the authoritative reference for marine firefighting.

3720 – Pollution Response Group

The Pollution Response Group manages oil spill/hazardous materials containment and cleanup. The Pollution Response Group Supervisor will normally be a representative the USCG with support from federal, state, local, and industry response resources.

Pollution response is a lower priority than saving lives; however, it is not a mission to be ignored. The Pollution Response Group will coordinate with the SAR Branch ([Section 3300](#)) to mitigate pollution impact to persons in the water and on-scene responders.

The Northeast and Eastern Central Florida ACP is the authoritative reference for oil spill/hazardous material response.

3730 – Environmental Protection Group

The Environmental Protection Group mitigates the impact of oil spills/hazardous materials on the environment. The Environmental Protection Group may be integrated into the Pollution Response Group ([Section 3720](#)) for smaller spills or those occurring on the high seas. The Environmental Protection Group Supervisor will normally be a representative of the USCG with support from federal, state, local, and industry response resources.

The Northeast and Eastern Central Florida ACP is the authoritative reference for oil spill/hazardous material response.

3740 – Salvage Group

The Salvage Group manages vessel stability issues and salvage response. The Salvage Response Group Supervisor will normally be a USCG marine inspector (or Port Security Specialist) with support from federal, state, local, and industry response resources. The expertise of the USCG Salvage Engineering Response Team (SERT) and/or U.S. Navy SUPSALV resources is invaluable and important to activate in early stages of a response.

Vessel salvage is an important part of the response, as with quick and decisive actions, the vessel may remain upright with proper ballasting and counter-flooding in order to launch lifeboats and evacuate passengers. The Salvage Group will coordinate with the SAR Branch ([Section 3300](#)) to maintain vessel stability during rescue operations.

The Salvage Response Plan for COTP Zone Jacksonville is the authoritative reference for salvage response.

3800 – Marine Transportation System Recovery (MTSR) Group

[TO BE DEVELOPED.]

3810 – Marine Transportation System Recovery (MTSR) Branch

The MTSR Group manages recovery of the marine transportation system so that vessel transits and shipping activities can resume. The MTSR Group Supervisor will normally be a USCG representative with support from federal, state, local, and industry response resources, including the MTSR Unit (MTSRU). The USCG Sector Jacksonville Marine Transportation System Recovery Plan is the authoritative reference for MTSR.

3900 – Investigative Group / Branch

Depending on the circumstances, MRO investigations may be organized at the group-level, branch-level, or possibly even as a separate section. The Investigative Group/Branch coordinates all investigations, including marine casualty (USCG), safety (NTSB/FAA), law enforcement (FBI, USCG, local police), and associated forensics, evidence collection, and analysis.

Per [Section 1434](#), a Senior Coast Guard Investigator will be appointed to conduct the MRO marine casualty investigation and coordinate activities with other required investigations. The Senior Coast Guard Investigator will serve as the initial Investigative Group Supervisor or Branch Director. They will work with the NTSB and other agencies to coordinate investigations with operational activities per [Section 1250](#). As additional investigative agencies arrive, the IC/UC will determine re-assignment of the Supervisor/Director position as necessary.

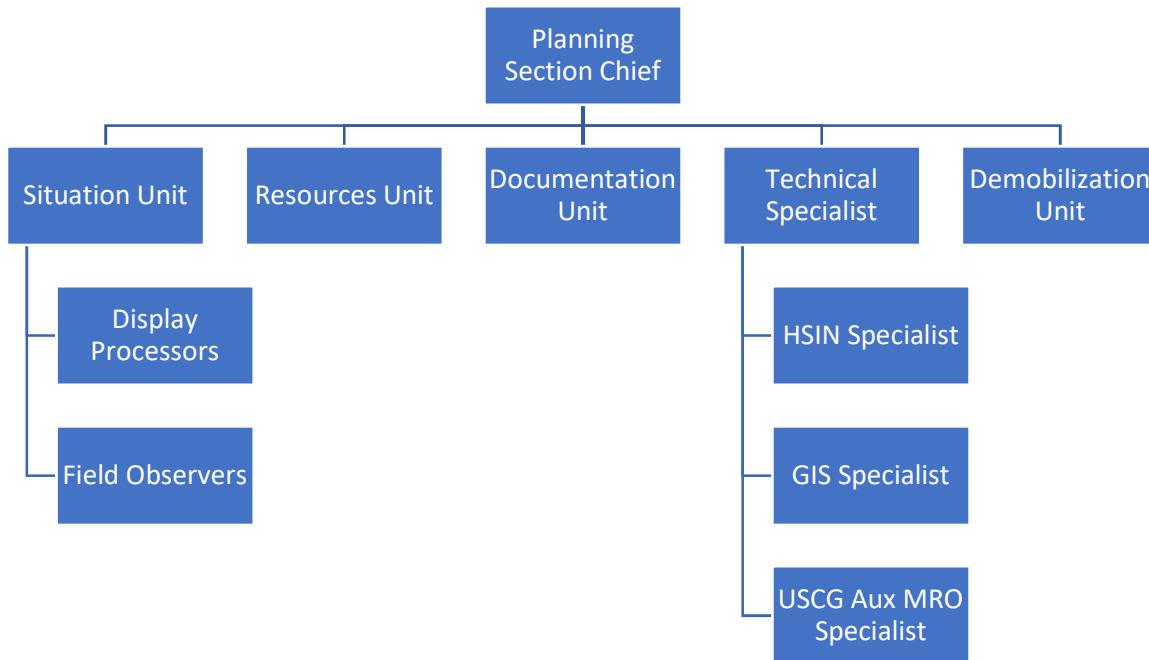
The Investigative Group/Branch will work with the Documentation Unit to preserve records and documentation evidence ([Section 4410](#)).

In cases where the MRO involves a *terrorism incident response*, tactical law enforcement (LE), LE support, and other anti-/counter-terrorism activities may be organized under the Investigative Branch. Reference the USCG Sector Jacksonville Area Maritime Security Plan (AMSP) for details.

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4000 - PLANNING

4100 – Planning Section Organization Chart



4110 – Planning Section Chief

The Planning Section Chief (PSC) will be initially staffed by USCG Sector Jacksonville personnel per the WQSB.

4120 – Planning Section Sub-units

Planning Section sub-units are detailed here with MRO-specific tasking and guidance, and an organization chart illustrated in [Section 4100](#). See the USCG IMH for full ICS position descriptions and duties. Based on the scope of the response, additional sub-units may also be required.

Planning Section positions will be staffed by USCG Sector Jacksonville, the involved company, and other response community personnel. Other agencies / organizations with responsibility for significant portions of the response may also provide staffing (i.e. DHHS DMAT (medical), ARC (mass care), and DoD). Reference the ICS-203 and ICS-207 in [Appendix B](#) for developing Planning Section staffing assignments.

4130 – Incident Action Plan

The MRO response will initially be organized based on the Incident Action Plan

(IAP) template in [Appendix B](#). The actual IAP will be tailored by the IMT to each individual MRO.

4200 – Situation Unit

The Situation Unit Leader (SITL) will be initially staffed by USCG Sector Jacksonville personnel.

The SITL shall build and maintain the Common Operational Picture (COP), supervise Display Processors (DPROs), Field Observers (FOBS), and assigned Technical Specialists (THSPs).

4210 – Common Operational Picture

Maintaining an accurate Common Operational Picture (COP) is essential to the management of the MRO response. The SITL should request staffing and deployment of an adequate number of Field Observers to provide on-scene information. Technical Specialists ([Section 4500](#)) will be assigned to the SITL as required to assist with the creation of technical products for the COP (i.e., GIS displays, HSIN reports, weather analysis).

4211 – Relationship with Evacuee Accountability Group/Branch

The SITL is not responsible for managing evacuee accountability data, but they will receive regular reports from the Evacuee Accountability Group/Branch ([Section 3400](#)) for inclusion in the COP. The SITL will share these reports with the Documentation Unit ([Section 4400](#)) for archive purposes. [Section 3410](#) and [Appendix D](#) provide a full overview of the accountability data flow.

4220 – Coordination with CC

Part of the Situation Unit staff will be assigned to work in the SAR Branch ([Section 3300](#)) to help manage MRO situational data and report to SITL for maintenance of overall COP. These staff members will also provide regular reports on SAR assets to the Resource Unit ([Section 4300](#)).

4300 – Resource Unit

The Resource Unit Leader (RESL) will initially be staffed by USCG Sector Jacksonville personnel. The RESL will receive SAR asset reports from Situation Unit staff assigned to the SAR Branch ([Section 4220](#)) and check-in personnel assigned throughout the response.

The RESL will work closely with the LSC ([Section 5110](#)), FSC ([Section 6110](#)), and Documentation Unit ([Section 4400](#)) as part of the resource ordering process ([Section 5210](#)) to assign available resources and identify required resources. The RESL will also

report asset deployment time data to the Logistics Section Cost and Time Unit ([Section 6200](#)).

4400 – Documentation Unit

The Documentation Unit will initially be staffed by USCG Sector Jacksonville personnel.

The Documentation Unit Leader (DOCL) will receive accountability reports for archive purposes from the Evacuee Accountability Branch via the Situation Unit ([Section 4200](#)). [Section 3410](#) and [Appendix D](#) provide a full overview of the accountability data flow.

The DOCL will also work closely with the LSC ([Section 5110](#)), FSC ([Section 6110](#)), and RESL ([Section 4300](#)) as part of the resource ordering process ([Section 5210](#)) to document resource purchases.

4410 – Relationship with Investigative Group/Branch

The Documentation Unit will work with the Investigative Group/Branch ([Section 3900](#)) to preserve records and documentation evidence. Due to the potential for both criminal and civil litigation, they will work together to ensure potential evidence is screened and handled accordingly. This includes the protection of privacy information and classified/law enforcement sensitive documentation.

4500 – Technical Specialists

The following sections detail Technical Specialists (THSPs) that should be initially activated for an MRO.

4510 – Homeland Security Information Network Specialist

The Homeland Security Information Network (HSIN) is a trusted network for first responders to share sensitive information. Federal, state, local, territorial, international, and private sector homeland security partners use HSIN to manage operations, analyze data, send alerts and notices, and in general, facilitate communications and information sharing during contingency response operations.

The HSIN Specialist(s) will work for the Situation Unit Leader ([Section 4200](#)) to share COP data and reports via the HSIN system. Prior to posting to HSIN, all data must be approved for publication by the PSC. The HSIN Specialist will also provide support to other elements of the IMT requiring HSIN capabilities.

HSIN offers a variety of useful tools for emergency response management in a web-based network. These tools are especially useful for coordinating remotely-located MRO responses. HSIN capabilities include:

- Alerts and Notifications

- Document Repository
- Geographic Information System (GIS) mapping
- Instant Messaging (HSIN Chat)
- Managed Workflow Capabilities
- Secure Messaging (HSIN Box)
- Web Conferencing (HSIN Connect)

Additionally, HSIN collaboration windows may be set up to facilitate coordination among and communication by specific elements of the MRO IMT, including Command and General Staff sections, groups, divisions, and units.

Individuals identified as HSIN Specialists should prepare for their duties in advance by establishing and maintaining an account, obtaining necessary training in HSIN resources (HSIN offers online training programs), and developing pre-established HSIN templates for a multi-agency response.

4520 – Geographic Information System Specialist

Geographic Information System Specialist(s) will work for the Situation Unit Leader ([Section 4200](#)) to build and maintain GIS displays. GIS Specialists should prepare for their duties in advance by establishing and maintaining accounts/software and obtain training necessary to operate those systems effectively. GIS Specialists should use these tools to develop appropriate templates for MRO and other emergency responses as appropriate.

4530 – USCG Auxiliary MRO Specialist

Qualified USCG Auxiliary Mass Rescue Operations Specialists (AMROS) hold general expertise in mass rescue operations as well as several sub-specialties. Details on the AMROS program and qualification standards are available through the D7 Auxiliary Branch (dpa).

Depending on their background, AMROS and other Auxiliary members may be assigned to:

- Planning Section ([Section 4000](#)) – as THSPs or within the Situation or Resources Units
- SAR Branch ([Section 3300](#)) – in the SAR or Air Operations Groups (possibly to coordinate vessels of opportunity or civilian air support)
- Shoreside Branch ([Section 3600](#)) – to assist coordination of the Landing Site or Reception Center
- Evacuee Accountability Group/Branch ([Section 3400](#))
- Joint Information Center ([Section 2610](#))

4540 – Other Technical Specialists

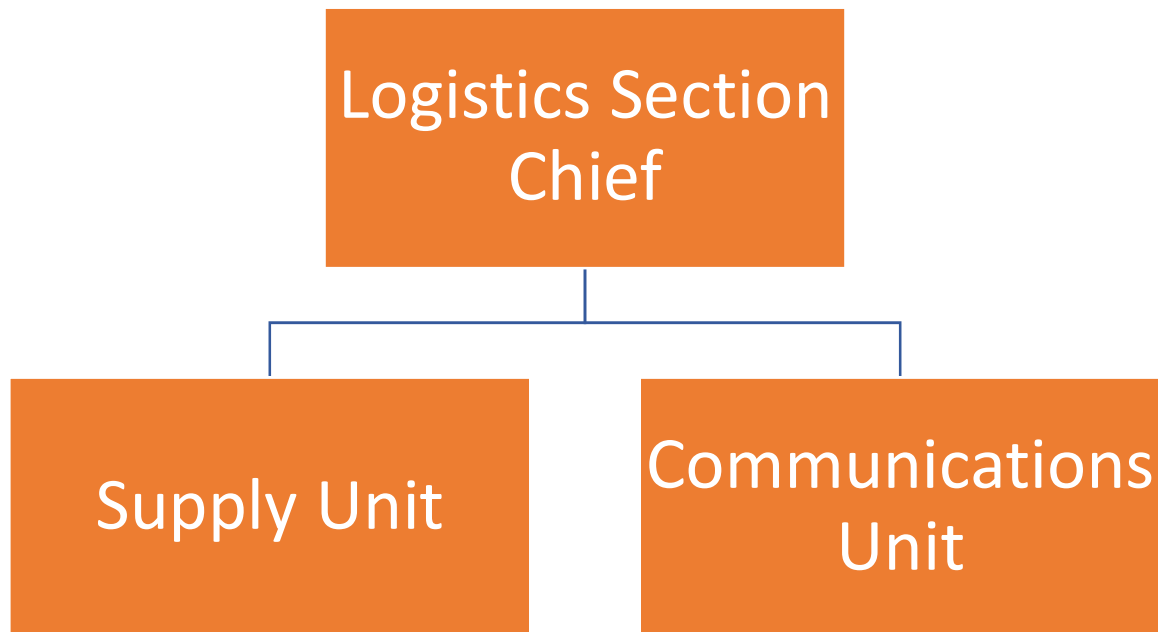
Additional technical specialists may be assigned to the IMT as needed.

Response partners may use proprietary communications and management software packages including organization-specific WebEOC systems to share and track data. If these systems need to be shared among the IMT, partners may be asked to provide THSPs to support this effort.

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5000 - Logistics

5100 – Logistics Section Organization Chart



5110 – Logistics Section Chief

The Logistics Section Chief (LSC) will be initially staffed by USCG Sector Jacksonville personnel with a Deputy from the involved vessel or airline. As the incident progresses into *Phase 2 – Recovery*, with the focus on shoreside mass care, the LSC position will likely transition to the involved company, with the Deputy position reassigned to the local response community.

5120 – Logistics Section Sub-units

Logistics Section functions are detailed here with MRO-specific tasking and guidance, and an organization chart illustrated in [Section 5100](#). See the USCG IMH for full ICS position descriptions and duties. Based on the scope of the response, additional sub-units may also be required.

Logistics Section positions will be staffed by USCG Sector Jacksonville personnel, the involved company, and local response community personnel. FEMA and/or U.S. State Department personnel may also participate if federal disaster or foreign assistance is activated (see [Section 7000](#) for more detail).

Reference the ICS-203 and ICS-207 in [Appendix B](#) for developing Logistics Section staffing assignments.

5200 – Concept of Support

Except where otherwise noted, normal channels of USCG logistics and administrative support remain in place. USCG Deputy Commandant for Mission Support (DCMS) will support extenuating logistics requirements for response via Atlantic Area (LANTAREA).

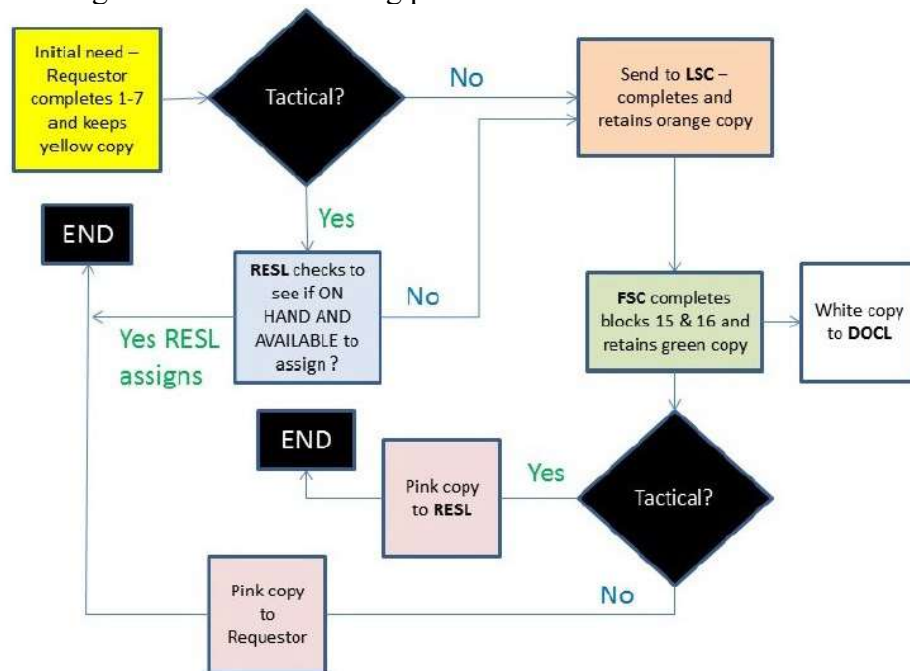
CGIC requests for additional USCG operational or support personnel shall be made via D7. D7 will work with DCMS and LANTAREA to coordinate these requests. Requests for assistance will be evaluated and satisfied at the lowest level possible to minimize response time and to capitalize on personal knowledge of the geographic area and local operating conditions. D7 will make use of locally available Active Duty, Reserve, civilian, and Auxiliary resources to the greatest extent possible.

Safety is paramount in responding to any marine disaster or mass rescue operation event. Commanders must ensure responders are aware of the potential risks, and are prepared accordingly, including outfitting with the proper personal protective equipment (PPE). A Site Safety Plan (SSP) will be developed by the SOFR ([Section 2800](#)) and adhered to by all response personnel.

5210 – Resource Ordering Process

Unless otherwise determined by the IC/UC, standard ICS resource ordering processes will be implemented, including use of the ICS-213-RR form. Figure 3 below illustrates the resource ordering process.

The LSC will work closely with the FSC, Resource Unit, and Documentation Unit to manage the resource ordering process.



5300 – Support Requirements

MRO operations will require various forms of logistical support, including technical skills, transportation, equipment, communications, and administrative materials.

[Appendix C](#) includes a table listing anticipated initial MRO assets, potential sources and the process to request these types of assets. The following provide additional detail on potentially available sources for support:

- [Appendix C – MRO Resources, Partner Capabilities, and Contact Info](#)
- [USCG Addendum to National SAR Supplement](#)
- Passenger Vessel / Cruise Ship SAR Plans for Cooperation, Airport Disaster Plans, port-level plans ([see Section 1433](#))

5310 – SAR Support Requirements

SAR-specific support requirements will include the need for vessel/aviation fueling, berthing and maintenance, PPE, communications gear ([Section 5410](#)), messing and berthing for SAR crews, and support for staging areas. [Section 3100](#), [Section 3200](#), and [Section 3300](#) provide additional detail on SAR support needs. The LSC will work closely with the STAMS to establish and supply staging areas as required ([Section 3230](#)).

5320 – Shoreside and Emergency Response Support Requirements

Shoreside and emergency response support will include support to the evacuee landing site ([Section 3620](#) and [Appendix E](#)), reception center ([Section 3630](#) and [Appendix F](#)), mass care ([Section 3600](#)), mass medical ([Section 3500](#)), transportation ([Section 3640](#)), critical incident stress management ([Section 5330](#)), mortuary affairs ([Section 3520](#)), and special requirements for response to associated contingencies ([Section 3700](#)) and investigative support ([Section 3900](#)). Additional considerations are noted below:

Medical Care: An MRO incident that results in a medical mass casualty event will present significant challenges and require close coordination between agencies for efficient use of scarce resources. The HHS DMAT ([Section 2220](#)) and DoD ([Section 2300](#)) can provide specialized teams and capabilities to support a mass casualty response.

