



DOMESTIC OUTREACH PLAN
FOR
THE NATIONAL STRATEGY FOR MARITIME SECURITY
JULY 2005

FORWARD

By signing National Security Presidential Directive 41/Homeland Security Presidential Directive 13 (NSPD 41/HSPD 13) President Bush underscored the importance of securing the Maritime Domain, which is defined as *"All areas and things of, on, under, relating to, adjacent to, or bordering on a sea, ocean, or other navigable waterway, including all maritime-related activities, infrastructure, people, cargo, and vessels and other conveyances."* NSPD 41/HSPD 13 established a Maritime Security Policy Coordinating Committee (MSPCC)—the first coordinating committee specifically tasked to address this issue—to oversee the development of a National Strategy for Maritime Security (NSMS) and eight supporting implementation plans:

- The **National Plan to Achieve Maritime Domain Awareness** lays the foundation for an effective understanding of anything associated with the Maritime Domain and for identifying threats as early and as distant from our shores as possible.
- The **Global Maritime Intelligence Integration Plan** uses existing capabilities to integrate all available intelligence regarding potential threats to U.S. interests in the Maritime Domain.
- The **Maritime Operational Threat Response Plan** aims for coordinated U.S. government response to threats against the United States and its interests in the Maritime Domain by establishing roles and responsibilities, which enable the government to respond quickly and decisively.
- The **International Outreach and Coordination Strategy** provides a framework to coordinate all maritime security initiatives undertaken with foreign governments and international organizations, and solicits international support for enhanced maritime security.
- The **Maritime Infrastructure Recovery Plan** recommends standardized procedures for the recovery of maritime transportation systems following an incident of national significance.
- The **Maritime Transportation Systems Security Plan** provides strategic recommendations to holistically improve the security of the Marine Transportation System.
- The **Maritime Commerce Security Plan** establishes a comprehensive plan to secure the maritime supply chain.
- The **Domestic Outreach Plan** engages non-federal input to assist with the development and implementation of maritime security policies resulting from NSPD-41/HSPD-13.

Although these plans address different aspects of maritime security, they are mutually linked and reinforce each other. Together, NSMS and its supporting plans represent the beginning of a comprehensive national effort to promote global economic stability and protect legitimate activities, while preventing hostile or illegal acts within the maritime domain.

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I. EXECUTIVE SUMMARY

The Domestic Outreach Policy Action Working Group was one of eight working groups assigned to develop implementation plans in support of the National Strategy for Maritime Security (NSMS). Acting on the direction of NSPD-41/HSPD-13, the Domestic Outreach working group facilitated the process of gathering comments and recommendations from non-federal stakeholders to help other working groups develop their implementation plans. Simultaneously, the Domestic Outreach working group created its own implementation strategy for outreach activities to support the rollout of NSMS and related plans.

Factors that influenced the approach to Domestic Outreach included:

- A compressed timeline within which to engage in stakeholder dialogue and gather input
- Limited resources
- Existing regulations affecting government communications
- Concurrent development of NSMS

Outreach objectives were designed to open a meaningful dialogue between key stakeholders and the NSPD-41/HSPD-13 working groups. In order to gain fair, representative feedback on behalf of the millions of individual stakeholders who have an interest in maritime security—within the available time frame—successively broader outreach was conducted in two stages, focusing on strategically selected individuals and organizations that represent larger groups of stakeholders, without giving any specific organization a competitive advantage over another.

As a result of the outreach conducted during the program, approximately 2,700 individuals, representing over 4 million private-sector organizations and state, local, tribal and territorial governments, were given an opportunity to comment on initial drafts of the implementation plans. Their input was crucial in ensuring non-federal interests were addressed in the implementation plans.

Looking ahead, this document provides recommendations for the establishment of an Interagency Coordinating Committee for Outreach, with the cognizance of the MSPCC and Maritime Security Working Group (MSWG), and lays out three different levels of activities that may be conducted post-rollout. The tactics included in each recommendation provide alternatives to fit varying levels of available resources and desired publicity.

