LITERATURE REVIEW

MARINE TRANSPORTATION SYSTEM RECOVERY

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Prepared for

Preparing for, Responding to, and Recovering from
Disasters Study Group

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BACKGROUND

This literature review identifies and provides a summary of disaster recovery preparedness documents relative to the U.S. Marine Transportation System (MTS) as the system is described in *An Assessment of the U.S. Marine Transportation System: A Report to Congres*s (DOT, 1999). The material presented is representative of source materials supporting the development and implementation of MTS recovery policies and practices, but it is not complete compilation. A list of references is included.

Much of the literature that guides MTS recovery was not developed and promulgated in sequential order. Various literature was developed concurrently with other literature, while other materials were derived or informed by lessons learned from actual events and exercises, results of preparedness planning, and evolution of national mandates and policies. This seemingly piecemeal approach can be attributed in large measure to the need to play catch up to fill significant strategic guidance and policy gaps, including use of interim products pending development of more thorough materials. There is nevertheless a general continuity and alignment among the various documents produced by the pertinent lead Federal agencies for recovery of the marine transportation mode. In many cases, the same staffs and subject matter experts contributed to development of strategies, policies, and plans, or coordinated closely with staffs that were developing these materials, ameliorating the discontinuity effects that might otherwise be associated with out-of-sequence development of strategic and policy documents.

[1]*This paper is intended as an information resource for the Preparing for, Responding to, and Recovering from Disasters Study Group. The interpretations of materials presented in this paper are those of the author, and do not necessarily reflect the views of the U.S. Coast Guard.*

SYSTEM DESCRIPTIONS

An Assessment of the U.S. Marine Transportation System, A Report to Congress (DOT, 1999**)**

This is a foundation document. It describes the U.S. Marine Transportation System (MTS) consisting of waterways, ports and their inter-modal connections, vessels, vehicles and system users. Characterizations include each component is a complex system within itself and is closely linked with other components. It is primarily an aggregation of state, local or privately owned facilities and private companies. As with the U.S. economy as a whole, decision making and investment are primarily driven by the marketplace. In addition, local, state and federal governments participate in the management, financing and operation of the MTS. The MTS is an integral part of our nation's economy and even a temporary incapacitation at the local level can have a dramatic impact throughout the region and nation

INTERNATIONAL REQUIREMENTS AND STANDARDS

International Ship and Port Facility Security Code (ISPS Code) (IMO, 2002)

The ISPS Code is a comprehensive set of standardized measures for assessing risk and for implementing procedures that are designed to enhance the security of ships and port facilities. The Code was developed by the International Maritime Organization (IMO) in response to the perceived threats to ships and port facilities following the 9/11 attacks in the United States. The ISPS Code is implemented through chapter XI-2 Special measures to enhance maritime security that are contained in the International Convention for the Safety of Life at Sea (SOLAS). The Code has two parts, one that is mandatory and one that is "recommendatory". The "AMS Areas" required by MTSA" are considered "port facilities" for the purposes of compliance with the ISPS Code. This is not to be confused with individual port facilities that may be located within the larger area. Implementation of the ISPS Code is accomplished in the U.S. through regulatory compliance with requirements of 33 CFR 101 et. seq. and other related activities.

NATIONAL REQUIREMENTS AND STANDARDS

Magnuson Act of 1950

Enabled the President to institute rules and regulations pertaining to the anchorage and movement of foreign-flag vessels in U.S. territorial waters, to inspection and, if necessary, securing of such vessels, and to guarding against sabotage, accidents, or other acts against vessels, harbors, ports, and waterfront facilities. This authority can be used inside and outside of incident areas to address maritime security issues as necessary and appropriate during disaster response and recovery.