Transportation and Disposition of Evacuees: The involved vessel/airline is generally responsible for shoreside support and return transportation of evacuees not requiring medical service. Local communities will usually be required to support this function by providing temporary staging and personnel support areas in local school, community centers, churches, etc. Many of these communities have contingency plans ([Section 1433](#)) for these scenarios, which can be coordinated with their local EOCs ([Section 2400](#)).

Pre-Staged Equipment: Upon request by the FOSC/COTP, all pre-staged fire, salvage, and pollution response equipment will be prepared for deployment.

Messing and Berthing: Facilities may be limited or non-existent in some cases. Prior to deployment of personnel, the SMC and/or USCG Sector Commander must ensure on-scene support is available for all response personnel, by communicating these requirements to the Logistics Section for action. USCG cutters, commercial passenger vessels, or other commercial vessels may be required to support on scene messing and berthing for responders. Units will coordinate with the Logistics Section to support messing and berthing requirements.

5330– Critical Incident Stress Management

Critical incident stress is defined as stress which is generated by an event of significant emotional power sufficient to overwhelm a person's or group's ability to cope. A Critical Incident Stress Management (CISM) program is available to assist personnel and their families in dealing with CISM, in accordance with COMDTINST 1754.3 (series). A counselor should be available to talk with personnel for defusing or reflection. A team of peers may also make themselves available to personnel as they are off going to ensure all workers have after hours support if needed. If the rescue/recovery operation appears to have a long-term duration, a relief date for all workers shall be identified as soon as practical. The tendency in a disaster to focus exclusively on operations must be resisted.

5340 – Incident Command Post / Incident Management Team Requirements

The ICP ([Section 2900](#)) and IMT will require a range of logistical support, including facility acquisition and maintenance, office supplies, printers/copiers, laptops/desktops, display equipment, food, sanitation facilities, telephone/data connections, transportation, berthing, etc. The Supply Unit and Communications Unit will work together to support the IMT.

USCG AREPs will be deployed to local EOCs and will require transportation, communication, and possibly berthing/messing.

5400 – Communications

Establishing a reliable communications system is vital. The MRO IAP in [Appendix B](#) contains model radio and telephone communications plans (ICS-205 and 205a). The Communications Unit Leader (COML) must become familiar with all aspects of the MRO response and anticipate issues/solutions. Appropriate staffing of the Communications Unit is essential, as requirements will come from all elements of the IMT and will require ongoing support. At the request of the CGIC, communications

capabilities and support can be requested through D7 (dt) and LANTAREA [LANT Strike Team, Mobile Communications Vehicles (MCV), Enhanced Mobile Incident Command Post (eMICP), etc.], and Base Miami C4IT (telephone and computer support). D7(dt) has communications “go kits.”

Additionally, USCG Base Miami maintains several Deployable Contingency Communications Systems (DCCS). The DCCS is a mobile system that provides a satellite data link for communications.

5410 – SAR Communications

If possible, the IMT should establish an open cell or satellite telephone line between ship, industry ERC ([Section 2420](#)), D7 Rescue Coordination Center, and the ICP ([Section 2900](#)). The length of time the line remains open will depend on the situation. Scheduled conference calls may be established once the situation stabilizes. Large cruise ships have lists of contacts and other important information in their SAR Plans for Cooperation ([Section 1433](#)).

Make maximum use of the OSC ([Section 3312](#)). The OSC shall serve as the sole “on-scene” communicator with the master of the affected vessel. The OSC will set the on-scene communications plan with rescue resources.

Maintaining a strong communications link between the OSC and CC is essential. In some cases, the OSC may be an AMVER vessel ([Section 3122](#)), VOO ([Section 3123](#)), DoD platform ([Section 3121](#)), or an on-scene aircraft ([Section 3322](#)).

5420 – Shoreside and Emergency Response Communications

[Section 5320](#) provides an overview of various shoreside response elements that may require support. All of these units will require voice and, in some cases, data communications with the ICP.

Emergency response communications needs will be determined by the situation. Existing port-level plans address such contingencies and are noted in [Section 3700](#). [Appendix B](#) includes a model ICS-205 for emergency response radio communication requirements.

Non-lifesaving response communications will be assigned so not to interfere with SAR operations. Normally, VHF 81A will serve as the main on scene pollution response channel. The on-scene pollution response team leader will assign secondary VHF channels as required.

5430 – Incident Command Post / Incident Management Team Communications

The ICP ([Section 2900](#)) and IMT will require a range of communications support, including landline/cell/satellite phones, laptops/desktops, wired/wifi/cellular

internet, radio communications, teleconference capabilities, international communications, microphone/loudspeaker communications, television monitors with TV broadcast service, etc. The Communications Unit shall work with the Supply Unit to obtain, install and support these systems. [Appendix B](#) includes a model ICS-205 and 205a for ICP radio and telephone requirements.

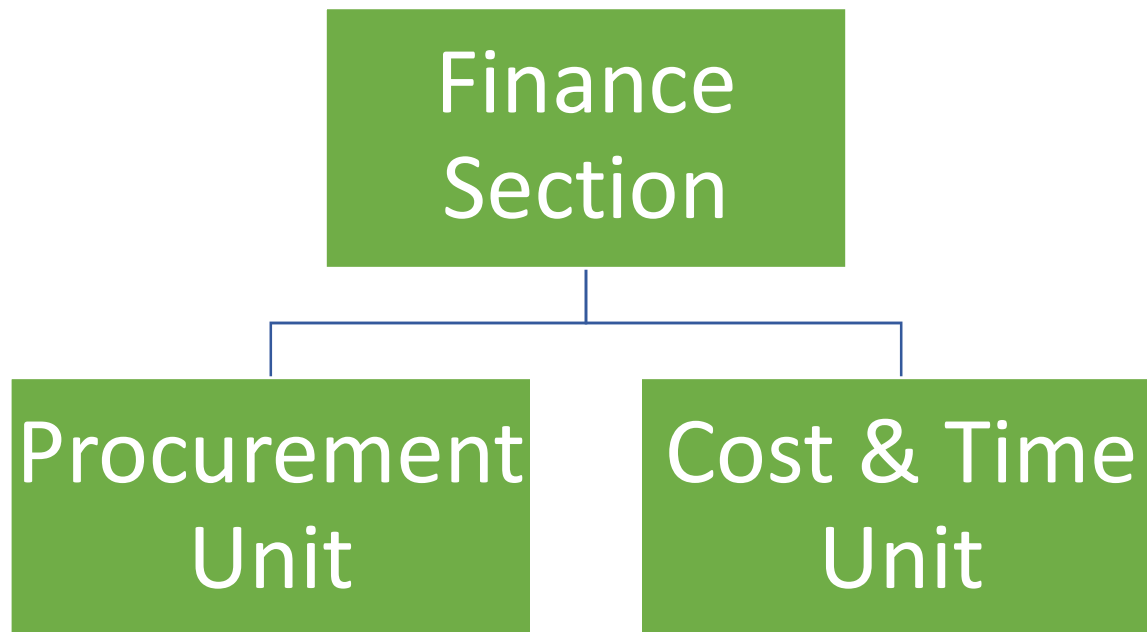
USCG AREPs will be deployed to local EOCs and will require phone and data communications with the ICP.

Additionally, a USCG Passenger Vessel Safety Specialist (PVSS) will likely be deployed from D7 to the cruise line/airline ERC to facilitate coordination with the IC/UC. The PVSS may request communications support from the Communications Unit. Most cruise line ERCs are located in Miami except for Princess Cruise Lines, which is in Santa Clarita, California and Holland America, located in Seattle Washington.

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6000 – Finance

6100 – Finance Section Organization Chart



6110 – Finance Section Chief

The Finance Section Chief (FSC) will be initially staffed by USCG Sector Jacksonville personnel with a Deputy from the involved vessel or airline. As the incident progresses into *Phase 2 – Recovery*, with the focus on shoreside mass care, the FSC position will likely transition to the involved company, with the Deputy position re-assigned to the USCG and/or local response community.

The FSC will work closely with the LSC ([Section 5000](#)), Resource Unit ([Section 4300](#)), and Documentation Unit ([Section 4400](#)) to manage the resource ordering process ([Section 5210](#)).

6120 – Finance Section Sub-units

Finance Section functions are detailed here with MRO-specific tasking and guidance, and a model structure illustrated in [Section 6100](#). See the USCG IMH for full ICS position descriptions and duties. Based on the scope of the response, additional sub-units may also be required.

Finance Section positions will be staffed by USCG Sector Jacksonville personnel and the involved company, and local response community personnel. FEMA and/or U.S. State Department personnel may also participate if federal disaster or foreign assistance funding is activated (see [Section 7000](#) for more detail.)

Reference the ICS-203 and ICS-207 forms in [Appendix B](#) for developing Finance Section staffing assignments.

6200 – Cost and Time Tracking

The Cost and Time Unit will work with the Resources Unit ([Section 4300](#)) to track and document the employment of MRO response resources and personnel. The bulk of this data should be available via the resource check-in/out process and will likely be recorded on ICS-211 forms. Some data may also be tracked by state and should be available via local EOCs ([Section 2410](#)).

The Cost and Time Unit shall obtain cost data (i.e., hourly, daily, and total) as applicable for deployed resources and personnel and will conduct analysis of actual expenditures and provide estimates of anticipated costs.

The documentation of resource time/costs is critical for future reimbursement under emergency management funding and determination of legal liability for expenditures. The Procurement Unit will leverage available mechanisms ([Section 6300](#)) to fund MRO response costs. The Finance Section will work closely with the involved cruise line/airline ERC ([Section 2420](#)) to manage and share this information.

6300 – Funding and Reimbursement

A variety of funding mechanisms may be available to reimburse costs associated with an MRO. [Section 7000](#) provides an overview of these mechanisms and includes some details of their applicability. The FSC shall work with the Legal Officer ([Section 2700](#)) to determine which mechanisms apply under existing conditions.

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7000 - Legal Considerations and Agreements

[Section 1250](#) provides general legal guidance for mass rescue operations and [Section 2700](#) details MRO Legal Officer duties and functions. This Section provides reference to applicable laws, regulations, policy, and domestic and international agreements that may apply to an MRO. It is intended to serve as a consolidated guide for MRO responders and is by no means exhaustive.

7100 – SAR and MRO Jurisdictions

Under the authority of 14 U.S.C. § 88, the USCG may render aid to distressed persons and property where Coast Guard facilities are available. Procedures contained within this plan will be carried out under the authority of 46 U.S.C. § 6101 and 46 U.S.C. § 6301. 46 U.S.C. § 2304 requires a master or individual in charge of a vessel to render assistance to those in danger at sea if able to do so without seriously endangering the vessel or crew.

7110 – COTP Zone

The boundaries of the Sector Jacksonville COTP Zone starts at the outermost extent of the Exclusive Economic Zone (EEZ) at latitude 30°50'00" N, longitude 76°09'54" W, proceeding west to latitude 30°50'00" N, longitude 82°15'00" W; thence south to the intersection of the Florida-Georgia boundary at longitude 82°15'00" W; thence west along the Florida-Georgia boundary to longitude 83°00'00" W; thence southeast to latitude 28°00'00" N, 81°30'00" W; thence east to the outermost extent of the EEZ at latitude 28°00'00" N, longitude 79°23'34" W; thence northeast along the outermost extent of the EEZ to the point of origin. In geographic terms, the northern boundary is the Crooked River in Georgia and the southern boundary is the city of Malabar in Florida.

7120 – Aeronautical SAR

[TO BE DEVELOPED]

7200 – International Considerations and Agreements

[TO BE DEVELOPED]

7300 – Domestic Considerations and Agreements

[TO BE DEVELOPED]

7400 – Response Partner Agreements and Considerations

[TO BE DEVELOPED]

7500 – Investigations

The USCG has authority to investigate incidents involving damage to waterfront facilities under 33 U.S.C. § 1227, the authority to investigate casualties from operations on Outer Continental Shelf activities under 43 U.S.C. § 1348, and the authority to investigate marine casualties under 46 U.S.C. § 6301.

[TO BE DEVELOPED]

7510 – National Transportation Safety Board (NTSB)

[TO BE DEVELOPED]

7600 – List of Memorandum of Understanding (MOUs) and Memorandum of Agreements (MOAs)

[TO BE DEVELOPED]

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8000 - Sector Jacksonville MRO Program Maintenance

8100 – Annual MRO Plan Review and Validation

USCG Sector Jacksonville shall conduct an annual review of the Sector Jacksonville MRO Plan. When the annual review is completed, validation shall be noted in the Record of Changes / Annual Validation section. Any recommended plan updates and/or MRO program remedial actions shall be addressed to the Emergency Management and Force Readiness (EMFR) staff at (904) 714-7546.

As part of the annual review, USCG Sector Jacksonville shall also assess training and exercise needs and take appropriate actions to address:

- MRO Plan training/briefing to IMT members;
- USCG and interagency partner ICS training and position specific qualifications and responsibilities (such as evacuee accountability and maintenance of common operational picture);
- SAR/MRO management training for Command Center watchstanders;
- Training for potential USCG OSCs and ACOs;
- Computer software/web-based system training and maintenance;
- Communications systems training and equipment checks;
- Setup and maintenance of ICPs; and,
- Other training requirements as needed.

8200 – MRO Plan Updates

This Mass Rescue Operations Plan for United States Coast Guard (USCG) Sector Jacksonville will be maintained by the USCG Sector Jacksonville Emergency Management and Force Readiness (EMFR) Staff, with the allocation of specific operational responsibilities to the USCG Sector Jacksonville Response, Prevention, and Logistic Departments. All stakeholders, including federal, state, county, and local emergency response and support agencies are strongly encouraged to submit suggestions for corrections to, and/or modifications of, this plan directly to the EMFR staff. The EMFR staff can be reached at (904) 714-7546.

All stakeholders will be notified of revisions to this plan. Each stakeholder shall review the updated plan to ensure that they maintain an up-to-date and accurate understanding of the plan's provisions.

8300 – MRO Exercise Program

USCG Sector Jacksonville will conduct discussion-based exercises (Seminar, Workshop, or Table Top Exercise (TTX)) to establish and maintain a positive working relationship with port partners and local agencies. These exercises will focus on assessing plans, policies, procedures, coordination, notification procedures, provisions as per established MOUs, and rescue operations.

At a minimum, Sector Jacksonville will conduct and/or participate in one discussion based (e.g. seminar, workshop, or TTX) and one operations based (e.g. drill, functional, full scale) exercise over a five year period. Any actual major incident involving a MRO can be credited as a MRO operations based exercise.

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Appendix A – MRO Initial Actions

SAR		Watchstander:		CIC <input type="checkbox"/> Time:	
<input type="checkbox"/> Radio Call	Frequency:	RFF:	DF Bearing:		
Type of Comms:	<input type="checkbox"/> Original <input type="checkbox"/> Relay <input type="checkbox"/> Other _____				
Time:	Date:	UCN:	Initials:		
-- Initial SAR Check Sheet --					
1. Position		Type of Position:		<input type="checkbox"/> Lat/Long	
How determined?				<input type="checkbox"/> Geographic Reference	
2. Number of Persons On Board		Adults:	Children:	Total:	
3. Nature of Distress (if PIW complete additional PIW box below)					
4. Description of Vessel Name:		Length:	Type:		
Make:		Color:			
5. Is there an adequate number of Personal Floatation Devices (PFDs) available for all persons onboard the vessel? Y / N Have all persons on board the vessel put on PFDs? Y / N					
Determine Initial Severity / Emergency Phase					
<input type="checkbox"/> Distress <input type="checkbox"/> Dispatch Resources / Activate SAR Alarm <input type="checkbox"/> Advise reporting source of Coast Guard's Actions <input type="checkbox"/> Issue Urgent Marine Information Broadcast (UMIB) <input type="checkbox"/> Brief Sector / District <input type="checkbox"/> Provide emergency instructions to vessel in distress <input type="checkbox"/> Complete additional check-sheets as situation dictates			<input type="checkbox"/> Alert <input type="checkbox"/> Uncertainty <i>Additional information is needed. Complete one or more supplemental QRC's.</i>		
Persons in the Water					
Number:	Description:		<input type="checkbox"/> PFD – type/color:		
Time:			<input type="checkbox"/> Exposure Suit		
Confirmed? <input type="checkbox"/>			<input type="checkbox"/> Lightweight Clothing		
Reporting Source					
Name:			MMSI:		
Vessel Name:			Reg/DOC#:		
Call back number (with area code): <input type="checkbox"/> cell phone			<input type="checkbox"/> radio / call sign		
Address/Position:					
**Complete all of the above before shifting frequency; Complete below before hanging up phone **					
ON SCENE WEATHER					
VISIBILITY	WIND	SEA CONDITION		TEMPERATURE	
	<u>Direction/ Speed</u>	<u>Height</u>	<u>Direction</u>	<u>Air</u>	<u>Water</u>
SUNRISE/ SUNSET	TIDAL CURRENT	NEXT TIDE		MISCELLANEOUS	
	<u>Direction/ Speed</u>	<u>High/ Low</u>	<u>Time/ height</u>		

-- Supplemental SAR Check Sheet --				
COMPLETE INITIAL SEARCH AND RESCUE QRC				
Amplifying Vessel Information				
Reg/DOC#:		Homeport:		
Flag:	LPOC:	NPOC:		
Prominent Features:		Hull Material:		
EPIRB: (Class/Type)		PFDs have reflective tape: Y / N		
HEXIDECIMAL ID:		Type of PFD:		
Communications Equipment		Navigation Equipment		Survival equipment
<input type="checkbox"/> VHF-FM <input type="checkbox"/> HF <input type="checkbox"/> DSC <input type="checkbox"/> Other _____	<input type="checkbox"/> GPS <input type="checkbox"/> RADAR <input type="checkbox"/> Other _____	<input type="checkbox"/> AIS <input type="checkbox"/> Depth finder	<input type="checkbox"/> VDS/Flares <input type="checkbox"/> Raft/Lifeboat <input type="checkbox"/> Food/Water <input type="checkbox"/> Other _____	
<input type="checkbox"/> Flashlight <input type="checkbox"/> Dinghy/Skiff <input type="checkbox"/> Foul Wx Gear				
Amplifying Persons Information				
<input type="checkbox"/> Owner <input type="checkbox"/> Operator <input type="checkbox"/> POB <input type="checkbox"/> Other _____			<input type="checkbox"/> Male <input type="checkbox"/> Female	
Name:			Phone:	
Address:			Age/DOB:	
<input type="checkbox"/> Owner <input type="checkbox"/> Operator <input type="checkbox"/> POB <input type="checkbox"/> Other _____			<input type="checkbox"/> Male <input type="checkbox"/> Female	
Name:			Phone:	
Address:			Age/DOB:	
<input type="checkbox"/> Owner <input type="checkbox"/> Operator <input type="checkbox"/> POB <input type="checkbox"/> Other _____			<input type="checkbox"/> Male <input type="checkbox"/> Female	
Name:			Phone:	
Address:			Age/DOB:	
<input type="checkbox"/> Owner <input type="checkbox"/> Operator <input type="checkbox"/> POB <input type="checkbox"/> Other _____			<input type="checkbox"/> Male <input type="checkbox"/> Female	
Name:			Phone:	
Address:			Age/DOB:	
Communication Schedule				
Start time:	Frequency:	<input type="checkbox"/> 15min <input type="checkbox"/> 30min <input type="checkbox"/> 60min <input type="checkbox"/> Other _____		
Remarks:				
Set and Drift				
<input type="checkbox"/> Not a factor	Time:	Course:	Speed:	Concerns:

Nature of Distress <i>(Refer to Initial SAR Check Sheet)</i>	Description of Craft <i>(Refer to Initial SAR Check Sheet)</i>
1. Initial Actions	
<div data-bbox="87 426 1484 1434"> <div>[] Initiate process to establish an Incident Management Team (IMT)</div> <div>[] Determine total passengers/ crew on board _____</div> <ul style="list-style-type: none"> • If a large passenger vessel is involved, refer to the SAR Plans for Cooperation index located at https://www.gov.uk/government/publications/international-sar-co-operation-plans-index; or look up vessel specifics in MISLE. • If a commercial passenger airline is involved, contact the Transportation Security Operations Center (TSOC) to obtain passenger count information; (703) 563-3400 or email CDO.TSA(at)tsa.dhs.gov. • If a passenger train is involved, contact Department of Transportation Emergency Operations Center at (202) 366-2781 to obtain additional information. <div>[] Designate SAR Mission Coordinator (SMC)</div> <div>[] Launch available USCG assets and request all additional OGA assets.</div> <div>[] Assign an On Scene Coordinator (OSC) or Aircraft Coordinator (ACO).</div> <div>[] Establish safety/security zone (if necessary).</div> </div>	

2. Safety & Survival Equipment

Communications Equipment

☐ VHF-FM ☐ HF ☐ DSC ☐ Other _____

☐ Cellular: # _____

☐ Frequencies: _____

Survival Equipment

☐ Life boats: # _____ Capacity of Life boats _____

☐ Life rafts: # _____ Capacity of Life rafts _____

☐ Other _____

3. Incident Management Team and/ or IC/UC Actions

☐ Initiate the process for standing up an Incident Management Team / Incident Command Post / Incident/ Unified Command

- Implement ICS in accordance w/ USCG IMH and the Sector Jacksonville MRO Plan

☐ Follow all other unit policy/procedures.