The Domestic Outreach working group would like to acknowledge the numerous agencies and organizations that contributed to the development of the NSMS implementation plans, including:

- The Homeland Security Advisory Council
- Departmental Advisory Committee on the Commercial Operations of Customs and Border Protection and Related Functions
- The National Maritime Security Advisory Committee
- U.S. Coast Guard Captains of the Port
- Area Maritime Security Committees
- State emergency managers
- State homeland security advisors
- State administrative agents
- Outreach staff for HSPDs 5, 7 and 8
- And the following maritime industry organizations:
 - American Association of Importers and Exporters
 - American Association of Port Authorities
 - American Petroleum Institute
 - American Pilots Association
 - American Public Transportation Association
 - American Salvage Association
 - American Waterways Operators
 - Business Executives for National Security
 - Business Roundtable Security Task Force
 - Center for Strategic and International Studies
 - Chamber of Shipping of America
 - Inland Waterway Users Board
 - International Association of Independent Tanker Owners (INTERTANKO)
 - International Council of Cruise Lines
 - International Longshoreman and Warehouse Union
 - Lake Carriers Association
 - Maritime Administration
 - Maritime Information Services of North America
 - National Association of State Boating Law Administrators
 - National Cargo Bureau
 - National Retail Federation
 - Passenger Vessel Association
 - Retail Industry Leaders Association
 - Seafarers International Union
 - Ship Operations Cooperative Program
 - U.S. Chamber of Commerce
 - World Shipping Council

II. INTRODUCTION TO DOMESTIC OUTREACH AND STRATEGIC GOALS

The Domestic Outreach working group, chaired by DHS with interagency membership, was created by direction of NSPD-41/HSPD-13. This working group was instructed to develop “an engagement plan that ensures the interests of state, local, tribal and territorial governments and the private sector are considered in the federal government’s development and implementation of maritime security policies.”¹

Unlike the other working groups established by NSPD-41/HSPD-13, whose missions were to produce a strategic plan, the Domestic Outreach working group was tasked with simultaneously providing support activities to other groups while developing a communications’ plan for later implementation.

The strategic goals identified for this effort reflect the dual nature of the Domestic Outreach working group’s mandate:

- **Facilitate the development of NSMS implementation plans that were required to gain non-federal input.** NSPD-41/HSPD-13 required three NSMS policy action working groups—Maritime Commerce Security (MCS), Maritime Transportation Systems Security (MTS) and Maritime Infrastructure Recovery Plan (MIRP)—to seek comment and content recommendations from audiences that were likely to have a stake in the outcome of those implementation plans.
- **Demonstrate a unified effort by the entire NSMS team.** The Domestic Outreach working group coordinated outreach efforts for other policy action working groups during the plan development phase. This activity addressed the complex structure of the NSMS implementation effort and the need to develop consistent messaging and implement an organized, streamlined approach to outreach when communicating with external audiences. A description of outreach activities conducted during the development period is found in Appendix B.
- **Provide guidance for rollout activities, pending final approval of other NSMS implementation plans.** Looking forward, the Domestic Outreach working group drew a roadmap for outreach to support the rollout of public-facing implementation plans.

¹ NSPD – HSPD Maritime Security Fact Sheet

III. OBJECTIVES

Guided by the strategic goals and NSPD-41/HSPD-13, the Domestic Outreach working group identified four objectives which shaped the way outreach would be conducted:

1. **Meet the timeline established by NSPD-41/HSPD-13 for creating the NSMS implementation plans.** The time frame specified by NSPD-41/HSPD-13 was further abbreviated by the need for interagency clearance. This timeline provided the parameters for the outreach methods that could be used to help other working groups gather outside comments as they developed their plans. All outreach tactics had to observe time-sensitive milestones leading up to the final deadline, while retaining enough flexibility to meet the changing needs for public participation and interactions over the course of the program.
2. **Maintain transparency and foster dialogue with stakeholders.** The implementation plans for the NSMS are tailored to maintain a free flow of commerce and reduce the potential for undue burdens on affected audiences. To maintain transparency and encourage the type of dialogue needed to create and implement plans that consider the interests of stakeholders, approved information would be made available to stakeholders throughout the development and rollout phases.
3. **Comply with existing laws regulating government outreach.** The Domestic Outreach implementation plan complies with several existing regulations that dictated the approach to public outreach. Two regulations, in particular, influenced Domestic Outreach efforts: the Paperwork Reduction Act (PRA) of 1995, P.L. 104-13,² and the Federal Advisory Committee Act (FACA) of 1997, P.L. 105-153.³
4. **Establish recommendations for a follow-on interagency coordinating body.** This body would conduct future outreach and foster continual dialogue with the affected audiences, after the Domestic Outreach working group is dissolved.