Executive Order 10173, as amended by subsequent Executive Orders

E.O. 10173 promulgated implementation authority for port security activities in the form of regulations at 33 CFR 6 under the discretionary authority of the Magnuson Act of 1950. Associated programs and activities derived their implementation authority from the E.O. as long as it remains in effect, rather than from the underlying statutory authority. The absence of continuing authority to maintain a standing program and associated capabilities ultimately was a motivating factor for development and passage of the Ports and Waterways Safety Act of 1972 and subsequent regulatory programs.

Ports and Waterways Safety Act of 1972 (33 U.S.C. 1221 et seq.) as amended by the Port and Tanker Safety Act (PTSA) of 1978 and the International Maritime and Port Security Act of 1986.

This act provided the Coast Guard COTPs with a continuing statutory basis for port safety and security activities and associated capabilities in contrast to the emergency and indefinite character of E.O. 10173 as amended. Also provided civil penalties for regulatory enforcement, facilitating administration of port safety measures. Provides for the establishment, operation, and maintenance of vessel traffic services, control of vessel movement, establishment of requirements for vessel operation, and other port safety controls. Provides for a steady-state, system-oriented safety foundation that, in conjunction with maritime security programs and measures, provides a systems approach for a layered risk management approach encompassing safety and security risks. This authority is also used to support port safety and security measures needed in support Marine Transportation System recovery following transportation disruptions.

International Maritime and Port Security Act, 1986, P.L. 99-399, Title IX, 100 Stat. 889 (1986), codified at 46A U.S.C. 1801-1809 and 33 U.S.C. 1226.

Authorizes the Coast Guard to carry out measures to prevent or respond to an act of terrorism against an individual, vessel, or commercial structure that is subject to the jurisdiction of the U.S. and located within or adjacent to the marine environment or a vessel of the U.S. or an individual on board a vessel. Also authorized the conduct of inspections and port and harbor patrols, and establishment of security and safety zones. Provided authority for USCG to work on ISPS.

Maritime Transportation Security Act (MTSA) of 2002

Requires a National Maritime Transportation Security Plan (NMTSP) and further requires that the NMTSP include a plan to restore cargo flow following a national Transportation Security Incident (TSI). Requires Area Maritime Security Plans (AMSP) to deter, and if necessary, mitigate the effects of Transportation Security Incidents (TSI). Requires NMTSP and AMSPs to work in conjunction to deter and mitigated the effects of TSIs. The mitigation requirement provides a statutory basis that enables implementation of ISPS Code requirements, and with respect to disaster recovery, for facilitation of Marine Transportation System recovery and port evacuation elements of AMS Plans specified by 33 CFR 103.

Security and Accountability for Every Port Act (SAFE Port) of 2006

Expanded recovery requirements beyond mitigation aspect of MTSA to include the following items.

- DHS Strategy for International Supply Chain Security
- Joint CBP-USCG Joint Protocols for the Resumption of Trade
- Salvage Response Plans as element of Area Maritime Security Plans.

33 CFR 101 et. seq.

The regulations were issued under the enabling authority and requirements of the MTSA, and discretionary authority of antiterrorism amendments to the Ports and Waterways Safety Act of 1972 (PWSA), and the Magnuson Act of 1950. The regulations implement MTSA requirements which include Area Maritime Security Plans (AMSP) and mitigation measures for TSIs. The regulations specify that AMS Plans include facilitation of Marine Transportation System recovery and procedures for port evacuation. These regulations concurrently implement within the U.S. the port, facility, and vessel security standards promulgated as the *International Ship and Port Facility Security Code* (ISPS Code). The

See Navigation and Vessel Inspection Circular (NVIC) 09-02 series for implementation policy guidance. Also provides regulatory authority for Salvage Response Plan requirements of the SAFE Port Act. The Salvage Response Plan requirement was folded under the pre-existing MTS recovery element of AMS Plan content.