MRO Quick Response Card

(NOTE: Actions below are summarized for quick reference and are not comprehensive.)

<p>Sector Jacksonville (Initial Actions):</p> <ul style="list-style-type: none"> Verify information and location. Complete notifications. Contact owners/agents for info to permit Master to address emergency. As needed, establish satellite comms w/ vsi. Assign dedicated communicator and maintain open line with company/agents as required for rapid info exchange. Assign SMC. Initiate MRO QRC (detailed procedures.) Issue UMIB/AMVER and launch/divert assets. Designate On Scene Coordinator (OSC). Broadcast. Determine status: numbers, injuries, missing, etc. Recommend Safety/Security Zone as appropriate. Request SAR Plan for Cooperation (large cruise ships.) Support Master requests for assistance. Obtain PAX/Crew List from agents or company/ERC. Initiate Passenger Accountability procedures. Request support for augmented watch. Coordinate w/ owner & agents for commercial resources. Alert state/local. Determine/request landing site options. Coordinate w/ Sector / local community for SAR support from Vessels of Opportunity (VOO). Dispatch USCG liaisons to company ERC & local EOC(s). Contact FAA for temporary airspace restriction. Coordinate with IC/UC for staging and landing areas. Alert Public Affairs; Request PIAT. Complete ICS-201 form for situation brief. 	<p>Vessel / Aircraft Owner:</p> <ul style="list-style-type: none"> Activate ERC / crisis response team. Dispatch support personnel to local community. Establish comms w/ ship & USCG Command Center. Maintain open line as needed. Send company IC & reps to ICP. Request USCG liaison at company ERC. Coordinate w/ MRO UC & share status info regularly. Assist Master w/ stability analysis/response support. Assist with shore logistics for passenger evacuation and support. Coordinate w/ MRO UC/IC. Initiate passenger accountability process with UC/IC Evacuee Accountability Branch. Contact Flag State, Class, and underwriters. Initiate vessel spill and security plans. Make required state and local notifications. Activate JIC w/ MRO UC/IC – release initial media statement. Coordinate family support & next-of-kin notifications w/ JIC. Establish 800 number and web site for information. If no agent, initiate "Agents" actions below. 	<p>Sector Jacksonville:</p> <ul style="list-style-type: none"> Activate MRO Plan and port-level contingency plans as needed. Execute MRO Plan checklist. Appoint CGIC. Initiate & staff MRO IC/UC with response partners (see right.) Distribute contact info. Send reps to state/territory/local EOCs and landing sites. Establish/enforce Safety/Security Zones. Direct shore/water MHLS patrols. Coordinate local VOO support. Consider MARSEC level. Initiate pollution response. Initiate CG investigation; Support FBI, NTSB & FAA investigations. Establish/support JIC. Coordinate initial ICS-201 incident brief. Ensure timely exchange of critical information. Support shoreside operations and reception center. 	<p>MRO Unified Command (UC):</p> <ul style="list-style-type: none"> Assume command. Set organization, objectives, tasking. (See IAP Templates.) Manage overall info flow. Ensure effective information sharing. Coordinate with state/local government EOC(s) and company ERC. Develop comms plan and distribute. Coordinate with law enforcement for investigative and security support. Coordinate w/ US Customs & Border Protection for evacuee clearance. Stand up JIC in coordination w/ company ERC. Issue joint release at earliest time. Establish liaison with key stakeholders. Develop and support passenger accountability process. Provide training and forms as required. Establish secure landing sites; medical triage/treatment/transport, decon, evacuee transport & crowd control. Establish secure reception center for mass care, comfort & accountability of evacuees. Implement law enforcement controls for evacuee safety, security, and accountability.
<p>Vessel suffers disabling casualty.</p>	<p>U.S. State (see "Local" below also):</p> <ul style="list-style-type: none"> Activate medical, law enforcement, pollution resources & support as needed. Activate EOC. Provide state/territory IC & reps to UC/ICP. Assess need and request federal support via FEMA. 	<p>Agent(s):</p> <ul style="list-style-type: none"> Establish comms w/ owner, USCG, local govt. Send liaison to ICP. Dispatch required commercial assets. Inform USCG of resources on scene or enroute. Contract shore transport companies and reception center facilities/resources. Coordinate w/ local govt on activation and logistics for landing sites & reception centers. Provide Souls on Board List to USCG, company ERC, local EOC & reception center. Assume accountability lead w/ UC/IC Evacuee Accountability Branch. Brief & train personnel and provide forms to support. Alert Red Cross and Salvation Army. Interpreters & comms resources for evacuees. 	<p>MRO Unified Command (UC):</p> <ul style="list-style-type: none"> Locate interpreters and comms for evacuees to notify family. Provide family assistance services, coordinate next-of-kin notifications w/ company ERC. Secure & preserve deceased remains. Coordinate special teams support (DMAT, Strike Team, NOAA, etc.) Coordinate marine firefighting support. Supervise oil/HAZMAT spill response. Evaluate damage survey/approve salvage plan/supervise salvage ops. Coordinate requirements for damaged ship transit, port entry. Manage MTS Recovery.
<p>Ship:</p> <ul style="list-style-type: none"> Contact USCG and company ERC at earliest time. Assess damage to vessel/stability; progressive flooding; sound tanks and voids. Extinguish/contain fire. Initiate damage control. Treat injured personnel. Report to USCG. Request MED/VACs as required. Determine need for evacuation. Evaluate cause of casualty for security threat. Assess/mitigate possible release of fuel/cargo; Initiate VRP. Keep passengers informed of situation. Provide dedicated communicator for reports to ERC & USCG. Provide regular updates of status and changes. To extent possible, ensure pax and crew have identification prior to evacuation. Maintain communications with SAR OSC. 	<p>Local Responders:</p> <ul style="list-style-type: none"> Notify local officials. Activate EOC. Activate local mass care response (i.e., Operations Section Shoreside Branch) Alert hospitals, EMS, police & fire. Activate mutual assistance plans. Identify, prepare, supervise landing sites. Coord SAR Vsis of Opportunity w/ USCG. Provide shoreside medical triage, treatment & patient transport. Provide scene & traffic control support. Coordinate w/ Red Cross and agents to establish reception center(s). Alert local school & tour bus operators for shoreside transportation needs. Provide reps for UC/IC and JIC. 	<p>SAR OSC: Support Master, direct rescue resources on scene, establish check in/out for resources, track evacuee numbers & destinations, provide status updates to SMC.</p>	<p>MRO Unified Command (UC):</p> <ul style="list-style-type: none"> Locate interpreters and comms for evacuees to notify family. Provide family assistance services, coordinate next-of-kin notifications w/ company ERC. Secure & preserve deceased remains. Coordinate special teams support (DMAT, Strike Team, NOAA, etc.) Coordinate marine firefighting support. Supervise oil/HAZMAT spill response. Evaluate damage survey/approve salvage plan/supervise salvage ops. Coordinate requirements for damaged ship transit, port entry. Manage MTS Recovery.

Figure A-1 MRO Initial Actions Checklist

Timing	Unit	Action	√
Annually	All	<ul style="list-style-type: none"> Review procedures in MRO Plan and applicable procedures outlined in SAR and MRO program directives. Notify Chief of Emergency Management Force Readiness of changes required (Section 8000) 	
		<ul style="list-style-type: none"> Review MRO Staffing Requirements. Ensure adequate staffing and training of assigned personnel 	
Annually as Required	All	<ul style="list-style-type: none"> Conduct SAR, mass rescue, mass casualty, and/or other exercises as required by current guidance/policy 	
		<ul style="list-style-type: none"> Work with state within AOR to develop/update Sector MRO Plan and locally applicable plans 	
Upon notification of a potential MRO Incident	Command Center	<ul style="list-style-type: none"> Determine validity and extent of incident 	
Upon determining that an event requires an MRO response	Command Center	<ul style="list-style-type: none"> Initiate process to establish an IMT 	
		<ul style="list-style-type: none"> Determine total passengers/ crew on board 	
		<ul style="list-style-type: none"> Designate SAR Mission Coordinator 	
		<ul style="list-style-type: none"> Launch/request assets and resources 	
		<ul style="list-style-type: none"> Assign an On Scene Coordinator (OSC) or Aircraft Coordinator (ACO) 	
		<ul style="list-style-type: none"> Establish safety/security zone (if necessary). 	
		<ul style="list-style-type: none"> Complete MRO QRC 	
		<ul style="list-style-type: none"> Present initial ICS-201 Incident Brief to IC/UC 	
	All Staff	<ul style="list-style-type: none"> Stand up MRO IMT IAW MRO IAP Template ICS-203 and ICS-207 (Appendix B). Assume assigned positions within IMT. 	
	IMT	<ul style="list-style-type: none"> Collect lessons learned and recommendations throughout mass rescue operation. Provide to EMFR for After Action Reporting/Remedial Action Program 	
		<ul style="list-style-type: none"> Contact District 7 PVSS: Rod Elkins ((305) 415-6876 or (305) 301-9088) 	
		<ul style="list-style-type: none"> Initiate discussion with Sector Commander regarding designation of CGIC (Section 2210) and location of Incident Command Post (Section 2900) 	
		<ul style="list-style-type: none"> If WMD or terrorism is suspected, inform FBI, DHS and other required agencies as determined by response threat – CDC, DOE, etc 	
		<ul style="list-style-type: none"> Establish contact with Senior level officials as appropriate <ul style="list-style-type: none"> o LANTAREA Commander 	

		<ul style="list-style-type: none"> ○ USCG Commandant ○ State Governor(s) ○ Local Mayor(s) 	
		<ul style="list-style-type: none"> ● Conduct executive-level phone/video teleconference to discuss initial actions, expectations and resource capabilities with: <ul style="list-style-type: none"> ○ Senior vessel/airline company representative(s) ○ State Governor(s) ○ Local Mayor(s) 	
		<ul style="list-style-type: none"> ● Receive ICS-201 briefing 	
		<ul style="list-style-type: none"> ● Contact local aviation authorities to impose flight restrictions (if necessary) 	
		<ul style="list-style-type: none"> ● Determine Evacuee Landing Site 	
		<ul style="list-style-type: none"> ● Identify assigned On-Scene Coordinator (OSC) (Section 3312) and Aircraft Coordinator (ACO) (Section 3321) 	
		<ul style="list-style-type: none"> ● If WMD or terrorism is suspected, coordinate security implications with appropriate federal agencies 	
		<ul style="list-style-type: none"> ● Maintain communications with vessel owner/operator/agent 	
		<ul style="list-style-type: none"> ● Notify and coordinate with response partners/stakeholders (see MRO Plan Sections 2200, 2300, Appendices F, G, and H) <ul style="list-style-type: none"> ○ Vessel Company/ERC and agent ○ US DHSS Disaster Medical Assistance Team (DMAT) – Ph: 808-590-0462 ○ State/Territory/Local EOC(s)/emergency management agencies, harbormaster, and police ○ Discuss potential for mass medical and decontamination support with local Health Department, EMS, and Fire ● Federal response partners applicable: CBP, DoD, TSA, and FAA 	
		<ul style="list-style-type: none"> ● Coordinate with CGIC, vessel owner, and local emergency manager to designate locations for ICP (Section 2900), Staging Areas (Section 3230), and evacuee Reception Center (Section 3630, Appendices F, G, and H) 	
		<ul style="list-style-type: none"> ● Provide regular information updates/SITREPS to IC/UC, LANTAREA, COMDT, and others as required 	
		<ul style="list-style-type: none"> ● Initiate Evacuee Accountability Process (Section 3400, Appendix K) ● Alert and coordinate with medical facilities/resources (Section 3500) 	

		<ul style="list-style-type: none"> • Dispatch and mobilize response equipment as requested by the FOSC (Section 3700) 	
		<ul style="list-style-type: none"> • Assume role as Communications Unit Leader. Provide and coordinate communications support to MRO response (Section 5400). Initiate procedures to deploy communication gear as required (Annex K) 	
		<ul style="list-style-type: none"> • Request District 7 dispatch PVSS to ERC for coordination. Maintain communications with liaison. Advise CGIC/IMT 	
		<ul style="list-style-type: none"> • Initiate/oversee CG investigation(s) and support other federal investigative agencies (to be assumed by Investigative Branch Director – Section 3800). 	
		<ul style="list-style-type: none"> • Manage USCG Auxiliary mobilization and support for MRO. 	
		<ul style="list-style-type: none"> • Ensure Coast Guard AREPs are sent to EOCs (Section 2500) 	
		<ul style="list-style-type: none"> • Discuss USCG Reserve Force mobilization/support for MRO 	
		<ul style="list-style-type: none"> • Assume role as Public Information Officer (Section 2600). Initiate standup of JiC in coordination with company ERC and local response partners. Coordinate Family Assistance w/ involved company ERC. Deploy public affairs team to ICP. 	
		<ul style="list-style-type: none"> • Assume/assign role as Finance Section Chief (Section 600). Assume lead or support role within Logistics Section (Section 5000). Provide assigned reps as DOCL (Section 4400), DMOB, Logistics and Finance support (Appendices C and D) 	
		<ul style="list-style-type: none"> • Submit any RFFs for additional Coast Guard resources (i.e. LANTAREA cutters, Strike Teams, SERT, CISM, other special teams/resources, IMT personnel, etc) 	
		<ul style="list-style-type: none"> • Request USCG IMAT and PIAT teams (Appendix I) 	
		<ul style="list-style-type: none"> • Designate Legal Officers for MRO (Section 2700 and 7000) 	
		<ul style="list-style-type: none"> • Discuss designation of CGIC (MRO Plan, Section 2210) and location of Incident Command Post (ICP) (Section 2900). 	
		<ul style="list-style-type: none"> • Establish communications and coordinate with CC and company ERC. As required, establish conference call and/or open line. Request support from D7 (dt)/COML as needed (Section 5400). 	
		<ul style="list-style-type: none"> • Dispatch Sector SAR assets as directed by SMC. 	
		<ul style="list-style-type: none"> • Establish Safety/Security Zone(s) as required. Obtain and manage enforcement assets (Section 3340). Work 	

		with CC to issue UMIB regarding Safety/Security Zone(s).	
		• Issue COTP order(s) directing vessel movements as required.	
		• To extent possible, coordinate with CC to determine probable cause and characterize site with regard to security and potential terrorism/WMD risk. Consider MARSEC level.	
		• Coordinate marine firefighting response IAW MFF policy. (This becomes a function of the Emergency Response Branch Fire Suppression Group when established – Section 3710.)	
		• Activate multi-agency MRO UC/IC with local response partners. Staff MRO Incident Management Team per IAP template ICS-203 and ICS-207 (Appendices C and D) or actual incident IAP.	
		[Depending on the location and severity of the incident, Sector personnel may be required to staff: CGIC/Deputy, JIC, LOFR, AREPs to local EOCs, Operations Section, Evacuee Accountability Branch, SAR Branch (at JRCC), Shoreside Branch (working with local responders and company), Emergency Response Branch (depending on associated contingencies), Investigative Branch (as Senior CG IO), Planning Section, Field Observers, Logistics and Finance Sections.]	
		• Complete required notifications to local response community and IAW Sector MRO Annex. Request partner UC/IC staffing as needed. Distribute UC/IC contact info to partners.	
		• Request required IMAT staffing.	
		• Coordinate with CC, company ERC and local emergency managers/EOCs to determine and establish evacuee landing site location(s) (Section 3130) and shoreside operations, including accountability of evacuees (3600). Coordinate w/ CBP for evacuee clearance.	
		• Establish staging areas (Section 3230).	
		• Alert local medical response system of potential mass casualties. Alert fire department, EMT, and HAZMAT teams of evacuee decontamination potential. (Section 3500)	
		• Evaluate stability and pollution potential. Release POLREPs. Coordinate pollution response activities to not interfere w/ SAR operations. Oversee salvage ops	

		to extent required. Stand up MTSRU & manage MTS recovery operations. (Sections 3720, 3730, 3740, 3750)	
		<ul style="list-style-type: none"> Initiate marine casualty investigation. Designate Senior USCG IO as initial Investigative Branch Director (Section 3800). Coordinate federal/LE investigations w/ partners (i.e., NTSB, FBI, and FAA) and ongoing mass rescue operations. 	
		<ul style="list-style-type: none"> Collect lessons learned and recommendations throughout mass rescue operation. Provide to Sector Jax EMFR for After Action Report/Remedial Action Program (Section 8000). 	
	On Scene Coordinator	<ul style="list-style-type: none"> Evaluate response risks, mark hazards, and communicate info to on-scene assets. To the extent possible, determine probable cause and characterize site with regard to security and potential WMD risks/hazards. Communicate this information to CC/SMC/ICP. 	
		<ul style="list-style-type: none"> Conduct/coordinate SAR efforts IAW standards procedures and guidance (references a through i). Coordinate all on-scene rescues, MEDEVAC (Section 3330) and support assets 	
		<ul style="list-style-type: none"> Coordinate air assets with Aircraft Coordinator (ACO) (Section 3322) 	
		<ul style="list-style-type: none"> Manage lifeboats and life rafts with vessel master and lifeboat commanders 	
		<ul style="list-style-type: none"> Enforce Safety/Security Zone(s) established on-scene by COTP in coordination with On-Water Enforcement assets (Section 3340) 	
		<ul style="list-style-type: none"> Provide recommendations for response and request support as needed via SMC 	
		<ul style="list-style-type: none"> Establish on-scene check-in/out procedures and communication plan (see ICS-205 Comms Plan – Appendix C). All on-scene communication with vessel in distress should be through the OSC only 	
		<ul style="list-style-type: none"> For each rescue asset, track name, operator, contact info, number of evacuees on board, and destination. DO NOT RELEASE ASSETS FROM THE SCENE UNTIL THIS DATA IS COLLECTED. Gather additional evacuee data only as possible without hindering rescue operations (Appendix K). Relay information to CC/SMC. 	
		<ul style="list-style-type: none"> Coordinate with CC/SMC for evacuee planning and designation of evacuee landing site(s) (Section 3130). Direct on-scene rescue assets to landing site(s) for 	

		evacuee offload.	
		<ul style="list-style-type: none"> • IF SAFE – Place rescue and assist team on board vessel in distress to aid in incident evaluation. TEAM IS NOT TO INTERFERE WITH VESSEL EMERGENCY PROCEDURES. 	
		<ul style="list-style-type: none"> • Assist with firefighting operations IAW MFF policy. 	
		<ul style="list-style-type: none"> • Submit required reports/SITREPs to CC/SMC/IMT. 	
		<ul style="list-style-type: none"> • Hand-off OSC duties and demobilize resources as directed by SMC. (TACON of on-scene resources may move to COTP/FOSC once SAR response is complete.) 	
	Air Station	<ul style="list-style-type: none"> • Place all available aircraft, crews, EMT, and flight surgeons on SAR standby. Report status to CC 	
		<ul style="list-style-type: none"> • Brief Aircraft Commander(s) on expected response hazards 	
		<ul style="list-style-type: none"> • As required, coordinate the movement of aircraft in and around the incident. Air Station asset may serve as on-scene Aircraft Coordinator (ACO) (Section 3322). In some cases, the ACO may also serve as OSC (see above) 	
		<ul style="list-style-type: none"> • Provide Air Operations Group Supervisor (Section 3320) to CC. Provide Additional staffing to ICP as needed 	
		<ul style="list-style-type: none"> • Serve as Air Asset Staging Area Manager (Section 3232). Work with SMC to determine need for air asset staging (Sections 3130 and 3234) 	
		<ul style="list-style-type: none"> • Collect lessons learned and recommendations throughout mass rescue operation. Provide to Sector Jacksonville EMFR for After Action Report/ Corrective Action Program (Section 8000) 	
Post – Incident	All units	<ul style="list-style-type: none"> • All units provide Best Practices, Lessons Learned, and Recommendations to Sector Jacksonville EMFR. Recommendations should note unit(s)/agencies responsible for taking action (if applicable) 	
		<ul style="list-style-type: none"> • Participate in Hot Wash debrief in person or via conference call. Support development of After Action Report 	
		<ul style="list-style-type: none"> • Sector Jacksonville EMFR will draft AAR as required 	
		<ul style="list-style-type: none"> • Sector Jacksonville EMFR will submit AAR and coordinate Corrective Action Program (CAP) 	
		<ul style="list-style-type: none"> • All units support CAP to mitigate deltas and improve future response (Section 8000) 	