² <http://www.hhs.gov/oirm/infocollect/irm402.html>

³ <http://www.fda.gov/opacom/laws/fedadvca.htm>

ROLLOUT PHASE

It is anticipated that the White House will lead the public rollout of the National Strategy for Maritime Security in either July or September 2005. Subsequent to the national rollout, agency leads for each implementation plan shall, at their discretion, conduct outreach for individual implementation plans. The Domestic Outreach working group, in consultation with the International Outreach working group, will draft overarching messaging that discusses the collaborative process that resulted in the Strategy and implementation plans.

Specific goals for this phase include:

- Educating/informing the maritime industry and key stakeholders about how the NSMS and its implementation plans were developed and how the NSMS and underlying implementation plans are linked with previous HSPDs.
- Establishing communications vehicles, such as the NSMS website as a primary source of information.
- Establishing follow-on outreach requirements, once implementation plans are executed, in consultation with the Department of State, including any translation needs for outreach/information purposes.

Audiences

It is envisioned that the rollout phase will touch the following stakeholders, but others may be added as appropriate:

- Congress
- Maritime media
- Non-governmental organizations/trade associations
- Maritime industry/private sector
- Vessel security officers/facility security officers
- State/local government officials dealing with security (e.g., state administrative agents, state, local, tribal and territorial governments, homeland security advisors, etc.)
- Emergency responders
- Area maritime security committees/Coast Guard Captains of the Port
- Defense/security industry (contractors, etc.)
- Presidential security advisory committees (Homeland Security Advisory Committee, National Maritime Security Advisory Committee, etc.)
- Maritime labor unions
- Interagency/intragovernmental

Messaging and Materials

Messaging and materials to support outreach will be developed in consultation with the International Outreach working group and revised as needed throughout the rollout phase. It is anticipated that materials will include updated web content for the NSPD-41/HSPD-13 website that was created during the plan development stage, as well as basic

information materials for use in media outreach. These materials may also be used later as the basis for public education and media relations. Additionally, messaging and tactics used at the national level may be customized to suit the unique circumstances of localities around the nation where outreach is conducted.

Media

The media will come into greater focus during the rollout phase and beyond. Preparations should be made for media inquiry and for publicity of the program's goals. Media that have been identified for inclusion include national, local, maritime industry/trade and defense industry professionals, representing both print and broadcast organizations.

IV. RECOMMENDATIONS

OWNERSHIP

It is anticipated that the White House will lead the public rollout of NSMS itself. Agencies responsible for carrying forward the implementation plans should conduct outreach as they judge appropriate, and outreach for plans that were developed under DHS oversight should be coordinated under the purview of MSPCC and MSWG through an Interagency Coordinating Committee for Outreach (ICCO).

INTERAGENCY COORDINATING COMMITTEE FOR OUTREACH

Chaired by DHS, and with membership from appropriate agencies, the ICCO will carry on outreach activities once the Domestic Outreach working group is dissolved. The ICCO shall ensure consistent messaging and a cohesive approach to outreach. It will coordinate with the Department of State regarding international outreach efforts. However, the types, levels and other details of outreach would be determined by the agencies that own the individual plans. These agencies shall funnel requests for information, speakers, materials and other assistance with outreach activities through the ICCO.

ICCO Membership

The list below reflects recommended membership in the ICCO. This list is based primarily on membership in the original working groups.

- Department of Homeland Security, lead
 - Customs and Border Protection
 - Office for Domestic Preparedness
 - Office of State and Local Government Coordination
 - Private Sector Office
 - Transportation Security Administration
 - U.S. Coast Guard
- Department of Defense
- Department of Commerce
- Department of Justice
- Department of State
- Department of Transportation

Website

During the development of NSMS, a website was developed to provide basic information on NSPD-41/HSPD-13. This website should be maintained by the ICCO as a primary source of information on NSMS and its implementation. This website is expected to be part of a joint HSPD website where all HSPDs and relevant information will be listed. As such, the website will need to be expanded and updated regularly with relevant content and downloadable materials. It should also have reciprocal links with the

Department of State for use in international outreach. To the extent that resources and requirements exist, the website could include separate portals for different audiences, with information specific to these audiences. It could also be used for sending e-mail alerts to site visitors who register for specific alerts (e.g., trade, government, etc.). Finally, it may prove useful to provide a link to a regularly updated list of all maritime initiatives, which various government and industry audiences could cross-check and use as a reference.