STRATEGIES

DHS Strategy for International Supply Chain Security (DHS, 2007)

Developed by DHS and DHS components pursuant to requirements of the SAFE Port Act. Specifically addresses recovery in incident area(s) (physical infrastructure functionality a principal issue) and non-incident areas (for resumption of trade and continued prevention and protection activities). The Strategy addresses recovery of the Marine Transportation System down to and including the port level. It also incorporates recommendations from the Maritime Infrastructure Recovery Plan (MIRP), and incorporated USCG Marine Transportation System Recovery Unit concepts under NIMS ICS structures. This Strategy is being used as a foundation document by the Coast Guard for MTS recovery planning.

National Strategy for the Marine Transportation System: A Framework for Action (CMTS, 2008)

This Strategy was produced by the Committee on the Marine Transportation System (CMTS), a cabinet-level committee. The CMTS produced the Strategy to serve as a policy framework for the next five years and as a framework for building an implementation plan for the strategic policy it identified. The Strategy provides a high-level, comprehensive review of the MTS and associated challenges and issues. It specifically addresses resilience and reliability of the MTS to

enable resumption of operations as soon as possible following a transportation disruption, including redirection of cargo movements to non-affected ports following a disruption. The CMTS made the specific recommendations show in Box 1.

Box 1

Consistent with the National Response Framework, to increase the resilience and reliability of the MTS, the CMTS recommends the following six actions:

- Provide coordination, expertise, and resources to ensure continuity of operations, essential public services, and the resumption of commercial marine activities following a disruption;
- Develop reserve and surge capacity in the MTS and coordinate with industry on response and recovery operations;
- Develop a coordinated approach to emergency permitting for channel restoration following a large-scale sediment deposit in navigation channels from natural disasters such as hurricanes that obstruct the channel and disrupt port activities;
- Work collaboratively to resolve cross-cutting jurisdictional issues surrounding abandoned and wrecked vessels or damaged bridges;
- Develop and provide national and international strategies for addressing potential climate change impacts on ports, waterways, and other vulnerable elements of the MTS; and
- Provide appropriate consultation and coordination with other policy facilitation structures, such as the Committee on Ocean Policy.

SOURCE: (CMTS ,2008)

The U.S. Coast Guard Strategy for Maritime Safety, Security, and Stewardship (USCG, 2007)

The *Coast Guard Strategy for Maritime Safety, Security, and Stewardship* provides the framework and the strategic intent that is intended to guide the Coast Guard actions for all hazards and all threats. The Strategy aligns with the *National Strategy for Maritime Security* and supports DHS goals and priorities. The Strategy identifies strategic priorities for implementation across all Coast Guard mission responsibilities. It focuses on enhancements to legal regimes, awareness, and operational capabilities to best position the Coast Guard to defeat the asymmetrical, transnational threats to America within the scope of Coast Guard responsibilities, working with the Congress, interagency partners, and state, local, private, and international partners and stakeholders.

The Strategy identifies six inter-related priorities for improving maritime preparedness and advancing U.S. maritime interests. The Strategy is formed around the Coast Guard's strengths as a military, multi-mission maritime service and flexible operational capabilities, standing presence nationwide in ports, waterways and coastal areas, its broad range of authorities, and its access to and partnerships with port and international maritime communities. The Strategy includes developing a national capacity for MTS recovery as one of its six priorities as states "The nation needs a coordinated, integrated approach to planning for and responding to major disruptions in the MTS. To support the NSMS and its *Maritime Infrastructure Recovery Plan* (MIRP), the Coast Guard will leverage its authorities, responsibilities, and capabilities to lead the

national planning agenda for assuring the continuity of commerce and critical maritime activities." This priority is being used as a foundation document by the Coast Guard to guide MTS recovery planning.

Regional Disaster Resilience: A Guide for Developing an Action Plan (TISP, 2006)

The Infrastructure Security Partnership (TISP), a national forum for public and private-sector organizations established in the aftermath of 9/11, produced its Regional Disaster Resilience as a high level, strategic framework for developing a sufficient level of preparedness for dealing with major disasters at the community level. Although not supported by accompanying analysis, the document presents a comprehensive series of recommendations for resilience and recovery covering shore-term, medium-term, and long-term needs and actions. The information is organized in a way the enables it use as a self-help score card in assessing general preparedness status and in identifying areas that may need further development.