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Appendix B – MRO Incident Action Plan Template

1. Incident Name	2. Operational Period to be covered by IAP (Date/Time)	CG IAP COVER SHEET
Mass Rescue Operation (MRO)		
3. Approved by Incident Commander(s):		
<div>ORGNAME</div> <div></div> <div></div> <div></div> <div></div>		
INCIDENT ACTION PLAN		
The items checked below are included in this Incident Action Plan:		
<div><input type="checkbox"/> ICS 202-CG (Incident Objectives)</div> <div></div> <div><input type="checkbox"/> ICS 202A-CG (Command Direction)</div> <div></div> <div><input type="checkbox"/> ICS 202B-CG (Critical Information Requirements)</div> <div></div> <div><input type="checkbox"/> ICS 203-CG (Organization Assignment List)</div> <div></div> <div><input type="checkbox"/> ICS 204-CGs (Assignment Lists) – x6 Operations Section Branches: SAR, Medical, Evacuee Accountability, Shoreside, Emergency Response, Investigation</div> <div></div> <div><input type="checkbox"/> ICS 205-CG (Incident Radio Communications Plan)</div> <div></div> <div><input type="checkbox"/> ICS 205a-CG (Communications List / Contacts)</div> <div></div> <div><input type="checkbox"/> ICS 207-CG (Incident Organization Chart)</div> <div></div> <div><input type="checkbox"/> ICS 230-CG (Daily Meeting Schedule)</div> <div></div> <div><u>Other Attachments</u></div> <div><input type="checkbox"/> <div></div></div> <div><input type="checkbox"/> <div></div></div> <div><input type="checkbox"/> <div></div></div> <div><input type="checkbox"/> <div></div></div>		
4. Prepared by:	Date/Time	

1. Incident Name Mass Rescue Operation (MRO)	2. Operational Period (Date/Time) From: To:	INCIDENT OBJECTIVES ICS 202-CG
3. Objective(s): 1) Provide for the safety and security of evacuees and responders; Maximize the protection of public health and welfare. 2) Conduct joint agency Search and Rescue (SAR) efforts and mobilize resources to locate, rescue/evacuate, transport, and support all personnel involved in the incident, both on water and on shore. 3) Triage, treat, and transport all injured personnel to appropriate medical facilities. 4) Provide temporary shelter/food for displaced passengers/crew. 5) Provide for 100% accountability of all passengers and crew from (vessel/aircraft). 6) Create Safety and Security Zones to restrict access and maintain MRO scene control; work with U.S. Federal Aviation Administration (FAA) to establish air space closure and monitor for compliance. 7) Establish and maintain a passenger/crew Family Assistance program. 8) Maintain situational awareness through a systematic and managed information sharing process. 9) Initiate an aggressive media strategy to keep the public informed. 10) Establish an Incident Management Team (IMT) and Incident Command Post (ICP) capable of meeting initial and long-term challenges required for incident mitigation. 11) Implement scene integrity and evidence preservation procedures; Coordinate simultaneous safety and law enforcement response/investigative efforts.		
4. Operational Period Command Emphasis (Safety Message, Priorities, Key Decisions/Directions) Command Emphasis: For this operational period, our emphasis will be to conduct safe response operations, especially in aircraft air space de-confliction, passenger/crew accountability, family notification and confirmation, and ensure passengers/crew are processed to appropriate reception facilities. Safety Message: Ensure that all responders are following mandated operational risk assessment protocols and safe practices identified in the ICS-208 Site Safety Plan. Ensure all responders have read the plan prior to entering the operational area once it is published. Ensure all responders have access to Critical Incident Stress Management (CISM) debriefings to the full extent possible.		
5. Prepared by: (Planning Section Chief)		Date/Time

INCIDENT OBJECTIVES

ICS 202-CG (Rev 4/04)

1. Incident Name Mass Rescue Operation (MRO)	2. Operational Period (Date/Time) From: To:	Command Direction ICS 202A-CG
3. Key Decisions and Procedures: Unified Command: <ul style="list-style-type: none"> • U.S. Coast Guard Sector Jacksonville Commander (CGIC) / Deputy Sector Commander • Involved Vessel / Airline • State / Territory Incident Commander • U.S. HHS Disaster Medical Assist Team (DMAT) / National Disaster Medical System (NDMS) Support Facilities: <ul style="list-style-type: none"> • Incident Command Post (ICP) • State / Territory Emergency Operations Center (EOC) • Cruise Line / Airline Emergency Response Center (ERC) Operations Section Chief: <ul style="list-style-type: none"> • U.S. Coast Guard (OSC) Unified Command will: <ul style="list-style-type: none"> • Review and approve all Joint Information Center (JIC) information reporting / social media • Next of kin notifications completed by JIC / cruise line/airline ERC (Section 2620) • Be notified of passenger/crew accountability status hourly • Identify critical information thresholds/requirements • Be notified of any responder injuries requiring hospitalization • Review the resource ordering, cost sharing, and cost accounting system • Be notified of any major changes in Incident Management Team (IMT) staffing • Be advised on any major expenditure items exceeding \$50,000.00 IMT Operating Procedures: <ul style="list-style-type: none"> • Common protocols will be developed for handling passenger/crew information to protect privacy • Standardized information reporting system for both internal and external information management (Battle Rhythm/ICS-209) • Resources ordering/Documentation procedures 4. Priorities: <ul style="list-style-type: none"> • Safety of responders and public • Expedite accountability, recovery, and care of passenger and crew Security • Protection of environment • Protection of property • Information Management • Public confidence/media/family relations 5. Limitations and Constraints: <ul style="list-style-type: none"> • Locally available SAR, medical, mass care, and other response infrastructure/resources • Restricted visibility • Potential for adverse weather (strong winds, wave height) • Critical Information handling • Limited specialized resources and shortfalls • Crew rest requirements • Interagency/International communications/connectivity • Jurisdictional or statutory limitations • Public confidence and perception • Evidence preservation requirements • Distance/remoteness of location • Identification and documentation of passenger and crew 		
6. Prepared by: (Planning Section Chief)		Date/Time

Command Direction

ICS 202A-CG (rev 03/2013)

1. Incident Name Mass Rescue Operation (MRO)	2. Operational Period (Date/Time) From: To:	Critical Information Requirements ICS 202B
3. Critical Information Requirements: Critical Information / Key Information / Essential Elements of Information (EEIs) the Unified Command will be tracked and reported on the ICS-209 Incident Status Summary: <ul style="list-style-type: none"> ● Accountability, status, missing, nationality of passengers/crew of vessel/aircraft ● Fatalities/Injuries to responders ● Next of kin confirmation/notification ● Equipment Casualties (CASREPs) ● Stakeholder interests/concerns ● Political interests/concerns ● Media interests/concerns and Social Media trends Critical Information- Immediate Reporting Thresholds: Should any of the following issues occur the Unified Command is to be notified immediately: <ul style="list-style-type: none"> ● Death or Injury (requiring hospitalization) of a responder ● Passenger/Crew fatalities ● Inappropriate behavior by a responder ● Major shift in operations that significantly deviates from planned operations ● Any time Safety Officer shuts down operational activity due to a safety issue ● Any external impact that could negatively impact overall response efforts (e.g., new incident competing for same resources, hurricane development, etc.) ● Interagency issues that cannot be resolved at Section Chief level ● Negative special interest perceptions of response operations ● Negative political implications ● Significant negative media coverage 		
4. Prepared by: (Planning Section Chief)		Date/Time

Critical Information Requirements

ICS-202B (rev 07/2012)

[See ICS-207 fold-out for full org chart with anticipated position assignments.] JA = Appropriate Jurisdictional Authority

1. Incident Name Mass Rescue Operation (MRO)		2. Operational Period (Date/Time) From: _____ To: _____		ORGANIZATION ASSIGNMENT LIST ICS 203-CG																																																																																																							
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ORGANIZATION ASSIGNMENT LIST

ICS 203-CG (Rev 09/06)

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7. Work Assignments <ul style="list-style-type: none"> Provide for 100% accountability of all passengers and crew from (vessel/aircraft) (MRO Plan Section 3400 and Appendix K). Consolidate, manage, reconcile, and share passenger and crew tracking data. Maintain situational awareness through a systematic and managed information sharing process. 																																								
7. Special Instructions: <ul style="list-style-type: none"> Establish accountability data collection & information flow process w/ SAR branch, Medical Branch, and Shoreside Accountability Group. Work with Cruise Line/Airline ERC to maintain accurate accountability. Share information w/ JIC (for Family Assistance) and Situation Unit (for Common Operational Picture/COP) See IAP ICS-202, 202A, & 202B forms for command emphasis, priorities, & critical information requirements. 																																								
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10. Prepared by: _____		11. Reviewed by (PSC): _____		12. Reviewed by (OSC): _____																																				

1. Incident Name MRO		2. Operational Period (Date/Time)		Assignment List ICS 204-CG	
3. Branch SAR Branch		4. Division/Group/Staging			
5. Operations Personnel					
		Name	Affiliation	Contact # (s)	
Operations Section Chief: <u>USCG Sector / SAR REP</u>					
Branch Director: <u>USCG SAR Mission Coordinator (SMC)</u>					
Division/Group Supervisor/STAM: _____					
6. Resources Assigned					
Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# Of Persons	Reporting Info/Notes/Remarks	
On-Water SAR Group	CC Watchstander				<input type="checkbox"/>
Air Operations Group	Rep at CC				<input type="checkbox"/>
MEDEVAC Group	CC Watchstander				<input type="checkbox"/>
On-Water Enforcement Group	USCG Sector Rep				<input type="checkbox"/>
Other Groups/Division as needed					<input type="checkbox"/>
					<input type="checkbox"/>
7. Work Assignments					
<ul style="list-style-type: none"> Conduct joint agency Search and Rescue (SAR) efforts and mobilize resources to locate, rescue/evacuate, & transport evacuees. Triage, treat, and transport all injured personnel per Medical Evacuation (MEDEVAC) procedures. Provide for the safety and security of evacuees and SAR responders; Maximize the protection of public health and welfare. Provide for 100% accountability of pax/crew evacuated from (vessel/aircraft) and those remaining onboard (to extent possible.) Coordinate simultaneous safety and law enforcement response/investigative efforts with Investigative Branch. Create safety/security zones to restrict access and maintain MRO scene control; Work w/ U.S. Federal Aviation Administration (FAA) to establish air space closure and monitor for compliance. 					
7. Special Instructions:					
<ul style="list-style-type: none"> Complete MRO QRC & applicable Initial Action Checklist items (Section 3110 & Appendices A/B). Establish comms & maintain situational awareness of assets. Share w/ SITL. Evaluate hazardous cargo/conditions and safety of response personnel. Ensure appropriate PPE. Determine WMD/terrorism probabilities; If terrorism-related, take appropriate precautions. Determine best Landing Site for evacuees & work with COTP/local officials to coordinate (Section 3130). Report accountability information to Evacuee Accountability Branch (Section 3400 & Appendix K). Augment CC watch to staff SAR Branch groups and accomplish work assignments. See IAP ICS-202, 202A & 202B forms for command emphasis, priorities & critical information requirements. 					
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<u>Name/Function</u>	<u>Radio: Freq./System/Channel</u>	<u>Phone</u>	<u>Cell/Pager</u>		
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10. Prepared by:		11. Reviewed by (PSC):		12. Reviewed by (OSC):	
Date/Time		Date/Time		Date/Time	

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				<input type="checkbox"/>																																				
7. Work Assignments <ul style="list-style-type: none"> Triage, treat, & transport all injured personnel (unless MEDEVAC'ed directly by SAR Branch.) Direct/coordinate the recovery & delivery of deceased victims to the medical examiner/coroner Provide for 100% accountability of medically treated/transported patients and deceased persons (to greatest extent possible.) 																																								
7. Special Instructions: <ul style="list-style-type: none"> Report patient & deceased accountability information to Evacuee Accountability Branch (Section 3400 & Appendix K). See IAP ICS-202, 202A, & 202B forms for command emphasis, priorities & critical information requirements. 																																								
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1. Incident Name MRO		2. Operational Period (Date/Time)		Assignment List ICS 204-CG	
3. Branch Shoreside Branch		4. Division/Group/Staging			
5. Operations Personnel					
		Name	Affiliation	Contact # (s)	
		Operations Section Chief: <u>USCG Sector / SAR REP</u>			
		Branch Director: <u>State/Territory/Local Jurisdiction</u>			
		Division/Group Supervisor/STAM: _____			
6. Resources Assigned					
Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# Of Persons	Reporting Info/Notes/Remarks	
Shoreside Accountability Group	Vessel / Airline				<input type="checkbox"/>
Landing Site Group	Harbormaster / Facility Operator				<input type="checkbox"/>
Reception Center Group	Vessel / Airline				<input type="checkbox"/>
Shoreside Transportation Group	Vessel / Airline				<input type="checkbox"/>
Shoreside Security Group	Local Police Department				<input type="checkbox"/>
7. Work Assignments					
<ul style="list-style-type: none"> • Provide for the safety, security, care, and transportation of evacuees. • Provide temporary shelter/food for displaced passengers/crew. • Provide for 100% accountability of all passengers and crew brought to the Landing Site/Reception Center. • Work with Cruise Line/Airline ERC to coordinate repatriation/return of evacuees to final destination. 					
7. Special Instructions:					
<ul style="list-style-type: none"> • Coordinate with SAR Branch for transfer of evacuees to Shoreside Landing Site(s). • Provide for Landing Site setup/logistics, land-based transportation, and Reception Center setup/logistics. • Work with local law enforcement to control access to Landing Site and Reception Center. • Report evacuee accountability information to Evacuee Accountability Branch on an ongoing basis (Section 3400 & Appendix K). • Work with Medical Branch to provide medical care to evacuees. • Work with Investigative Branch to coordinate evacuee interviews (MRO Plan Section 3800). • For a vessel/airline arriving from a foreign country, CBP may require all passengers/crew to be tracked from the landing site to the reception center. At the landing site/reception center, CBP may implement emergency arrival/screening processes. • If a <i>terrorist related incident</i>, landing site, reception center, & transport vehicles shall be inspected & actions taken to deter attacks • See IAP ICS-202, 202A & 202B forms for command emphasis, priorities & critical information requirements. 					
9. Communications (radio and/or phone contact numbers needed for this assignment)					
Name/Function Radio: Freq./System/Channel Phone Cell/Pager					

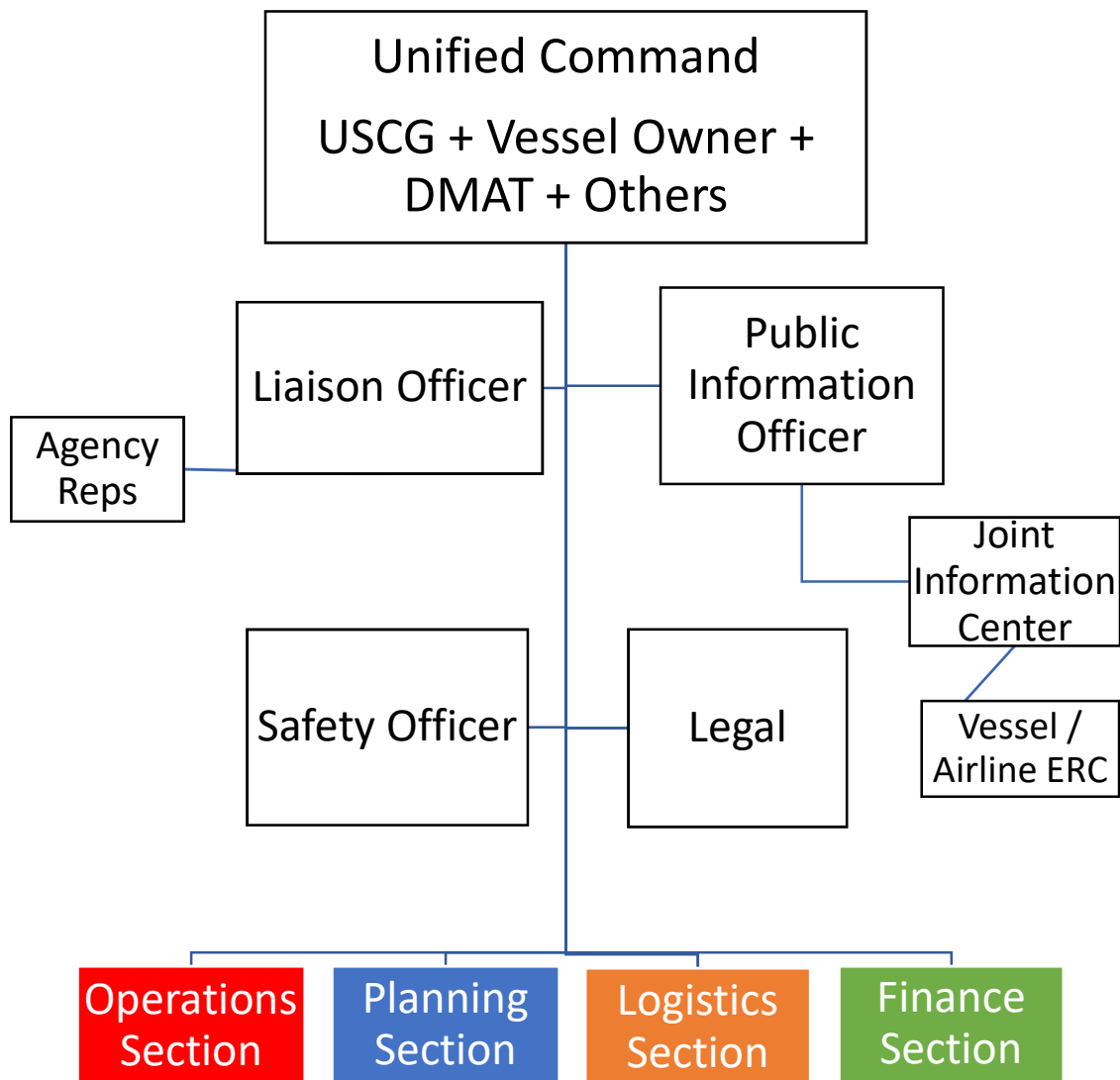
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Marine Transportation System (MTS) Recovery	USCG Sector			<input type="checkbox"/>																															
7. Work Assignments <ul style="list-style-type: none"> IAW applicable response plans, manage incident response to contingencies associated with the MRO which may indirectly impact the rescue of the passengers (i.e., fire, oil spill, vessel stability/salvage & pollution); Coordinate overall MTS recovery. Provide for the safety and security of evacuees and responders; maximize the protection of public health and welfare. Work with SAR Branch to create Safety and Security Zones to restrict access and maintain MRO scene control; work with U.S. Federal Aviation Administration (FAA) to establish air space closure and monitor for compliance. Maintain situational awareness through a systematic and managed information sharing process. In coordination with the Investigative Branch, implement scene integrity and evidence preservation procedures; work together to coordinate simultaneous safety and law enforcement response/investigative efforts. 																																			
7. Special Instructions: <ul style="list-style-type: none"> Reference applicable port-level response plans based on contingency(ies) Evaluate hazardous cargo/conditions and safety of response personnel. Ensure appropriate PPE. Determine WMD/terrorism probabilities; If terrorism-related, take appropriate precautions Obtain vessel particulars; Dispatch USCG Investigating Officer(s) and Inspectors. Verify stability and conduct salvage surveys (working w/ MSC SERT & local MTSRU.) Develop lightering, salvage & refloat plans. Manage safe vessel/waterways traffic in area(s) of response operations. See IAP ICS-202, 202A & 202B forms for command emphasis, priorities & critical information requirements. 																																			
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7. Work Assignments <ul style="list-style-type: none"> Coordinate all investigations, including marine casualty (USCG), safety (NTSB, FAA), law enforcement (FBI, USCG), and associated forensics, evidence collection, and analysis. Implement scene integrity and evidence preservation procedures; Coordinate simultaneous safety and law enforcement response/investigative efforts with SAR Branch and Emergency Response Branch. In cases where the MRO involves an <i>active terrorism incident response</i>, tactical law enforcement (LE), LE support, and other anti-/counter-terrorism activities may be organized under the Investigative Branch. (Reference the appropriate Captain of the Port zone Area Maritime Security Plan (AMSP) for details.) 																																								
7. Special Instructions: <ul style="list-style-type: none"> Evaluate hazardous cargo/conditions and safety of response personnel. Ensure appropriate PPE. Determine WMD/terrorism probabilities. If terrorism-related, take anti-/counter-terrorism actions and precautionary measures. Work with Shoreside Branch to conduct interviews of evacuees at Reception Center. Work with Documentation Unit to preserve records and documentation evidence (Section 4410). See IAP ICS-202, 202A & 202B forms for command emphasis, priorities & critical information requirements. 																																								
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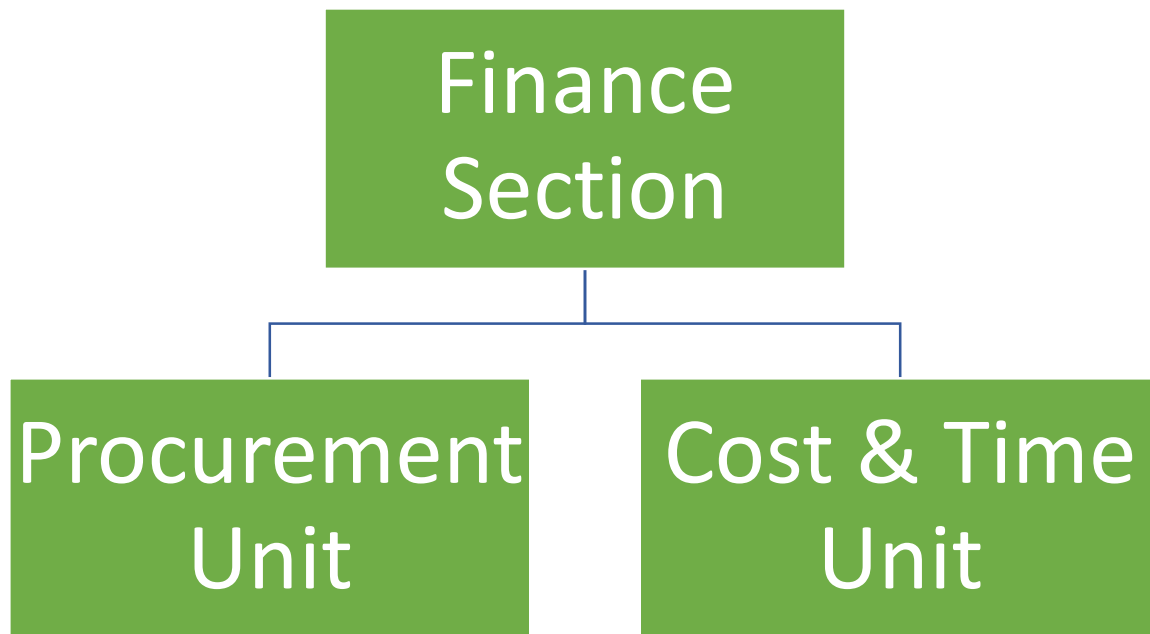
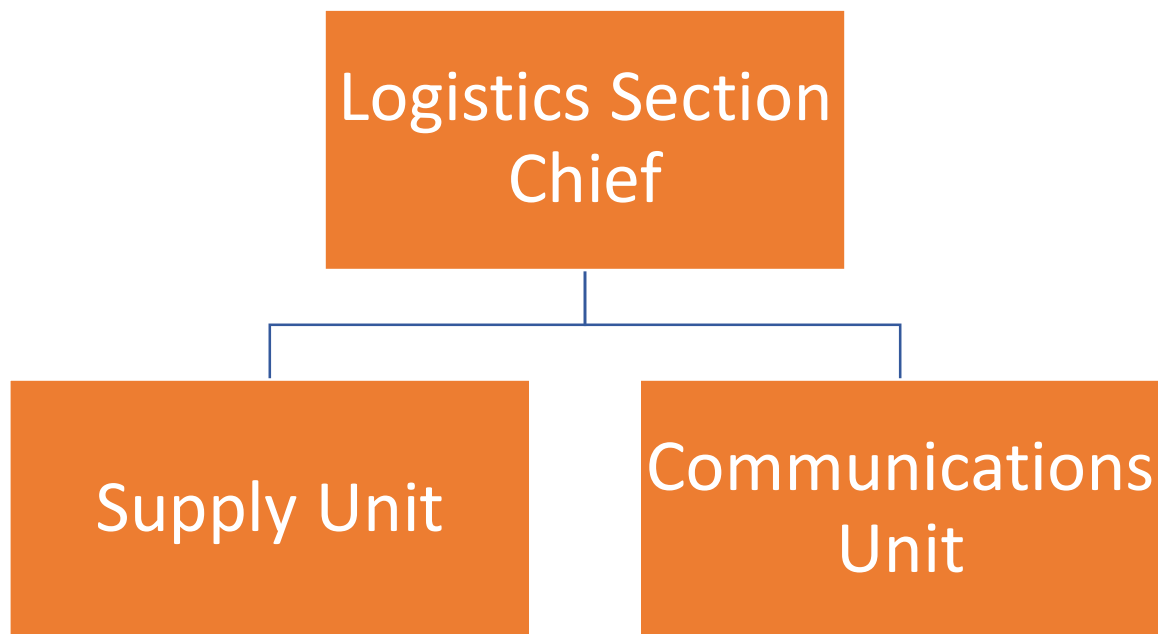
1. Incident Name		2. Operational Period Date/Time				INCIDENT RADIO COMMUNICATIONS PLAN					
MRO Incident		From:				To:					
3. Basic Radio Channel Use											
Ch #	Function	Channel Name/Trunked Radio System Talkgroup	Assignment	RX Freq	N or W	RX Tone/NAC	TX Freq	N or W	TX Tone/NAC	Mode A, D or M	Remarks
1	Command	CG 111	C2	163.050 W		None	163.050 W		None	A	Coast Guard Command & Control
2	Tactical	VHF-FM 21A	Surface SAR	157.050 W		None	157.050 W		None	A	On Scene SAR operations
3	Tactical	VHF-FM 83A	LE Group	157.175 W		None	157.175 W		None	A	On Scene LE/Security Operations
4	Tactical	VHF-FM 23A	Triage Group	157.150 W		None	157.175 W		None	A	Transport/Triage Location
5	Air-to-air	AIROPS	Helicopter Group	123.025 W		None	123.025 W		None	A	Air to Air comms
6	Add	any	local	frequencies		used	for		the		incident below this line
7											
8											
9											
10											
11											
12											
13											
14											
15											
4. Prepared By (Communications Unit)										5. Date/Time	
<p>The convention calls for frequency lists to show four digits after the decimal place, followed by either an "N" or a "W", depending on whether the frequency is narrow or wide band. Mode refers to either "A" or "D" indicating analog or digital (e.g. Project 25) or "M" indicating mixed mode. All channels are shown as if programmed in a control station, mobile or portable radio. Repeater and base stations must be programmed with the Rx and Tx reversed.</p> <p>INCIDENT RADIO COMMUNICATIONS PLAN</p> <p>ICS 205-CG (Rev. 09/12)</p>											

1. Incident Name Mass Rescue Operation (MRO)	2. Operational Period (Date/Time)	Incident Organization Chart ICS 207-CG
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4. Prepared By: (Resources Unit Leader) Mass Rescue Operation (MRO)	5. Date/Time Prepared	Incident Organization Chart ICS 207-CG
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Appendix D – Evacuee Accountability Guide

NOTE: The following sections (Vessel Master, SMC, MRO IC/UC) detail procedures to ensure accountability of evacuees prior to standup of a fully functional MRO Incident Command and Evacuee Accountability Branch. Once established, the 7-step process detailed on pages D-2 through D-8 should be followed.

VESSEL MASTER:

If large numbers of passengers and crew are evacuated from a vessel, the following procedure for accountability is recommended:

1. Master notifies CC and involved cruise line/airline ERC (Section 2420) of impending evacuation plan.
2. Master of vessel orders evacuation as necessary.

USCG SAR MISSION COORDINATOR (SMC):

1. USCG SMC ([Section 3300](#)) deploys available resources and designates an OSC ([Section 3310](#)).
 - a) SMC receives accountability data from OSC (per OSC responsibilities below).
 - b) SMC reports accountability data to Evacuee Accountability Branch ([Section 3400](#)) OR directly to cruise line/airline ERC ([Section 2420](#)) if Accountability Branch is not yet activated.
2. The OSC is responsible to coordinate all on scene rescue assets, to track lifeboats and life rafts, and to manage empty life boats/rafts.
 - a) Rescue boats report total number of evacuees on board to the OSC.
 - b) OSC directs the rescue boats to landing site, and reports departure of each to USCG (CC/On-Water SAR Group) with total count of evacuees.
DO NOT PERMIT RESCUE VESSELS TO DEPART WITHOUT RECORDING VESSEL NAME, OPERATOR CONTACT INFORMATION, DESTINATION, AND NUMBER OF EVACUEES ON BOARD.
 - c) Rescue boats report their arrival time at landing site to the OSC, and confirm the total number of persons offloaded. OSC provides additional tasking as required to the rescue boat. (Upon arrival at the landing site/reception center, the Shoreside Accountability Group ([Section 3610](#)) will collect more detailed accountability information).
 - d) OSC reports accountability data to SMC.

MRO IC/UC:

With regard to evacuee accountability, the MRO Incident Command (IC) takes the following actions:

1. Implements an evacuee accountability process (see pages D-2 through D-8) and establishment of the Evacuee Accountability Branch (see #7 below and [Section 3400](#)).
2. The SAR Branch Director/SMC ([Section 3300](#)) will determine and designate the best landing site(s) for rescue boats, and relay this information to the CC, OSC, involved cruise line/airline ERC, and local government EOC ([Section 3130](#)).
3. The MRO IC/UC activates and secures landing site(s) ([Section 3620](#)).
4. Identifies best options for reception center(s) and coordinates with involved vessel/airline for activation ([Section 3630](#)).
5. Vessel/airline and local agents arrange transport from landing site(s) to reception center(s) for evacuees not in need of immediate medical attention, normally as part of the Shoreside Transportation Group ([Section 3640](#)).
6. Establishes the Shoreside Accountability Group ([Section 3610](#)) to track accountability of passengers brought to and transported from the landing site and reception center.
7. Establishes an Evacuee Accountability Branch ([Section 3400](#)) at the ICP ([Section 2900](#)) to consolidate, manage, reconcile, and share passenger and crew tracking data. The involved vessel/airline and their agents will normally take the lead, but may be assisted with available resources from the USCG, U.S. CBP, ARC, and/or other local agencies.
 - a) For a foreign flagged vessel or ship arriving from a foreign country, CBP may require all passengers and crew to be tracked from the landing site to the reception center. At the landing site and/or reception center, CBP may implement emergency arrival and screening processes.
 - b) If the incident investigation ([Section 3900](#)) requires evacuees to be cleared and/or interviewed by law enforcement prior to final release, the Shoreside Security Group ([Section 3650](#)) shall implement as quickly as possible procedures to contain all evacuees at the landing site, and to process, screen, and as necessary, interview personnel at the reception center.

EVACUEE ACCOUNTABILITY PROCESS

Previous sections (Vessel Master, SMC, MRO IC/UC) detailed accountability procedures prior to establishment of the Evacuee Accountability Branch ([Section 3400](#)). Once the Evacuee Accountability Branch is established, the MRO Incident Command Accountability Process should follow the steps below:

Step 1: MEDEVAC Group ([Section 3330](#)) tracks **MEDEVAC patients** from the vessel.

- a) Specific patient information will be gathered at the earliest time not to interfere with the transport or care of patient and reported to the MEDEVAC Group/CC. The MEDEVAC Group provides this information to the SAR Branch Coordinator /SMC who provides it to the Evacuee Accountability Branch ([Section 3400](#)).
- b) If information is not available prior to the patient being admitted to the hospital or medical facility, the MEDEVAC Group will coordinate with hospital officials for release of patient information necessary for passenger accountability.
- c) The Evacuee Accountability Branch will relay MEDEVAC patient information to the Medical Branch ([Section 3510](#)) and to the cruise line/airline ERC ([Section 2420](#)).

Step 2: Evacuees board **Rescue Vessels**.

- a) Each tender or rescue vessel/aircraft will report to the OSC (or SMC if no OSC) the total number of evacuees being transported. OSC will direct the rescue vessels to the designated landing site.
- b) An accurate list of passenger names, though useful, is not vital at this stage because when the rescue vessel reaches the landing site, the group will likely be split up or combined with others for transport to reception center(s). (A tender typically holds 100+ passengers – a bus holds 45).
- c) A secure landing site is critical to ensure evacuee safety and to keep people from walking off prior to accounting.

Step 3: Evacuees arrive at the **Landing Site** and are transported to the reception center(s). (See [Section 3600](#), [Appendix E](#), and [Appendix F](#) for landing site and reception center setup and management).

- a) If a *terrorist related incident*, landing site(s) and reception center(s) shall be inspected for explosive devices prior to the arrival of evacuees, and appropriate actions taken to deter secondary attacks.
- b) Evacuees *requiring decontamination or medical attention* will be decontaminated / triaged by local response personnel ([Section 3500](#)). Evacuees in need of immediate medical treatment will be transported by local EMS ([Section 3510](#)) to medical facilities. If possible, patient identification will be gathered prior to transport and provided to the Evacuee Accountability Branch. If information is not available prior to the patient being admitted to the hospital, the Medical Branch will coordinate with hospital officials for release of patient information necessary for passenger accountability.
- c) Evacuees *not requiring decontamination / medical treatment* will be loaded onto buses or other vehicles for transport to reception center(s) (if separate from the landing site.)

Ideally, an involved vessel/airline official, or other designated person, will accompany each transport vehicle. If established, the Shoreside Accountability Group ([Section 3610](#)) may manage this process. While enroute to the reception center, this official will develop an accurate list of full names (required), cabin numbers (required), citizenship and other requested information. If not possible to place a dedicated official on each transport vehicle, the driver, or a reception center official, will collect required information as passengers depart the transport vehicle. *At the latest, this tracking information must be taken as evacuees depart the bus or vehicle.*

d) For ease of data collection and comparison, a standard format for recording information is recommended, but not critical as long as information is legible and accurate. A model **Basic Accountability Data Collection Form** is included later in this Appendix.

e) Throughout the process, the importance of accountability in the rescue process should be stressed to passengers.

Step 4: Evacuees arrive at the **Reception Center(s)** ([Section 3600](#) and [Appendix F](#)).

a) Passengers and crew are escorted into the reception center. The list of evacuees from Step 3 is delivered to the reception area check-in manager ([Section 3610](#)). Evacuee names are checked against the “souls on board” manifest provided by the vessel agent / vessel / airline.

b) Passengers are instructed to stay with their group until processed at the reception area. Accountability is again stressed to evacuees so they do not leave the reception area until processed by the accountability team, and as required, by CBP and law enforcement officials.

c) As appropriate, CBP may implement emergency arrival and screening processes. The Shoreside Branch Manager ([Section 3600](#)) will work with officials to integrate these processes.

d) If evacuees departed the vessel without proper identification, vessel operators, CBP officials, and TSA will coordinate on requirements and process to permit clearance and travel. Vessel operators often maintain copies of passports or other identification documents for passengers and crew.

e) If available, information sheets are handed out to evacuees.

f) Shoreside Accountability Group Supervisor provides all collected accountability data to the Evacuee Accountability Branch ([Section 3400](#)). A model **Detailed Accountability Data Collection Form** is included later in this Appendix.

Step 5: Accountability Reporting

- a) The Evacuee Accountability Branch ([Section 3400](#)) will consolidate accountability reports from all reception centers. The Branch should include staffing by an agent/official appointed by the involved vessel/airline to coordinate with the appropriate cruise line/airline ERC ([Section 2420](#)). USCG and CBP officials should also provide personnel to assist in this process to speed the flow of information.
- b) Consolidated passenger and crew accountability information will be transmitted at regular intervals by the most rapid means available to the Evacuee Accountability Branch (*from Shoreside Accountability Group and other Branches*), SAR Branch/SMC (*from SAR assets*), Medical Branch (from medical treatment/EMS units), and cruise line/airline ERC. If desired, the Evacuee Accountability Branch, SAR Branch/CC, and/or cruise line/airline ERC may again compare the information received to their copy of the souls on board list.
- c) Termination of rescue efforts will occur only after all passengers and crew are accounted for.
- d) The Evacuee Accountability Branch and involved vessel/airline shall maintain accountability of passengers and crew ashore until travel arrangements are completed.
- e) The Evacuee Accountability Branch shares accountability information with the cruise line/airline ERC ([Section 2420](#)), Medical Branch ([Section 3500](#)), the Situation Unit ([Section 4211](#)), Joint Information Center ([Section 2620](#)), and other MRO IC/UC personnel as required.

Step 6: Accounting for personnel remaining on board vessel.

- a) As required, once all passengers and non-essential crew are evacuated, the master of the vessel will provide the OSC a list of all personnel remaining on board to continue response efforts. This information will be relayed to the SAR Branch/CC ([Section 3300](#)). The SAR Branch Supervisor/SMC will share this information with the Evacuee Accountability Branch ([Section 3400](#)), which will provide as necessary to the Shoreside Accountability Group ([Section 3610](#)) and cruise line/airline ERC ([Section 2420](#)).

Step 7: Accounting for deceased or missing persons.

- a) The SAR Branch/CC ([Section 3300](#)) and Medical Branch Mortuary Affairs Group ([Section 3520](#)) will report all information on recovered deceased or missing persons to the Evacuee Accountability Branch ([Section 3400](#)), which will share it with the cruise line/airline ERC ([Section 2420](#)).
- b) Mortuary services will be coordinated by the Mortuary Affairs Group in coordination with local community officials.

c) USCG, medical services, and vessel/airline company officials will coordinate next-of-kin (NOK) notifications per [Section 2600](#).

MRO DETAILED ACCOUNTABILITY DATA COLLECTION FORM

(PLEASE PROVIDE AS MUCH INFORMATION AS POSSIBLE)

FULL NAME (First, Middle, Last):

CABIN #:

LIFEBOAT #:

SEX (Male/Female):

AGE (years):

NATIONALITY / CITIZENSHIP (include Passport # if known):

SPOKEN LANGUAGES (indicate preferred/fluent languages):

ACCOMPANYING PERSONS (others you are travelling with – include relation, age, and if any special needs):

PHONE (please indicate cellular or other):

eMAIL:

HOME ADDRESS (include Country):

EMERGENCY CONTACT NAME / PHONE:

MEDICAL, MEDICATION, AND ANY OTHER SPECIAL NEEDS (include injuries, medical conditions, medications, allergies, dietary needs/restrictions, etc. - *Continue on back of form if necessary*):

*Below line is for **responder / care provider use** (assist evacuees with top portion of form):*

How did person arrive at current location (lifeboat, rescue vessel, helicopter, bus – *include identifying number/name/description of craft/vehicle if known*)?

When did person arrive (date/time)?

Was any special treatment provided (medical, decontamination, etc. –*specify treatment and who provided*)?

Where is person currently (record location changes with dates/times – *continue on back of form*)?

DATA COLLECTED BY:
(Name & Organization)

DATA COLLECTION LOCATION:

DATA COLLECTION DATE / TIME:

CONTACT PHONE/E-MAIL:

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Appendix E – Landing Site Guide

A landing site is a secure location where rescue craft disembark evacuees and crew ashore, and where emergency services and documentation procedures are initiated. Landing sites will normally be managed by a supervisor ([Section 3620](#)) under the Operation Section Shoreside Branch ([Section 3600](#)) of the MRO IC/UC.

Landing sites are critical to ensure limited shoreside support resources are consolidated at specified locations to meet the anticipated demands of the incident. If landing sites are not designated or are not properly managed, evacuees may land at several unmanned locations complicating the accountability and support processes.

Landing sites must be prepared and managed to provide more than just a place to offload evacuees. The expectation is that each landing site will manage several “functions” simultaneously, some of which will be coordinated with other groups within the Shoreside Branch. The Shoreside Branch Director ([Section 3600](#)) should work with individual group supervisors to coordinate shared functions. Landing site functions normally include the following:

- a) Vessel mooring and offloading (with SAR Branch – [Section 3300](#))
- b) Crowd control (Shoreside Security Group – [Section 3650](#))
- c) Customs clearances (CBP)
- d) Evacuee accountability (Shoreside Accountability Group – [Section 3610](#))
- e) Information management
- f) Human needs support (water/food/clothing/waste) (Reception Center Group, ARC, Salvation Army, volunteer organizations – [Section 3630](#), [Section 2300](#), and [Section 2520](#))
- f) Sheltering from weather
- g) Law enforcement/Investigations (Investigative Group/Branch – [Section 3900](#))
- h) Media support (Public Information Officer/JIC – [Section 2600](#))
- i) Medical evaluation, triage, and transport (Medical Branch – [Section 3500](#))
- j) Special needs – recognition and support
- k) Site safety (SOFR – [Section 2800](#))
- l) Site security (Shoreside Security Group – [Section 3650](#))

- m) Transportation (Shoreside Transportation Group – [Section 3640](#))

Landing Site Locations

Ideally, only a single landing site will be established for the mass rescue incident ([Section 3130](#)). A sole site enables all shoreside support resources to be consolidated at one location reducing overhead requirements and facilitates response management. Multiple sites require more people and supplies – both of which are often in short supply during a crisis.