NATIONAL-LEVEL PLANS

National Maritime Transportation Security Plan (NMTSP) (DHS, 2006)

As the lead agency for maritime security, the Coast Guard developed the National Maritime Transportation Security Plan (NMTSP) for DHS pursuant to requirements of MTSA. The NMTSP was required to provide for efficient, coordinated, and effective action to deter and minimize damage from a transportation security incident. It was also required to include "A plan for ensuring that the flow of cargo through United States ports is reestablished as efficiently and quickly as possible after a transportation security incident." Strategic concepts supporting efficient recovery of the MTS were documented in the Maritime Infrastructure Recovery Plan (MIRP), which subsequently informed development of the DHS *Strategy to Enhance International Supply Chain Security*.

Maritime Infrastructure Recovery Plan (MIRP) (DHS, 2006)

The MIRP is one of eight plans that supports the National Strategy for Maritime Security and was produced under direction of the National Security Presidential Directive-41/Homeland Security Presidential Directive-13. The MIRP is a national-level plan that is intended to protect the U.S. economy from the effects of a Transportation Security Incident (TSI). The MIRP is intended to guide individuals designated by the Secretary of Homeland Security to assist them in making decisions about maintaining or restoring transportation capabilities in the event of a TSI. The MIRP addresses near-term interruption of transportation for conveyances that carry primarily non-perishable cargo. The MIRP was not intended to serve as a plan for the physical recovery of a port that was impacted by a natural or man-made incident. The MIRP is intended to guide protection of the economy through redirection of container cargo traffic to alternate ports.

The MIRP, as structured, contains a number of recommendations rather than requirements, and is intended to inform. It is also incomplete with respect to recovery of the MTS, and was designed for TSIs rather than all-hazard application, notwithstanding recovery commonalities across various types of incidents. The value and limitations of the MIRP were recognized and used to

inform development of the DHS *Strategy to Enhance International Supply Chain Security* to provide more robust strategic direction covering all hazards, recovery of economic functionality and MTS infrastructure, resumption of commerce issues in both incident and non-incident areas, and near-term response and recovery in relation to post-incident long-term recovery.

National Contingency Plan (NCP)

The NCP provides for a national to local network that creates the National Response System for responding to and recovering from discharges of oil and releases of hazardous substances. The goal of the NCP is to develop a national response capability and promotion of overall coordination amongst all stakeholders – national to local (including private sector and non-Governmental Organizations (NGO) through a hierarchy of contingency plans – NCP, Regional Contingency Plan (RCP) and the Area Contingency Plan (ACP). The ACPs focus on coordination and collaboration amongst all stakeholders in the local area to prepare for response to spill events. The plans address local area preparations for response to almost all spill events at the community level, and also identify capability shortfalls within the local area that will require regional or national level support to fill, along with triggers for regional and national action, and routine communications and coordination protocols to ensure regional and national level support is delivered on demand.

Transportation Systems: Critical Infrastructure and Key Resources Sector-Specific Plan as input to the National Infrastructure Protection Plan (TSA, 2007)

One of 17 Sector-Specific Plans (SSP) required by the National Infrastructure Protection Plan (NIPP). The plan was published by the Transportation Security Administration (TSA) as overall Sector-Specific Agency for the transportation mode. The plan focuses on risk associated with terrorist threats and resilience with compatibility for application to natural disasters and manmade hazards. The plan and its transportation modal annexes explain how CI/KR security will be improved within the sector with respect to assets, systems, networks and functions that provide vital transportation services. The report draws attention to the many dependencies and interdependencies between the CI/KR sectors, that there are in some cases competing interdependencies, and that the transportation sector itself is dependent on other sectors, such a energy. Annex B to the plan covers the maritime mode. It includes three primary goals. Goal 2 – Enhance the resiliency of the MTS – pertains to disaster response. The stated objective is "Security partners will reduce the risk associated with key nodes, links, and flows within critical MTS areas to enhance overall MTS survivability and continue to develop flexible contingency plans that are exercised and updated to ensure the most expeditious response and recovery to all-hazards events." The unique character of the MTS is presented, including distinctions between coastal, inland river, and Great Lakes ports and waterway systems. The role of the Coast Guard as Sector-Specific Agency for the Marine Transportation Mode is discussed as are various roles and effective practices of other DHS components and other Federal Departments and agencies.

INTERAGENCY DOCUMENTS

CBP/USCG Joint Protocols for the Resumption of Trade (CBP & USCG, n.d.)

The SAFE Port Act established a mandate for an improved national-level process to support the recovery of trade, which led to development of joint protocols by the Customs and Border Protection (CBP) and the Coast Guard. The joint protocols establish a communications process and describe how the CBP and the Coast Guard with communicate and coordinate with other Federal agencies and the maritime industry to facilitate recovery and resumption of trade following an event that causes a major disruption to the MTS. The protocols establish a critical link with industry groups that represent trade and carriers interests. The protocols are not designed for making operational mission assignments, operational decisions, business decisions, or establishing local or regional priorities. The protocols are designed for use of shared information as a resource when planning shifts in federal assets, balancing the competing resource needs of response and MTS infrastructure recovery needs in incident areas with resources needed to support resumption of trade through non-incident areas.

POLICY DIRECTIVES

Commandant Instruction (COMDTINST) 16000.28, Subject: Recovery of the Marine Transportation System for Resumption of Commerce, (USCG, 2008)

An internal Coast Guard directive that provides to facilitate the recovery of the Marine Transportation System (MTS) following a significant transportation disruption and defines Coast Guard roles and responsibilities for MTS recovery. It establishes Coast Guard organizational elements to address MTS recovery as part of the National Incident Management System (NIMS). Furthermore, it describes procedures for communications with MTS stakeholders and supports protocols developed to ensure high level coordination between the Coast Guard, other Federal agencies, and the private sector for MTS recovery and expeditious resumption of trade. The Instruction also implements the U.S. Maritime Infrastructure Recovery Plan (MIRP) for the Coast Guard and provides for integrated planning for MTS recovery. The specific items addressed include:

- Facilitating recovery of the MTS following a significant transportation disruption by implementing elements of the Strategy to Enhance International Supply Chain Security.
- Informing Coast Guard decision makers and other stakeholders at all levels on the status of and potential impacts on the MTS following a significant transportation disruption.
- Defining new organizational elements to support MTS recovery following a significant transportation disruption.
- Ensuring that MTS recovery is a critical element of planning at all Coast Guard organizational levels.
- Identifying communications mechanisms and informational requirements to facilitate MTS recovery.

Commandant Instruction (COMDTINST) 16601.28, Subject: Area Maritime Security Plan Development Process (USCG, 2008)

An internal Coast Guard directive that identifies and assigns roles and responsibilities within the Coast Guard and provides policy and doctrine to the operational commanders for the development, maintenance, approval, and exercising of Area Maritime Security Plans (AMSP). The instruction provides an implementation bridge between the requirements of 33 CFR 101 et. seq. and practical application. The instruction cross-links to COMDTINST 16000.28 with respect to MTS recovery plan development.

It provides a policy framework for Coast Guard sponsorship and support of continuing engagement with port community stakeholders to develop, test, and when necessary, implement joint efforts for responding to and mitigating the effects of maritime transportation security incidents (TSI) or threats thereof. It specifies that AMSPs will provide a primary means for tactical coordination of joint measures and procedures for TSI prevention, protection, security response, and facilitation of Marine Transportation System (MTS) recovery, and that the AMSPs should be all-maritime transportation-disruption compatible insofar as practicable.