However, some mass rescue operations may require multiple landing sites due to geographic location and range, number of evacuees, dock size, dock configuration, rescue vessel mooring limitations, or any number of other reasons. Each site must be established and managed to meet the functions expected. Considerations for landing site selection may include:

- a) Crowd control and foot traffic flow
- b) Floating dock(s)/pier(s) availability/preference
- c) Disabled and special needs requirements
- d) Height of dock(s)/pier(s)
- e) Proximity to incident location
- f) Rescue vessel offloading considerations
- g) Sanitary support capability
- h) Sheltering capability
- i) Shoreside transportation access
- j) Site control and security capability
- k) Space for medical services
- l) Sufficient space for assembly of evacuees
- m) Waterside access for rescue craft.

Landing Site Partner Agencies

Federal, state, and local agencies, commercial industry, and non-governmental organizations all have a role in the functional operation of the landing site. Pre-planning to define interagency landing site coordination is required. The following organizations may be active at the site:

U.S. Federal:

- U.S. DHHS Disaster Medical Assistance Team (DMAT)
- U.S. Customs and Border Protection (CBP)
- U.S. Centers for Disease Control and Prevention (CDC)
- Federal Bureau of Investigations (FBI)
- National Transportation Safety Board (NTSB)
- U.S. Coast Guard (USCG)

State/Territory:

- Public health service
- State/Territory/National law enforcement
- Ports/harbors authority
- Host Nation customs / immigration service

Local:

- Emergency Medical Services (EMS)/Hospital organization(s)
- Fire
- Police
- Public works

Industry / Commercial:

- Agents/Company representatives
- Vessel/Aircraft Crewmembers
- Vessel Owner
- Commercial Security
- Commercial Transportation

Private / Non-Governmental Organizations (NGOs):

- Media
- Red Cross
- Salvation Army
- Volunteers/Volunteer Coordinators

Agency Coordination

Interagency coordination is essential. It is important for the members of the various responding organizations to understand the roles and responsibilities of all involved organizations and cooperatively work to support evacuees.

NIMS ICS is the system that U.S. federal, state, and local agencies utilize to manage all response operations, including landing site activities. Accordingly, a Landing Site Group Supervisor ([Section 3620](#)) will be designated to establish, secure, and coordinate operations for each landing site during domestic MRO responses. The IC/UC should provide the supervisor with critical incident reporting requirements, reporting chain, and other direction ([Appendix B](#)).

Since the establishment and operation of MRO landing sites is not a common activity, all participants must communicate requirements and operational expectations prior to the arrival of evacuees. Of special importance is the process for offloading injured and special needs evacuees and the coordination of the accountability process with other functions occurring at the site.

Reporting Requirements

The IC/UC should provide a list of critical information that must be immediately reported ([Appendix B](#)), as well as their expectations and timelines for providing updates. For advance planning, a standard reporting form or format should be developed for relaying information to the ICP and reception center.

LANDING SITE LOGISTICS

Landing Site Personnel

The following is a listing of response positions that may be required at each landing site. A person may fill more than one role. Response plans should identify the most appropriate source for the personnel resources required for landing site operations.

Planning Consideration: *Shoreside emergency responders will be limited in numbers. Using ship crewmembers is vital, but the crew must be cleared by CBP and screened to ensure they have not been traumatized by the events. As part of the screening, there must be a very clear briefing on what is expected and instruction on how to perform their tasks. Ensure all landing site personnel are easily identified by use of vests/hats, nametags, or other means.*

- a) Landing Site Group Supervisor ([Section 3620](#)). Appoint early as possible. The supervisor coordinates overall landing site management. They are responsible to establish, secure, and direct operations at landing sites, and will liaise with leaders from industry to ensure a unified response. The supervisor should be the person with overall responsibility for the landing site, familiar with site capabilities and limits, and possessing a clear understanding of IC/UC priorities and objectives.
- b) Landing Site Check-in Recorders. Personnel to check-in all emergency responders assigned to the landing site. Use of standard ICS-211 is recommended. May be staffed by industry, local first response personnel and/or USCG.
- c) Dock Assistants. Personnel to assist with the mooring of rescue craft and placement of gangways. Personal Floatation Devices (PFDs) are required for all responders working on or near the edge of pier. May be staffed by harbor personnel, previously landed crew, and/or USCG.
- d) Offloading Assistants. Personnel positioned at each end of the gangway to support the safe offload of evacuees from vessels, including wheel chair and stretcher patients. PFDs required. May be staffed by previously landed crewmembers, harbor personnel,

local fire department, and/or USCG.

e) Crowd Controllers. Personnel to direct the flow of evacuees. May be staffed by crewmembers, law enforcement (LE) officers, and/or vessel agents.

f) Special Needs Support. Personnel to assist evacuees with special needs. May be staffed by crewmembers, other passengers (in some cases), local health/medical organizations, and/or Non-Governmental Organization (NGO) personnel/volunteers.

g) EMS and Medical Evaluation. Responsibility of the Medical Branch ([Section 3500](#)). Professional medical personnel to conduct assessment and triage of evacuees. May be staffed by HHS DMAT, local EMS, medical personnel, and/or medical staff from the vessel.

h) Traffic Controllers. Responsibility of the Shoreside Security Group ([Section 3650](#)) working with the Shoreside Transportation Group ([Section 3640](#)). Personnel to direct the movement of all vehicles that enter the landing site, including emergency service vehicles, buses, and logistic vehicles. May be staffed by local police and/or harbor officials.

i) Transportation Coordinators. Responsibility of the Shoreside Transportation Group ([Section 3640](#)). Personnel to direct the loading of evacuees onto buses or other means for transport from the landing site to a reception center. Transportation leader may best be filled by bus company representative and ship representative.

j) Security Officers. Responsibility of Shoreside Security Group ([Section 3650](#)). Personnel to establish and secure the landing site perimeter. May be staffed by local police, harbor officials, and/or contract security personnel.

k) Safety Officer. Responsibility of the Safety Officer ([Section 2800](#)). Personnel to ensure operations are conducted safely. May be staffed by local safety officials or USCG safety officer.

l) Water and Food Dispersal Staff. Personnel to distribute emergency food, water, and supplies to evacuees on the dock (after clearance from on-site medical authority.) May be staffed by the ARC or local volunteer group, previously landed crew, agents, and/or vessel representatives.

m) Law Enforcement / Investigative Officers. Responsibility of the Investigative Group/Branch ([Section 3900](#)). Depending on the incident, local, state, territorial, and federal law enforcement agencies may be required to contain suspects, interview witnesses, and/or support crowd control. May be staffed by local, State, Territorial, NTSB, FBI, Customs, USCG, National Guard, and/or other agencies.

n) CBP Officers. Agents to clear foreign nationals and support law enforcement activity. May be staffed by CBP and/or other immigration officials.

o) Accountability Staff. Responsibility of the Shoreside Accountability Group (Section 3610). Personnel to manage the accountability and tracking of evacuees. May be staffed by company personnel / agents supported by previously landed crewmembers, available USCG, and/or other IC/UC staff.

Planning Consideration: *A standard form for accountability and collection of other critical evacuee information is recommended ([Appendix D](#)). This will permit the information to be easily shared among all agencies and reduce the need to re-interview evacuees.*

p) Situation Staff / Field Observers. Responsibility of the Situation Unit ([Section 4200](#)). Personnel to collect, display and track information requested by the IC/UC. May be staffed by local responders or as appointed by IC/UC.

q) Volunteer Coordinator. Responsibility of the Liaison Officer ([Section 2500](#)). If large numbers of volunteers are expected, a Volunteer Coordinator should be identified. This position can support check-in efforts and other landing site functions by identifying volunteer skills, landing site needs, and coordinating assignments.

Landing Site Equipment / Supplies

The following page provides a checklist of equipment and supplies that may be required at each landing site. Response plans should identify the best sources for required equipment. The response organization must anticipate support requirements for evacuees with special needs prior to their arrival. Ensure enough resources are available to meet demand, e.g., wheelchairs, walkers, blankets, warm clothes, etc.

Landing Site Equipment / Supply Checklist *(expand list as necessary)*

- ☐ Accountability Forms ([Appendix D](#))
- ☐ ICS-211 Response Check-in forms
- ☐ ATVs or similar with trailers
- ☐ “Baby” wipes & adult/child diapers
- ☐ Blankets
- ☐ Buses, including disabled-accessible Buses
- ☐ Check-in station table and chairs
- ☐ Chairs/benches
- ☐ Coolers with water or Bottled Water
- ☐ Crowd management and directional signs
- ☐ Cups, plates, plastic utensils
- ☐ Decontamination equipment /privacy screening
- ☐ Emergency food
- ☐ Emergency clothing

- ☐ Equipment to secure site and direct traffic: temporary fences, barriers, traffic cones,
- ☐ caution tape
- ☐ Extra wheelchairs/stretchers/cots
- ☐ Garbage cans/plastic bags
- ☐ Human Remains Transport equipment (Body Bags)
- ☐ Landing site organization chart
- ☐ Medical supplies
- ☐ Portable shelter(s)
- ☐ Portable toilets
- ☐ Portable washbasins/hand sanitation
- ☐ Portable PA system
- ☐ Privacy/Triage screens
- ☐ Radios (for response communications/interoperable)
- ☐ Responder vests/name tags/ID tools
- ☐ Spare handheld VHF radios
- ☐ VHF marine band radios

Landing Site Operational Planning Considerations

a) Information

(1) Accountability Data. The Shoreside Accountability Group ([Section 3610](#)) (*in coordination with the Evacuee Accountability Branch – [Section 3400](#)*) should track and continually update (see [Appendix D](#) for detailed requirements):

- ☐ Number of evacuees brought to landing site;
- ☐ Number/types of injuries (*with Medical Branch – [Section 3500](#)*);
- ☐ Number and type of special needs;
- ☐ Rescue vessel names and evacuee on board totals and information; and,
- ☐ ETA for rescue craft arrivals (*with the SAR Branch – [Section 3300](#)*).

(2) Transportation Timing. Request Shoreside Transportation Group ([Section 3640](#)) should track the number of transportation vehicles and estimate their turnaround time. Plan to provide shelter and basic care if turnaround time will result in a large number of people “waiting” at the landing site for transportation. Coordinate with the Logistics Section ([Section 5000](#)) to source and order additional transportation options to reduce or eliminate wait time.

b) Rescue Craft Management

(1) Landing site management must plan for the smooth flow of rescue craft so as not to “tie up” moorage space. Rescue craft should moor, offload, and then depart. Ideally, vessel traffic in the area should permit simultaneous entry and departure of vessels. If this is not possible, vessel traffic managers should ensure communications with rescue craft provide appropriate direction to

expedite turnaround time.

(2) Life Boats and Life Rafts. If evacuees arrive in life boats/life rafts, develop a plan for how these vessels will be managed. On large cruise ships, there could be a combination of lifeboats and life rafts that will occupy a large amount of space and may need to be towed, or moved to a temporary staging area to free the landing site for incoming vessels.

(3) On-Water Management. Evaluate the benefit of having a small response vessel deployed off at the landing site to serve as a safety boat, and provide on-water communications for incoming rescue craft, especially lifeboats with limited communications equipment or language barriers. Deployed small response vessels may also provide transportation for responders needing to board incoming vessels prior to mooring.

c) Landing Site Safety

(1) Persons-in-Water. A significant safety concern are persons-in-water mishaps during the offloading process or at the edge of piers. Ensure all responders working in this area wear appropriate PPE, and that a standby team for water rescue is available.

(2) HAZMAT Concerns. If evacuees are contaminated, they must be funneled through a decontamination (“decon”) process before entry into the triage area or shore transportation. Ensure the decon process is coordinated with the Medical Branch ([Section 3500](#)). Verify the need for decontamination, type of contaminant, and number of casualties to enable appropriate decon measures to be established.

(3) Morgue. The Mortuary Affairs Group ([Section 3520](#)) and/or local medical examiner should determine the need to establish a morgue/coroner location at the landing site. If required, ensure the site is “shielded/enclosed” and located in close proximity to the triage site with proper security.

d) Crowd Control

(1) Security Barriers. Barriers need to be substantial and patrolled by the Shoreside Security Group ([Section 3650](#)), especially near the press area. If not, media and curious people will ignore the perimeter and invade the area, complicating the accountability process.

(2) Evacuee Flow. Remember that evacuees have been through a stressful situation, and may be arriving on a cramped rescue boat. Some will be injured, many may have been seasick, and some can be expected to have soiled clothing. Attempting to delay vessel moorings or offloading once rescue vessels reach the dock will not be welcomed. The movement and flow

of people at all stages must be steady and organized or people will become frustrated and ignore the directions of responders.

(3) Bus Loading. The loading of people onto transportation needs to be well organized and conducted with minimal delay. If accountability processes will occur on the bus, then the recommended process is to load the bus (preferably one with climate control) and move it to a staging area for accounting purposes or complete the process while enroute to the reception center ([Section 3630](#)).

(4) Sufficient Staffing. Ensure there is sufficient staff present to meet landing site requirements and efficiently provide direction and care to evacuees.

e) Volunteer Management

(1) Expect volunteers and others with no pre-planned role to arrive at the landing site and reception center to offer assistance. Ensure Volunteer Coordinators ([Section 2520](#)) are on scene to manage and leverage volunteer assistance. Volunteers can be a significant source of labor and skills, and can quickly serve as interpreters, crowd control support, litter bearers, and in other required functions. Volunteers can assist emergency staff with basic skills and support allowing responders to focus on specialized work.

(2) The challenge with volunteers is to utilize their assistance while ensuring safety and improving response operations. In general, there is limited guidance on volunteer management. To help manage volunteers, determine what functions are best supported by volunteers and what strategies can be implemented to quickly organize and assign tasks.

(3) Use signage to direct volunteers to the check-in location. All volunteers must sign-in and receive identification. The check-in location may be the best location to identify skills and assign tasks for volunteers.

(4) Too many volunteers will strain the response system. Rather than simply turn volunteers away, coordinate with the IC/UC to establish a volunteer registration process to identify shortfalls and assign volunteers to other locations.

LANDING SITE OPERATIONS CHECKLIST

1) Identify Landing Sites/Establish Organization.

a) The SMC, IC/UC, and local port officials designate best landing site(s) at the earliest stage for proper planning and set up prior to arrival of first rescue craft ([Section 3130](#)).

b) As required, the UC identifies alternate landing sites to meet moorage space

requirements, number of evacuees, characteristics of certain rescue boats or other concerns.

c) OSC and rescue craft are informed of landing site(s).

d) Landing Site Group Supervisor ([Section 3620](#)) is appointed for each location.

e) UC provides Landing Site Group Supervisor with critical incident reporting requirements, reporting chain, and other direction ([Appendix B](#)).

f) Landing Site Group Supervisor orders staff and equipment, and initiates site preparation. *Shoreside emergency responders will be limited. Ship crewmembers should be utilized to support the mission, especially the medical staff.*

2) Determine Landing Site Priorities.

a) Priorities for operations at the landing site should be determined and communicated to all response agencies involved. Priorities are an important tool for the site supervisor to allocate limited resources and resolve conflicts between responders.

b) Sample landing site priorities:

- Safety of evacuees and responders. Do no further harm
- Assess and mitigate medical needs of evacuees
- Implement security and law enforcement procedures required
- Assess and provide for immediate non-medical needs of evacuees
- Evacuee accountability
- Food/water/shelter/sanitary services

3) Prepare the Landing Site.

a) Secure the Site. If a *terrorist related incident*, landing site, reception center, and transport vehicles shall be inspected for explosive devices prior to the arrival of evacuees, and appropriate actions taken to deter secondary attacks.

Ensure the landing site perimeter is secured and monitored. If site is not fenced, use of temporary barriers is recommended. Perimeter security personnel will be required to monitor and ensure evacuees have been accounted for prior to departure. Attempt to keep evacuees contained until accounted. If evacuees insist on departure from a non-security event, direct security personnel to record accountability information as quickly as possible and provide to the Shoreside Accountability Group.

b) Prepare Rescue Vessel Moorage Area. Ensure ease of approach and departure for rescue craft. Clear mooring area of all vessels and unnecessary gear and equipment. Ensure rescue craft have clear access to offloading points and that

sufficient gangways, stairs or other means are available to aid disembarkation from multiple rescue vessels. Evaluate the area's smooth flow of evacuee traffic. Provide directional signs and traffic flow patterns as required. *Identify a separate mooring area for the temporary staging of offloaded lifeboats or life rafts. Ensure response boats are available to tow rafts or lifeboats away from the landing site.*

c) Inspect Area for Safety Hazards. Evaluate the site for slips, trips, and falls. Recognize that many evacuees may be elderly, disabled, or physically exhausted. Remove or clearly identify hazards, provide safety personnel to assist evacuees and recruit other evacuees to assist special needs and disabled personnel to avoid known hazards.

d) Improve Crowd Controls Using Barricades, Signs, and Traffic Lanes. Ensure landing site is designed for efficient crowd control and movement of evacuees. Barricades and signs such as arrows and other directional indications should be utilized. Yellow and black caution tape should be considered to ensure clear points of entry and route from the dock to the medical, rest rooms, and transport areas. Provide adequate signage and directions for evacuees, and staff to direct and assist the disabled and elderly.

e) Establish Medical Evaluation/Triage Unit Site/Morgue Site. Establish area to provide for emergency medical treatment ([Section 3500](#)). Set up temporary shelters as required. Establish temporary morgue facilities as required. Consider emergency vehicle access. Area should be away from the vessel landing and evacuee assembly points and offer easy access for emergency vehicles. Site should not impede traffic, and be shielded as possible.

Planning Consideration: *If evacuees are expected to be contaminated with HAZMAT (fuel oil for example), establish a decontamination process for affected evacuees prior to entry into the triage area or shoreside transportation.*

f) Establish Area for Support Organizations. This location distributes water, food, face wipes, and other service items. This area should be located as close as possible to the vessel disembarkation point without impeding traffic. Local Red Cross, Salvation Army, or similar organizations are recommended to support these activities.

g) Establish the Transportation Point. The transportation point is the location where evacuees will board buses or other means of transport to the reception center or other gathering location. The transportation point should be out of the weather if possible. Water, toilets, chairs, and washing facilities should be available close by. This location should permit easy access by buses and other transport vehicles. Ensure traffic safety and traffic planning are adequate. Consider police support for traffic management at landing site entrances and at key bottlenecks along the route to the reception center. A bus company and/or vessel representative may also assist.

h) Establish Shoreside Accountability Control Site. Position Shoreside Accountability Group staff in a central location to receive, record and relay all available information on the status of rescue vessels, evacuees landed, medical patients, and hospital locations (working with Medical Branch.) Ensure procedures are in place to record critical accountability information for evacuees who demand to leave the landing site on their own.

i) Establish Check-In Location. Prepare staffed and sheltered location for responder and volunteer check in. Use of ICS-211 form is recommended.

j) Establish Vehicle Staging Area. This is an area in close proximity to the landing site where transport vehicles can be staged until dispatched without impeding the flow of evacuees and traffic. The vehicle staging area should not impact emergency vehicle movement. The bus/transport company may be best positioned to provide a representative to manage this area.

k) Establish Media Area. Provide a controlled area close to the main activity locations for media to shoot video footage, but not interfere with operations or traffic flow. Consider the privacy of evacuees. The Public Information Officer (PIO) or local emergency response management organization should coordinate this process and manage media access. Plan for media supervised access to the landing site.

l) Prepare for additional Logistical Requirements. Stage extra supplies, ATVs, trailers, stretchers, forklift, chairs, tables, and all other anticipated supplies nearby for quick mobilization. The local community public works and/or emergency management department may be best positioned to manage this function.

Planning Consideration: *Spare wheelchairs and stretchers will be required. Exhausted evacuees who normally do not need support may find themselves in need of support to walk up ramps, stairs, etc. Provide benches or chairs at appropriate locations. Consider ATVs to aid in transport of evacuees with poor mobility and the injured.*

4) Manage the Landing Site.

a) Conduct Pre-Arrival Operations Brief for all Responders. Landing Site Group Supervisor reviews chain of command, priorities, work assignments, safety, communications, and coordination issues. Ensure all workers and volunteers check-in and are properly identified. Clarify expectations.

b) Communications Planning. Develop, distribute, and utilize the landing site communications plan. Ensure the SMC has provided rescue vessels with pre-arrival reporting requirements and instructions for direct contact with Landing Site Supervisor or designee. Ensure all response agencies can “talk” to each other. Exchange radios as required. As needed, establish working channels for separate

functions, e.g., medical, accountability, traffic control. Conduct communications system check. *Do not pass sensitive information, including patient sensitive medical information, over open radio channels.*

c) Rescue Vessel Management. Develop process and assign personnel to identify rescue craft for priority offloading. Type of rescue craft, number of evacuees, condition of evacuees, injured, etc., should all be considered. If space is available, develop process for landing and offloading multiple rescue craft. It is not reasonable to expect rescue craft full of tired, sick, or injured evacuees to wait if dock space is available. Provide personnel pier side to assist vessel with docking, placement of gangways, etc.

d) Evacuee Offloading.