POLICY GUIDANCE

Navigation and Vessel Inspection Circular (NVIC) 09-02, Change 3 (USCG, 2008)

A Coast Guard issued circular that provides non-directive policy guidance for implementation of AMS Plan requirements pursuant to MTSA and 33 CFR 103. The purposes of the Circular are to 1) provide guidance to field commanders on the development and maintenance of Area Maritime Security (AMS) Committees and AMS Plans; 2) provide guidance on the responsibilities of the Captain of the Port (COTP) acting as the Federal Maritime Security Coordinator (FMSC); 3) provide a common template for AMS Plans; 4) address port security issues that are the shared responsibility of the port stakeholders and AMS Committees; and 5) promote unity of effort among all stakeholders with maritime security interests at the port level. The NVIC specifies that AMS Plans include or link to MTS recovery plans that address the items shown in Box 2 *(on page 10).*

REPORTS

Maritime Recovery and Restoration Task Force Final Report (CG Atlantic Area, 2006)

This is the final report of the Maritime Recovery and Restoration (MR^2) Task Force to Commander, Coast Guard Atlantic Area and Commander, Coast Guard Eighth District. It is intended to summarize the work the Task Force completed in accordance with its charter, and to provide recommendations developed in the course of that work. Portions of this report are intended primarily for internal Coast Guard use and possible follow-on action, other portions may be appropriate for follow-on discussion at the Department and Inter-Department level. The report has 5 major sections, as follows:

- Section I provides background information on the Task Force, including details on the charter, membership, summary of intent, and operational work guidelines.

- Section II describes work done to accomplish each of the four objectives in the Task Force Charter. Many of the Task Force work products are included in the annexes.

- Section III contains Coast Guard specific recommendations for policy or other initiatives intended to enable MTS recovery and restoration in the future. These recommendations were derived from issues worked by the MR^2 Task Force, stakeholder input, and interviews with Sector Commanders. The most significant recommendations in this section concern establishing standards for post incident waterway surveys, and developing 'pre-scripted' Mission Assignments for wreck removal, ATON repair, and pollution response. The MR^2 Task Force identified many lessons learned related to Coast Guard operations and logistics during the response to Hurricanes Katrina and Rita.

Box 2

MTS Recovery Content Standards for Area Maritime Security Plans

- Guiding principles.
- Roles, Authorities, Responsibilities, and Funding Streams.
- Pre-Incident MTS Recovery Preparedness Summarize preparedness needed to facilitate MTS recovery following a TSI including correlation with oil and hazardous materials preparedness planning.
- Procedures for Recovery of the MTS that will be used for efficient recovery of the MTS and for reopening port(s), and affected waterways, and/or provide linkages to port plans for recovery of the MTS including recovery of the navigation and waterways infrastructure and associated Essential Elements of Information (EEI).
- Recovery/Restoration of Commerce Following a Threatened TSI
- Post-incident recovery procedures including:
  - Reconstitution/Continuity of Operations;
  - Establishment of an MTSR;
  - Coordination with the AMS Committee and other stakeholders (e.g. HOMEPORT links, conference calls);
  - MTS recovery planning process;
  - Other plans with elements pertinent to MTS recovery (e.g. Area Contingency Plans);
  - Recovery advisory and staffing support to the unified command and MTSRU;
  - MTS Function and Condition Information Sharing;
  - MTS status determination (ATON, Navigation Channel, Vessel Traffic Services/Vessel Traffic Management, maritime CI/KR;
  - Status of non-maritime infrastructure needed to support MTS functions;
  - Incident Effects/Damage and Transportation Disruption Assessments;
  - Cargo Stream, Passenger Flow and Economic Effects Assessments;
  - Critical Cargo Identification; and
  - Documentation and Reporting, including condition changes correlated with EEIs.
  - Implementation of the AMS Salvage Response Plan (SRP).