- Assign staff to manage evacuee offloading. Clarify offloading priorities with response partners.
- Develop process to prioritize (injured/non-injured) and efficiently offload and direct evacuees through the landing site. If a *security related incident*, incorporate law enforcement controls. Assign staff to board/greet each rescue craft, evaluate situation, and provide direction. Collect information from master.
- Coordinate with medical specialist for on board triage requirements. Identify and direct evacuees in need of decontamination through the decon process.
- Ensure landing site provides for safe and efficient offloading of evacuees (dock height, dock surface.) Ensure safe procedures are implemented for disembarking disabled and special needs evacuees.
- Provide sufficient staff to provide crowd control, direct evacuees and maintain the flow of traffic.
- As required, identify crewmembers or healthy passengers to assist sick or weakened evacuees through the process.
- Coordinate with accountability staff to confirm numbers as evacuees depart the rescue craft. *Controlling the arrival of people at the landing area by holding them on board a rescue craft is fine if the vessel provides basic services for food, water, and sanitary needs. However, if evacuees are crammed into a lifeboat or life raft, get them to the dock and unload them quickly. Once offloaded, get evacuees to medical or reception centers as rapidly as possible.*

e) Medical Support.

- Local medical capabilities will be limited; utilize the vessel medical staff

or request assistance from medically qualified passengers to the extent that they are available.

- Coordinate with accountability staff to record all evacuees transported off-site for medical purposes.

f) Accountability Support.

- Explain accountability procedures and determine best process to integrate with critical functions of offloading rescue craft, medical triage, and transport of evacuees to the reception center.
- Ensure accountability information is captured for evacuees insisting to depart the scene on their own. Utilize a standard accountability form.
- Provide just-in-time training for personnel recruited to support the accountability function.
- Recruit crewmembers from the ship to support accountability functions. *If the majority of accountability data will be conducted after evacuees are loaded onto buses, do not hold buses at the transportation loading site until all accounting processes are completed. Once a bus is loaded, move it to a secure area away from the landing site or complete accountability while transiting to the reception center. Holding the bus at the landing site will cause a “bottleneck” that prevents the steady flow of evacuees onto buses and results in evacuees being forced to stand around.*

g) Transportation and Traffic Safety.

- Appoint traffic controllers to direct traffic at the landing site.
- Ensure buses do not interfere with emergency medical vehicle access.
- Request local police to control external street traffic to allow ease of movement at the landing site.
- Establish portable barriers to prevent foot traffic from entering traffic lanes.
- Supervise and direct all vehicles when they are backing up.

h) Media Support.

- Ensure IC/UC PIO or representative is on site to manage media, answer questions, and ensure media safety.
- Do not permit media to disrupt or slow the flow of traffic or interfere with

evacuee care.

- i) Safety. The SOFR or staff member should develop and brief a landing site-specific safety plan.

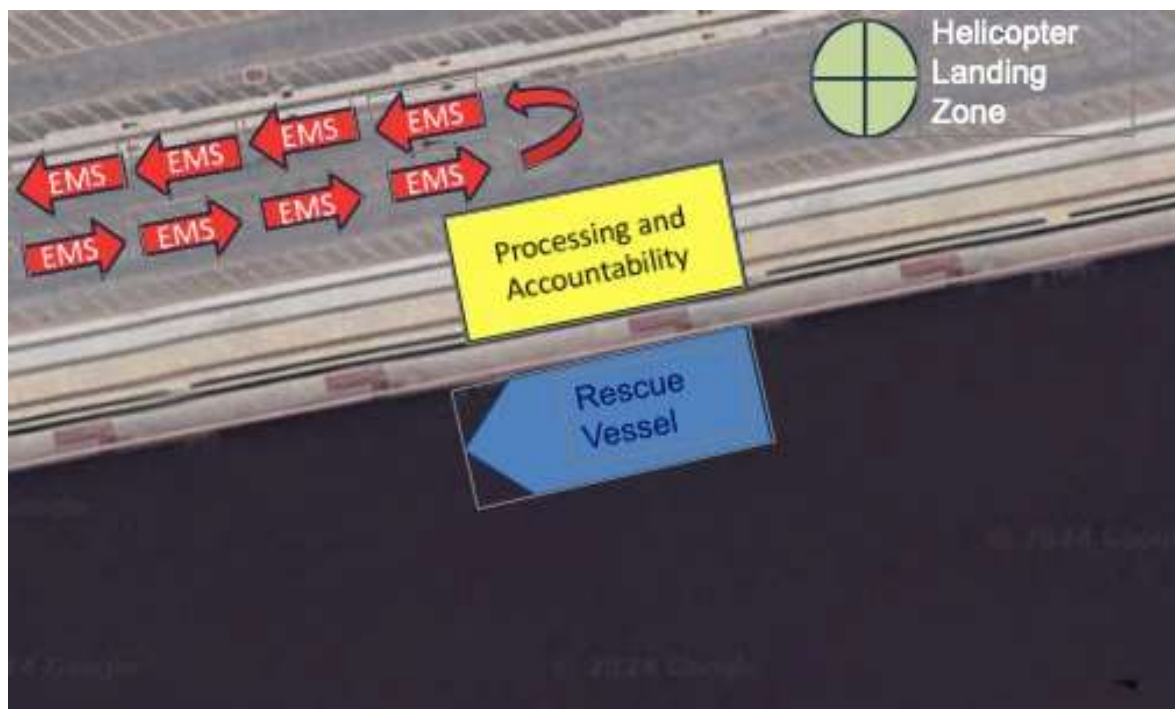
Potential Landing Site locations for vessels:

- (1) USCG Sector Jacksonville Annex (USCG Station Mayport)
- (2) Naval Station Mayport
- (3) JAXPORT Blount Island
- (4) Dames Point Terminal
- (5) JAXPORT Talleyrand
- (6) 14th Street Boat Ramp
- (7) Vilano Boat Ramp
- (8) USCG Station Ponce De Leon Inlet
- (9) Kinder Morgan
- (10) Canaveral Port Authority (multiple locations within the port)

Potential Landing Site locations for aircraft:

- (1) Daytona International Airport
- (2) Jacksonville International Airport
- (3) Cecil Airport
- (4) Northeast Florida Regional Airport
- (5) Space Coast Regional Airport
- (6) Orlando Melbourne International Airport

Figure 1 below is an illustration of a general landing site traffic pattern that could facilitate rapid accountability/triage prior to transfer to EMS units or buses.



COMMUNITY LANDING SITE PLANS

Community-specific landing site plans should be developed and incorporated into USCG Sector MRO Annexes and host nation MRO plans.

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Appendix F – Reception Center Guide

A reception center is a secure facility such as a large port building, convention center, school gymnasium or similar location where uninjured evacuees can be taken for shelter, welfare, first aid, and accountability documentation. The reception center will normally be managed by a supervisor ([Section 3630](#)) under the Operation Section Shoreside Branch ([Section 3600](#)) of the MRO IC/UC.

Reception centers are critical to ensure adequate care, accountability and repatriation of evacuees. If reception centers are not designated or properly managed, the potential for evacuees to seek their own arrangements increases, complicating the accountability and support processes.

Reception Center Functions. Reception centers must be prepared and managed to provide more than just a place to gather evacuees ashore. Several functions will be managed simultaneously at the reception center. Many of these will be shared with or continued from the landing site. The Shoreside Branch Director ([Section 3600](#)) should coordinate shared functions with the Landing Site Group Supervisor ([Section 3620](#)) and the Reception Center Group Supervisor ([Section 3630](#)). Functions include:

- a) Crowd control (Shoreside Security Group – [Section 3650](#))
- b) Customs clearances (CBP)
- c) Evacuee accountability (Shoreside Accountability Group – [Section 3610](#))
- d) Information management (care requirements, flights, hotels, luggage, etc.)
- e) Human Needs Support (water/food/clothing/waste) (Reception Center Group, ARC, Salvation Army, volunteer organizations – [Section 3630](#), [Section 2300](#), and [Section 2520](#))
- f) Personal hygiene support
- g) Sheltering from weather
- h) Law enforcement / Investigations (Investigative Group/Branch – [Section 3900](#))
- i) Media support (Public Information Officer/JIC – [Section 2600](#))
- j) Medical evaluation, triage, and transport (Medical Branch – [Section 3500](#))
- k) Special needs – recognition and support
- l) Site safety (Safety Officer – [Section 2800](#))
- m) Site security (Shoreside Security Group – [Section 3650](#))
- n) Transportation (Shoreside Transportation Group – [Section 3640](#)).

Reception Center Locations

Ideally, only a single reception center will be established for the mass rescue incident. A sole site enables all shoreside support resources to be consolidated at one location reducing overhead requirements and facilitates response management. Multiple sites require more people and supplies – both of which are often in short supply during a crisis.

However, some mass rescue operations may require multiple reception centers due to the location of landing sites, number of evacuees, size of available sites/buildings, local fire code limitations, or any number of other reasons. If multiple sites are required, it is best to have them located close to each other to facilitate overflow management, information sharing, and logistics

support. Each site must be established and managed to meet the functions expected.

Considerations for reception center site selection may include:

- a) Availability of transportation / vehicle access
- b) Available parking
- c) Proximity to landing site(s) to reduce transit time
- d) Communications capacity (telephone, wireless)
- e) Crowd control and foot traffic flow
- f) Public announcement capability
- g) Duration of incident – expected time at center
- h) Food preparation / provision capability
- i) Sanitary support capability (toilets/showers)
- j) Sheltering capacity
- k) Space for dining and rest areas
- l) Disability and special needs requirements
- m) Health and condition of evacuees
- n) Space for medical services (medical issues may arise after initial triage/screening at landing site)
- o) Site control and security capability
- p) Media support capabilities
- q) Sufficient space for assembly for LE requirements

Reception Center Partner Agencies

Federal, state, and local agencies, commercial industry, and non-governmental organizations all have a role in the functional operation of the reception center. Pre-planning to define interagency participation is required (reference USCG Sector MRO Annexes and host nation MRO plans.)

The following organizations may be active at the reception center:

U.S. Federal:

- U.S. DHHS Disaster Medical Assistance Team (DMAT) (Section 2250)
- U.S. Customs and Border Protection (CBP)
- U.S. Centers for Disease Control and Prevention (CDC)
- Federal Bureau of Investigations (FBI)
- National Transportation Safety Board (NTSB)
- Federal Emergency Management Agency (FEMA)
- U.S. Coast Guard (USCG)

State/Territory:

- Public health service
- State/Territory/National law enforcement
- Ports / harbors authority (if co-located with landing site)
- Host Nation customs / immigration service

Local:

- Emergency Medical Services (EMS) / Hospital organization(s)
- Fire

- Police
- Public works

Industry / Commercial:

- Agents / Company representatives
- Vessel / Aircraft Crewmembers
- Vessel Owner
- Commercial food and care contractors
- Commercial Security
- Commercial Transportation

Private / Non-Governmental Organizations (NGOs):

- Media
- Red Cross
- Salvation Army
- Volunteers / Volunteer Coordinators

Agency Coordination

Interagency coordination is essential. It is important for the members of the various responding organizations to understand the roles and responsibilities of all involved organizations and cooperatively work to support evacuees.

NIMS ICS is the system that U.S. federal, state and local agencies utilize to manage all response operations, including reception center activities. Accordingly, a Reception Center Group Supervisor ([Section 3630](#)) will be designated to establish, secure, and coordinate operations for each reception center during domestic MRO responses. The IC/UC should provide the supervisor with critical incident reporting requirements, reporting chain, and other direction ([Appendix B](#)).

Since the establishment and operation of MRO reception centers is not a common activity, all participants must communicate requirements and operational expectations prior to the arrival of evacuees. Of special importance is the process of caring for injured and special needs evacuees and the coordination of the accountability process with other functions occurring at the reception center.

Reporting Requirements

The IC/UC should provide a list of critical information that must be immediately reported (Appendix C, ICS-202B), as well as their expectations and timelines for providing updates. For advance planning, a standard reporting form or format should be developed for relaying information to the ICP and landing site.

RECEPTION CENTER LOGISTICS

Reception Center Personnel

The following is a listing of response positions that may be required at the reception center. A person may fill more than one role. Response plans should identify the most appropriate source for the personnel resources required for reception center operations.

Planning Consideration: Shoreside emergency responders will be limited in numbers. Using ship crewmembers is vital, but the crew must be cleared by CBP and screened to ensure they have not been traumatized by the events. As part of the screening, there must be a very clear briefing on what is expected and instruction on how to perform their tasks. Ensure all reception center personnel are easily identified by use of vests/hats, nametags, or other means. Care Teams composed of trained personnel from the vessel/airline company may be dispatched to the scene. Communication with the company will be necessary to incorporate care team skills where most needed.

a) Reception Center Group Supervisor ([Section 3630](#)). Appoint early as possible. The supervisor coordinates overall reception center management. They are responsible to establish, secure, and direct operations at reception centers, and will liaise with responding agencies/organizations to ensure a unified response. The supervisor may be a representative of the involved vessel or airline, but may also be a local government emergency manager or non-governmental organization (NGO) representative.

Planning Considerations: Appointment of a Reception Center Group Supervisor is critical to ensure operations are efficient and coordinated. Communicate appointment and authority of the supervisor to the response organization. A representative of the facility where the reception center is located is recommended to be part of the supervisor's management team.

b) Reception Center Check-in Recorders. Personnel to check-in all emergency responders assigned to the reception center (*distinct from Evacuee Check-in and Accountability Staff, the Check-in Recorders manage accountability of responders only.*) Use of standard ICS Form 211 is recommended. May be staffed by industry, local response personnel or as designated by the RESL ([Section 4300](#)).

c) Bus Assistants. Personnel positioned at bus doors to assist and support the safe offload of evacuees, including wheelchair-bound or disabled patients. May be staffed by bus company employees, previously landed vessel crewmembers, or volunteers.

d) Crowd Controllers. Personnel to direct the flow of evacuees from the time they exit the bus through the check-in and care process. May be staffed by crewmembers, vessel agents, and/or volunteers.

e) Special Needs Support. Personnel to assist evacuees with special needs and expedite their check-in process. May be staffed by local public health personnel, crewmembers,

other passengers (in some cases), and/or NGO personnel / volunteers.

Planning Consideration: *Vessel operators may maintain basic information on the names and special needs of their passengers and crew. Request this information early to anticipate potential needs requirements.*

f) Emergency Medical Services and Medical Evaluation. Responsibility of the Medical Branch ([Section 3500](#)). Professional medical personnel to conduct assessment and triage of evacuees, arrange transportation to medical facilities if necessary, and to provide basic medical services at the reception center. May be staffed by HHS DMAT, local EMS, medical personnel, and/or medical staff from the vessel.

g) Traffic Controllers. Responsibility of the Shoreside Security Group ([Section 2800](#)) working with the Shoreside Transportation Group ([Section 3640](#)). Personnel to direct the movement of all vehicles that enter the reception center, including emergency service vehicles, buses, and logistic vehicles. May be staffed by local police, private security, and/or bus company representatives.

h) Transportation Coordinators. Responsibility of Shoreside Transportation Group ([Section 3640](#)). Personnel to coordinate/arrange transportation and direct the loading of evacuees onto buses or other means for transport from the reception center to off-site lodging facilities (if utilized) and the local airport for repatriation.

i) Security Officers. Responsibility of Shoreside Security Group ([Section 3650](#)). Personnel to establish and secure the reception center. May be staffed by local police and/or contracted security personnel.

j) Safety Officer. Responsibility of the Safety Officer ([Section 2800](#)). Personnel to ensure operations are conducted safely. May be staffed by local safety officials or USCG safety officer.

k) Water and Food Dispersal Staff. Personnel to distribute food, water, and supplies to evacuees and monitor ongoing needs. May be staffed by contract personnel, ARC, Salvation Army, local volunteer group, previously landed crew, agents, and/or vessel representatives.

l) Evacuee Check-in and Accountability Staff. Responsibility of the Shoreside Accountability Group ([Section 3610](#)). Personnel to manage check-in, accountability and tracking of evacuees (responder check-in is managed by the Check-in Recorders noted previously.) May be staffed by company personnel / agents supported by previously landed crewmembers, available USCG, and/or other UC staff.

Planning Considerations: *Sufficient Evacuee Check-in and Accountability Staff is required to prevent bottlenecks and long lines at check-in locations. Many evacuees and will find their own shelter if delays are long. A standard form for accountability and collection of other critical evacuee information is recommended (Appendix K). This will*

permit the information to be easily shared among all agencies and reduce the need to re-interview evacuees.

m) Information Desk Staff. Personnel to support a central location to provide evacuees with the current status and plans for transportation home, hotel assignments, luggage status, missing friends or family, or other questions. This location works in close cooperation with the Situation Staff. May be staffed by vessel / airline representatives, agents, and/or previously landed crewmembers.

n) Situation Staff / Field Observers. Responsibility of the Situation Unit ([Section 4200](#)). Personnel to collect, display and track information requested by the IC/UC. May be staffed by local responders or as appointed by IC/UC.

o) Law Enforcement / Investigative Officers. Responsibility of the Investigative Group/Branch ([Section 3900](#)). Depending on the incident, local, state, territorial, and federal law enforcement agencies may be required to contain suspects, interview witnesses, and/or support crowd control. May be staffed by local, State, Territorial, NTSB, FBI, CBP, USCG, National Guard, and/or other agencies.

p) CBP Officers. Agents to clear foreign nationals and support law enforcement activity. May be staffed by U.S. Customs and Border Protection and/or other immigration officials.

q) Volunteer Coordinator. Responsibility of the Liaison Officer ([Section 2500](#)). If large numbers of volunteers are expected, a Volunteer Coordinator should be identified. This position can support check-in efforts and other reception center functions by identifying volunteer skills, reception center needs, and coordinating assignments.

Reception Center Equipment / Supplies

The following page provides a checklist of equipment and supplies that may be required at the reception center. Response plans should identify the best sources for required equipment. The response organization must anticipate support requirements for evacuees with special needs prior to their arrival. Coordinate with the Logistics Section ([Section 5000](#)) to meet supply needs and ensure enough resources are available to meet demand.

Planning Consideration: Request Logistics Section provide an on-site ordering specialist to facilitate the set up and re-ordering of supplies. If an ordering specialist is not on-site, ensure the ordering process ([Section 5210](#)) is understood to avoid delays.

Reception Center Equipment / Supply Checklist (*expand list as necessary*)

- ☐ Accountability Forms (Appendix K)
- ☐ ICS-211 Response Check-in forms
- ☐ Check-in station table and chairs
- ☐ ATVs or similar with trailers
- ☐ Basic personal hygiene / sanitary items (including “Baby” wipes & adult/child diapers)
- ☐ Blankets, pillows, cots
- ☐ Chairs/benches
- ☐ Coolers with water or Bottled Water
- ☐ Crowd management and directional signs
- ☐ Cups, plates, plastic utensils
- ☐ Drinks – both hot and cold
- ☐ Equipment to secure site and direct traffic (vehicle and foot): temporary fences, barriers, traffic cones, caution tape
- ☐ Emergency clothing
- ☐ Extra wheelchairs/stretchers/cots
- ☐ Food preparation and serving supplies
- ☐ Garbage cans/plastic bags
- ☐ Medical supplies
- ☐ Portable shelter(s)
- ☐ Portable toilets
- ☐ Portable washbasins, hand sanitation
- ☐ Portable PA system
- ☐ Privacy screens
- ☐ Radios (for response communications / interoperable)
- ☐ Reception Center organization chart
- ☐ Responder vests / name tags / ID tools
- ☐ Telephones / email access for evacuees
- ☐ Wireless internet support

Reception Center Operational Planning Considerations

a) Information.

(1) Accountability Data. The Shoreside Accountability Group ([Section 3610](#)) (in coordination with the Evacuee Accountability Branch – [Section 3400](#)) should track and continually update (see [Appendix D](#) for detailed requirements):

- ☐ Number of evacuees brought to reception center;
- ☐ Number/types of injuries (with Medical Branch – [Section 3500](#));
- ☐ Number and type of special needs;
- ☐ Rescue vessel names and evacuee on board totals and information; and,
- ☐ ETA for rescue craft arrivals (with the SAR Branch – [Section 3300](#)).

(2) Transportation Scheduling. Request Shoreside Transportation Group ([Section](#)

[3640](#)) to provide advance notice of buses arriving with evacuees.

(3) Logistical / Re-supply Information Requirements. The Reception Center Supervisor should work with the Logistics Section ([Section 5000](#)) to track and provide:

- ☐ Types of expected functions / services required
- ☐ Equipment / supply stock on-hand and needs
- ☐ Length of time evacuees are expected to remain at the reception center

(4) Media Access. Coordinate with the Public Information Officer (PIO – [Section 2600](#)) to manage requests for media access to the reception center. Media access must be controlled so as not to interfere with evacuee care and privacy.

(5) Critical Information Reporting. Ensure IC/UC-directed critical information requirements are tracked and reported.

b) Agency Integration.

(1) Confirm responder organization participation and operational functions. Conduct an operations brief prior to arrival of evacuees. Clarify and resolve potential conflicts. Clarify the chain of command. Post Shoreside Response / Reception Center organization chart for clarification.

(2) Industry Care Teams. If vessel/airline company care teams are on hand or expected, determine the number of team members and their associated skills. Develop procedures for the integration of the care team into operations at the reception center. Develop a process to brief and check-in care teams upon arrival.

c) Evacuee Accountability System. Process should be managed by the Shoreside Accountability Group ([Section 3610](#)). See [Appendix D](#) for a full explanation of the accountability process. The following are specific considerations for the reception center:

(1) Ensure reception center personnel understand the process and are provided just-in-time training as needed.

(2) Evacuee check-in and accountability staff should be present immediately as evacuees arrive to collect data.

(3) Provide sufficient staff and multiple registration points to make the process efficient and steady. Long, slow lines will not be acceptable to evacuees and they will wander off.

(4) Accountability area must be large enough to handle the influx of people, sheltered from wind, rain, and cold.

(5) Identify special needs evacuees as they arrive and fast track them through the check-in and accountability process.

(6) The Evacuee Accountability Branch ([Section 3400](#)) is the central point-of contact for reporting all accountability data. Confirm with the Branch for how reporting will be accomplished, and how data will be collected and shared.

(7) Provide a process to check evacuees out of the center, and ensure follow-up contact information is obtained prior to their departure.

d) Safety.

(1) The largest concern at a reception center is generally slips, trips, and falls, especially those involving elderly, disabled and exhausted evacuees. Identify hazards and mitigate them to the maximum extent possible. Clearly mark hazards that cannot be removed.

(2) Delayed Exhaustion. Be alert for signs of fatigue and weakness in evacuees and responders, especially in registration lines. Medical staff should be observant for any signs and take preventive actions.

(3) Vehicle and Traffic Safety. Appoint safety personnel to direct both vehicle and foot traffic in the vicinity of vehicle offloading areas and other areas with pedestrian access.

e) Crowd Control.

(1) Security Barriers. Barriers need to be substantial and patrolled by the Shoreside Security Group ([Section 3650](#)), especially near the press area. If not, media and curious people will ignore the perimeter and invade the area, complicating the accountability process.

(2) Evacuee Flow. Remember that evacuees have been through a stressful, exhausting situation. Excessive delays will not be welcomed. The movement and flow of evacuees at all stages needs to be steady and organized or evacuees will become frustrated and ignore the directions of responders. All check-in locations require multiple stations and sufficient staff.

(3) Bus Offloading. The offloading of buses must be well organized. If accountability data is being collected on the bus, do not offload until the process is complete. Provide basic instruction to the evacuees while on the bus and then escort them into the reception center. Ensure documentation is delivered to the Shoreside Accountability Group ([Section 3610](#)) in timely manner.

(4) Sufficient Staffing. Ensure there is sufficient staff present to meet reception center requirements and efficiently provide direction and care to evacuees. If able, utilize evacuated crewmembers for this purpose after they have been cleared.

f) Volunteer Management.

(1) Expect volunteers and others with no pre-planned role to arrive at the landing site and reception center to offer assistance. Ensure Volunteer Coordinators ([Section 2520](#)) are on scene to manage and leverage volunteer assistance. Volunteers can be a significant source of labor and skills, and can quickly serve as interpreters, crowd control support, litter bearers, and in other required functions. Volunteers can assist emergency staff with basic skills and support allowing responders to focus on specialized work.

(2) The challenge with volunteers is to utilize their assistance while ensuring safety and improving response operations. In general, there is limited guidance on volunteer management. To help manage volunteers, determine what functions are best supported by volunteers and what strategies can be implemented to quickly organize and assign tasks.

(3) Use signage to direct volunteers to the check-in location. All volunteers must sign-in and receive identification. The check-in location may be the best location to identify skills and assign tasks for volunteers.

(4) Too many volunteers will strain the response system. Rather than simply turn volunteers away, coordinate with the UC to establish a volunteer registration process to identify shortfalls and assign volunteers to other locations.

g) Longer-term Operational Considerations. If the reception center will be in operation for an extended period of time, the following needs must be addressed:

(1) Increased meal service; meal schedules posted.

(2) Healthy food, drinks and snacks available at all times.

(3) Personal hygiene items: soap, towels, toothbrush/paste, deodorant, etc.

(4) Availability of showers and washing facilities.

(5) Sufficient supply of cots, blankets and pillows. Additional centers may need to be established or privately contracted lodging may be required.

(6) Availability of entertainment and activity materials: reading material, television, videos, games, children's activities

(7) Increased availability of phones/internet for evacuees to maintain contact with loved ones.

(8) 24-hour staffing rotation, including 24-hour security and information desk Staffing.

(9) Increased transportation logistics to enable evacuees to travel to stores, restaurants, town, etc.

RECEPTION CENTER OPERATIONS CHECKLIST

1) Identify Reception Center Site / Establish Organization

a) IC/UC and local community officials designate best reception center(s) at earliest stage for proper planning and set up prior to arrival of evacuees.

b) As required, the UC identifies alternate reception center sites / facilities to address the number of evacuees anticipated, or other operational concerns.

***Planning Considerations:** Estimate how long evacuees will be at the reception center. Overnight accommodations will require a larger space, increased security, additional cots, food, hygiene, and other support items. Request information from the Evacuee Accountability Branch or Operations Section Chief on the expected number of evacuees, and number of injured or special needs persons to identify suitable facilities and order adequate staff / resources.*

c) IC/UC communicates reception center designations.

d) Reception Center Group Supervisor ([Section 3630](#)) is appointed for each location.

e) IC/UC provides Reception Center Group Supervisor(s) with critical incident reporting requirements, reporting chain, and other direction ([Appendix B](#)).

f) Reception Center Group Supervisor orders staff and equipment, and initiates site preparation. Request logistics specialist from LSC ([Section 5000](#)) for support. *Shoreside emergency responders will be limited. Ship crewmembers should be utilized to support the mission, especially the medical staff.*

2) Determine Reception Center Priorities

a) Priorities for operations at the reception center should be determined and communicated to all response agencies involved. Priorities are an important tool for the supervisor to allocate limited resources and resolve conflicts between responders.

b) Sample Reception Center priorities:

- Safety of evacuees and responders
- Support the medical, special, and critical personal needs of evacuees
- Implement security and law enforcement procedures required
- Assess and provide for non-medical needs of evacuees:
- Evacuee check-in and accountability
- Food/water/shelter/sanitary services
- Evacuee comfort services

3) Prepare the Reception Center

a) Secure the Site. If a *terrorist related incident*, landing site, reception center, and transport vehicles shall be inspected for explosive devices prior to the arrival of evacuees, and appropriate actions taken to deter secondary attacks. Ensure the reception center perimeter is secured and monitored. If site is not fenced, use of temporary barriers is recommended. Perimeter security personnel will be required to monitor and ensure evacuees have been accounted for prior to departure. Attempt to keep evacuees contained until accounted. If evacuees insist on departure from a non-security event, direct security personnel to record accountability information as quickly as possible and provide to the Shoreside Accountability Group.

b) Establish Vehicle Arrival and Parking Areas. Ensure ease of approach for transportation and emergency vehicles. Designate and enforce parking areas that do not interfere with the flow of traffic. Ensure emergency vehicles have clear access to the center. Evaluate the area for a smooth flow of vehicle and foot traffic. Provide directional signs to improve traffic flow patterns as required.

c) Inspect Area for Safety Hazards. Evaluate the reception center and immediate area for slips, trips, and falls and other hazards. Recognize that many evacuees may be elderly, disabled, or physically exhausted. Remove or clearly identify hazards, provide safety personnel to assist evacuees and recruit able evacuees to assist special needs or disabled persons to avoid known hazards.

d) Improve Crowd Controls Using Barricades, Signs, and Traffic Lanes. Ensure the center is designed for the efficient movement and control of evacuees. Barricades, signs, directional arrows, and other access indications should be used. The use of yellow and black caution tape should be considered to provide foot traffic lanes. Provide staff to keep foot traffic moving and to direct and assist disabled, elderly or others in need.

Planning Consideration: *Evacuees should be processed through the reception center as follows:*

- (1) Enter Reception Center (may be aboard buses).*
- (2) Special Needs attention and fast track check-in.*
- (3) Accountability check-in and Customs/Immigration clearances.*

- (4) Law Enforcement screening as required.
- (5) Rest and refreshments.
- (6) Check-Out (when ready for departure).

e) Establish Initial Reception Area. Establish area under cover and protected from weather where the responders greet evacuees and direct them to check-in desks. Initial reception may occur on the buses when they arrive.

Planning Consideration: *Evacuees with special needs or requiring immediate first aid or other care should be identified here and fast-tracked through check-in process.*

f) Establish Evacuee Check-in and Accountability Area. Locate as close to reception center facility entrance as possible. This is the first location evacuees should visit upon arrival. Ensure procedures are in place to record critical accountability information for evacuees who demand to leave the reception center on their own. Establish and communicate the process for accountability and how information will be collected, consolidated, and shared with the UC.

Planning Consideration: *Ensure sufficient staff and check-in stations are available to at the center. Check-in must be efficient with a steady flow to avoid bottlenecks requiring exhausted evacuees to stand in line. Keep them moving. Use ship crewmembers as needed to support this function.*

g) Establish Responder and Volunteer Check-in Area. Prepare and staff area for responders and volunteers to check-in. Use of ICS-211 form is recommended.

h) Establish Medical Area. The Medical Branch ([Section 3500](#)) will manage. Establish area to provide for medical evaluation and on-site treatment for minor concerns. Separate area for privacy is recommended. Provide adequate signage to identify the location. Local medical personnel are recommended for staffing and they may be supported by available vessel crew medical personnel.

i) Establish an Information Center. This location is tasked to address questions from evacuees. It should be available at all times and may require 2-3 staffers. It is vital for evacuees to be kept informed about their situation. Provide signs to identify the location. May be staffed by company representatives and/or vessel agent.

j) Establish Separate Refreshment and Rest Areas. The refreshment area should be situated near cooking and serving facilities if present. The area should be supplied with tables and chairs. If evacuees will be at the reception center for an extended time, a separate rest area with cots, blankets, and pillows is recommended. Local Red Cross, Salvation Army or similar organizations are recommended to support this function.

k) Establish Media Area. If the UC permits media access to the center, provide controlled area at the center for media to conduct their business, but not interfere with operations or traffic flow. Appoint media representatives to control the media and answer questions, while ensuring the privacy of evacuees. Public Information Officer ([Section 2600](#)) staff or local emergency response management organization should coordinate this process and manage media access.

l) Prepare for additional Logistical Requirements. Stage extra supplies, ATVs, trailers, stretchers, forklift, chairs, tables, and all other anticipated supplies nearby for quick mobilization. The local community public works and/or emergency management department may be best positioned to manage this function.

Planning Consideration: *Spare wheelchairs and stretchers will be required. Exhausted evacuees who normally do not need support may find themselves in need of support to walk up ramps, stairs, etc. Provide benches or chairs at appropriate locations. Consider ATVs to aid in transport of evacuees with poor mobility and the injured.*

4) Manage the Landing Site

a) Conduct Pre-Arrival Operations Brief for all Responders. Reception Center Group Supervisor reviews chain of command, priorities, work assignments, safety, communications, and coordination issues. Ensure all workers and volunteers check-in and are properly identified. Clarify expectations. Answer questions. If possible, post organization chart and priorities for reference.

b) Implement Communications Plan

- Develop, distribute, and use reception center communications plan
- (Request assistance of Logistics Section Communications Unit as required – [Section 5400](#))
- Ensure all response agencies can talk to each other, and that reception center has communications with the landing site. Exchange radios as required. As needed, establish working channels for separate functions such as medical, accountability, traffic control, etc.
- Conduct communications system check. Do not pass sensitive information, including patient sensitive medical information, over open radio channels

c) Direct Transportation Vehicles

- Assign Traffic Controller to direct the arrival and departure of transportation vehicles and enforce parking areas
- If space and support personnel are available, develop process for offloading multiple vehicles simultaneously
- Ensure buses do not interfere with emergency medical vehicle access
- Request local police to control street traffic for ease of movement to and

- from the reception center
- Establish portable barriers to prevent foot traffic from entering traffic lanes
- Supervise all vehicles while backing up

d) Manage Evacuee Check-in, Check-out and Accountability (Shoreside Accountability Group – [Section 3610](#))

- Assign check-in and check-out leaders as needed
- Explain accountability procedure to be employed and determine best process to integrate with other functions occurring at the reception center ([Appendix D](#))
- Collect previously documented accountability data and provide to Shoreside Accountability Group
- Ensure accountability information is captured for evacuees insisting to depart center on their own
- Use a standard accountability form
- Provide just-in-time training for personnel recruited to support the accountability function
- Recruit crewmembers from ship to support accountability functions
- Establish and staff sufficient check-in stations to permit steady flow with no bottlenecks
- Establish location and process for evacuees to check-out of the reception center

Planning Considerations: Request foreign language specialists, or have crewmembers with language skills, available to translate directions or provide explanations during the check-in and accountability process.

e) Manage Medical Support. (Medical Branch – [Section 3500](#))

- Assign medical support unit leaders as needed
- Local medical capabilities will be limited; utilize the vessel medical staff or request assistance from medically qualified passengers to the extent that they are available
- Coordinate with Shoreside Accountability Group to record all evacuees transported off-site for medical purposes

Planning Consideration: Evaluate the need to provide services to fill emergency prescriptions or provide critical incident stress management. Once at the reception center, many evacuees will experience fatigue as the excitement wears down. Staff should be aware of the possibility of delayed shock, unreported injuries, or other medical needs. Some may require the use of wheelchairs or other support not normally needed. Have extra wheelchairs, cots for rest, and alert medical staff of these concerns.

f) Manage Evacuee Care

- After properly checked in, direct evacuees to rest area

- Provide chairs, tables, and cots if available
- Ensure food and hot and cold drinks are available
- Post meal schedules, if meals are to be provided
- Provide personal hygiene items as available
- If showers available provide towels, soap
- Provide emergency clothing as required
- Provide activities as available, games, stationary, books, wireless internet, movies, etc

Planning Considerations: Anticipate supply needs and ensure resource requests are submitted to Logistics Section in timely fashion ([Section 5210](#)). Entertainment, especially for children, has proven extremely worthwhile.

g) Provide Information to Evacuees

- Establish a 24/7 information desk/center for evacuees
- Post schedules, transportation plans, luggage information
- Use public address to make general announcements

Planning Consideration: Provide evacuees with card or form with pertinent incident information, telephone numbers, procedures or other details they may need to reference. There is enormous benefit to providing regular briefings or updates to the evacuees. The supervisor should determine the most appropriate means to deliver the regular briefings.

h) Manage Media Support

- Ensure IC/UC PIO or representative is on site to manage media, answer questions, and ensure media safety
- Do not permit media to disrupt or slow the flow of traffic or interfere with evacuee care
- The privacy and welfare of the evacuees must not be compromised
- Agreed interviews with evacuees should be conducted either outside the premises or in a dedicated area of the reception center

i) Safety. The IC/UC SOFR or staff member should develop and brief a reception center-specific site safety plan.

COMMUNITY RECEPTION CENTER PLANS

Community-specific reception center plans should be developed and incorporated into USCG Sector MRO Annexes and host nation MRO plans.

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Appendix G – Acronyms

AAR	After Action Report
ACOE	U.S. Army Corps of Engineers
ACO	Aircraft Coordinator
ACP	Area Contingency Plan
AMVER	Automated Mutual Assistance Vessel Rescue
AOR	Area of Responsibility
ARC	American Red Cross
AREP	Agency Representative
CAC	Crisis Action Center
CAT	Crisis Action Team
CBP	Customs and Border Protection
CBRNE	Chemical/Biological/Radiological/Nuclear/Explosive
CC	Command Center
CCATT	Critical Care Air Transport Team
CCGDSEVEN	Commander, Coast Guard District Seven
CCP	Casualty Collection Point
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CFR	Code of Federal Regulations
CGD SEVEN	Coast Guard District Seven
CGIC	Coast Guard Incident Commander
CMT	Crisis Management Team
CO	Commanding Officer
COMDTINST	Commandant Instruction
COMLANTAREA	Commander, USCG Atlantic Area
COP	Common Operating Picture
COTP	Coast Guard Captain of the Port
CPA	Canaveral Port Authority
CPS	Contingency Planning System
DCCS	Deployable Contingency Communications Systems
DCMS	Deputy Commandant for Mission Support
DHS	Department of Homeland Security
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Operations Response Teams
DOCL	Documentation Unit Leader
DOD	Department of Defense
DOJ	Department of Justice
DOS	Department of State
DOT	Department of Transportation
DPRO	Display Processor
D7	District Seven
EOC	Emergency Operations Center
EOD	Explosive Ordnance Detail
eMICP	Enhanced Mobile Incident Command Post

EMS	Emergency Medical Services
EPA	Environmental Protection Agency
ERC	Emergency Response Center
ERT	Emergency Response Team
ESF	Essential Support Function
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FDEP	Florida Department of Environmental Protection
FEMA	Federal Emergency Management Agency
FFC	Federal Forces Coordinator
FOBS	Field Observers
FOSC	Federal On Scene Coordinator
FSC	Finance Section Chief
FWC	Florida Fish & Wildlife Conservation Commission
GIS	Geographic Information System
GOOD SAM	Good Samaritan
HEM	Helibase Manager
HHS	Health and Human Services
HSIN	Homeland Security Information Network
IAP	Incident Action Plan
IAW	In Accordance With
IC	Incident Commander
ICC	Intelligence Coordination Center
ICP	Incident Command Post
ICS	Incident Command System
IMAT	Incident Management Assist Team
IMH	Incident Management Handbook
IMO	International Maritime Organization
IMSURT	International Medical Surgical Response Teams
IMT	Incident Management Team
INS	Immigration and Naturalization Service
JAXPORT	Port of Jacksonville
JFO	Joint Field Office
JIC	Joint Information Center
JRSC	Joint Rescue Sub Center
LANTAREA	Atlantic Area
LE	Law Enforcement
LCS	Logistics Section Chief
LOFR	Liaison Officer
MAC	Multi-Agency Coordination
MCV	Mobile Communications Vehicles
MEDEVAC	Medical Evacuation
MER	Marine Environmental Response
MOU	Memorandum of Understanding
MRO	Mass Rescue Operation
MSO	Marine Safety Office

MTS	Maritime Transportation System
MTSR	Maritime Transportation System Recovery
NCP	National Contingency Plan
NDMS	National Disaster Medical System
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NOK	Next of Kin
NRC	National Response Center
NRF	National Response Framework
NTM	Notice to Mariners
NTSB	National Transportation Safety Board
OCMI	Officer in Charge, Marine Inspection
OET	Office Of Emergency Transportation
OIC	Officer in Charge
OGA	Other Government Agency
OOD	Officer of the Day
OPCON	Operational Control
OPLAN	Operation Plan
OSC	On Scene Coordinator/Operations Section Chief
PAO	Public Affairs Officer
PFD	Personal Floatation Device
PFO	Principle Federal Official
PIO	Public Information Officer
PIW	Persons in the Water
POC	Point of Contact
PPE	Personal Protection Equipment
PRC	Passenger Reception Center
PSC	Planning Section Chief
PVSS	Passenger Vessel Safety Specialists
QRC	Quick Reaction Cards
RCC	Rescue Coordination Center
RSC	Rescue Sub Center
RCP	Regional Command Post
RESL	Resources Unit Leader
RETCO	Regional Emergency Transportation Coordinator
SAR	Search and Rescue
SRU	Search and Rescue Unit
SARCOOPP	Search and Rescue Cooperation Plan
SERT	Salvage Engineering Response Team
SITL	Situation Unit Leader
SITREP	Situation Report
SMC	Search and Rescue Mission Coordinator
SOFR	Safety Officer
SOLAS	Safety of Life at Sea
SOP	Standard Operating Procedures
SSP	Site Safety Plan

STAM	Staging Area Manager
SUPSALV	U.S. Navy Supervisor of Salvage
TACON	Tactical Control
TFR	Temporary Flight Restriction
THSP	Technical Specialist
TPMRC-A	Theater Patient Movement Requirement Center - Americas
TSA	Transportation Security Administration
TSOC	Transportation Security Operations Center
UC	Unified Commander
USC	United States Code
USCG	United States Coast Guard
USCG FLAGPLOT	USCG Headquarters Operations Center
VHF	Very High Frequency
VIP	Very Important Person
VOO	Vessels of Opportunity
USTRANSCOM	U.S. Transportation Command
WQSB	Watch Quarter Station Bill

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Appendix H – References

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