- Section IV contains an assessment of the MR^2 Task Force effectiveness and made recommendations for improving similar efforts after future Incidents of National Significance. It included a concept for embedding an interagency/industry planning element within the Federal response organization at every level to focus on MTS recovery. Other recommendations included developing key measures to assess the MTS status, providing a common operational picture to enable decision making, and extracting long-term restoration issues from the response organization for hand-off to appropriate public and private entities. This section also pointed out the strong nexus between infrastructure protection and infrastructure recovery.

- Section V provided a bridging strategy the Coast Guard could consider as an interim step to near-term improvement of MTS recovery efforts for future Incidents of National Significance and Transportation Security Incidents affecting port areas. It recognized that many of the recommendations made in Section IV require national level, interagency focus under DHS or DOT leadership, which may not progress on a timeline needed to meet the Coast Guard's operational needs.

The report was employed by the Coast Guard as a key planning resource in establishing a nationwide framework for facilitation of MTS recovery.

The Federal Response to Hurricane Katrina, Lessons Learned (GPO, 2006)

This report is a substantial case study of the Federal response to Hurricane Katrina and associated near-term disaster recovery activities. It also provides lessons learned for disaster response and recovery for catastrophic-level incidents, and makes many recommendations for improvement. Although an assessment of the recommendations in relation to the current state of practice does not appear to be available, various Federal-level activities that align with the intent of report's recommendations have occurred since the report was published.

National Maritime Recovery Symposium: Final Report. (USCG, 2006)

A Coast Guard-produced proceedings that documents the results of a national symposium held in August 2006 for the purpose of identifying issues and developing alternatives to improve national planning for MTS recovery after a national-level Transportation Security Incident (TSI). The report provides summaries of the keynote address by the ADM Thad Allen, Commandant, USCG, and other presentations; national maritime recovery issues; potential solutions, challengers, and next steps. It also identifies six critical requirements for MTS recovery, and a path forward and prospective future actions. The symposium results have been used as a foundation resource by the Coast Guard in the development of MTS recovery policies, doctrine, and practices.

GUIDES AND FIELD MANUALS

A Guide to Critical Infrastructure and Key Resources Protection at the State, Regional, Local, Tribal, and Territorial Level (DHS, 2008)

The document is designed as a non-prescriptive "why-to" rather than "how-to" guide for State, Local, Tribal, and Territorial Government partners for use as a technical resource in the development of Critical Infrastructure and Key Resources (CI/KR) protection functions at their level of government. The objective is to promote partner synergistic alignment with the National Infrastructure Protection Plan (NIPP) and Sector-Specific Plans (SSP) while also addressing specific, localized concerns. The guide outlines the attributes, capabilities, needs, and processes that should be included by the partners. Strategies and approaches are suggested for consideration and use at the discretion of the partners. A corresponding report regarding the practical application of this guidance was not located.

U.S. Coast Guard Incident Management Handbook, COMDTPUB P3120.17A (USCG, 2004)

A job aid that includes practical guidance for field-level incident management across Coast Guard mission and functional responsibilities. The 2004 revision included a new chapter on Maritime Security/Anti-terrorism that leveraged the MTSA maritime security pathway to advance all-hazard MTS recovery incident management practices at the field level. The manual specifically includes an MTS Recovery Unit as an element of the Planning Section of the unified command under the Incident Command System (ICS). It also includes MTS Recovery Unit leader responsibilities in its Planning Chapter. The field guide provided a means for rapid dissemination of adapted lessons learned and best practices from the Coast Guard's Marine Response and Recovery Task Force report for Hurricanes Katrina and Rita as well as lessons learned from after-action reports. Content was correlated with and foreshadowed overarching policy guidance and program standards that were already in development and which were used in the development or the response and recovery sections of the DHS *Strategy to Enhance International Supply Chain Security.*

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