TACTICS

Three sample levels of outreach have been developed to demonstrate how each agency responsible for rolling out an implementation plan might conduct outreach to meet the range of anticipated availability of resources and desired coverage.

- Level I provides a means to disseminate general information with limited resources and staffing.
- Level II offers wide coverage and a degree of customization. Tactics may be used repeatedly for added message saturation in focused audiences. A fair degree of coordination with DHS, DOS and DOD public affairs may be required.
- Level III is the most comprehensive approach and would require close coordination with the White House, DHS, DOS and DOD. This approach would be appropriate for a national rollout and intensive, customized coverage for different localities and audiences.

The recommended levels make use of the tactics below; however, this list is not comprehensive and may be expanded to meet individual needs and capabilities.

- **Spokesperson(s).** A central spokesperson would be identified, who can answer general media inquiries on behalf of the NSPD-41/HSPD-13 program. This person should be well-versed on the issues and equipped with updated fact sheets, frequently asked questions and other background materials that will be provided by the Domestic Outreach working group or ICCO. It is also recommended that other spokespeople be available for questions more specifically pertaining to their areas of expertise or government agencies.
- **National press conference/national rollout.** The Domestic Outreach working group or ICCO shall provide support to the White House public affairs office, as needed, for the national rollout.
- **Joint Departmental press conference.** After the rollout of the national Strategy, it is anticipated that DHS and other departments responsible for implementing NSMS will conduct a correlated rollout as deemed appropriate. Again, the Domestic Outreach working group or ICCO shall provide support as needed.
- **Local press conferences.** Shortly after the White House introduces the NSMS, local press conferences should be arranged around the country in locations near key ports or industries that are strongly influenced by maritime activity. Local

Captains of the Port, in their capacity as chairs of Area Maritime Security Committees, could conduct these press conferences in conjunction with Coast Guard district and area public affairs offices. Press kits and materials should be provided by the ICCO or Domestic Outreach working group, as applicable. These materials can be tailored to suit the specific interests of each locality.

- **Website.** A joint website, hosted by DHS, could serve as a central source of information on issues surrounding NSPD-41/HSPD-13 and all other HSPDs. This website should be maintained on the DHS server and updated regularly. Depending on needs and available resources, the website could also include areas dedicated to specific audiences, such as law enforcement, emergency responders, private-sector/industry representatives, homeland security advisors and so on.
- **Speakers' Bureaus.** In the weeks or months immediately following the press conferences, a number of speakers' bureaus may be arranged for high-level representatives from each agency involved in NSMS or its implementation plans. The schedule of opportunities would be customized to each implementation plan, as the audiences and geographic impact may vary substantially. Where audiences overlap, representatives from multiple plans could give presentations to the same audience. A basic presentation, prepared by each participating plan group, should be tailored to the interests and background of each audience. If desired, local media representatives could be invited to the speakers' bureaus in their areas, and offered a Q & A session after the presentation.
- **National earned media.** Opinion editorials and Letters to the Editor could be authored by high-level advocates of enhanced maritime security and submitted to national print and electronic media outlets. Ideally, these pieces would be submitted in response to a published story that touches on any aspect of the issue.
- **Local earned media.** Similar to national earned media, locally prominent issue advocates, such as Coast Guard Captains of the Port or members of Area Maritime Security Committees, could author opinion pieces or Letters to the Editor in response to media coverage relating to the issue.
- **National and state associations.** Information on NSMS and/or the implementation plans can be disseminated to the target audiences through communications networks already in place at national and state organizations that focus on maritime or security issues. For example, outreach efforts could leverage internal e-mail, newsletters, bulletin boards or regular meetings to distribute information or alert the target audience about events or opportunities generated by NSMS and/or implementation plans. National organizations usually have local chapters, which can disseminate campaign messages tailored to their communities. State Homeland Security Advisors may also play a role in disseminating relevant information throughout their states.

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- **Community-based organizations.** On a more local level, each geographically relevant region included in outreach should have a few local organizations whose membership includes a substantial number of the target audience. Local Area Maritime Security Committees and State Homeland Security Advisors can identify these organizations and work with local organizations to distribute information or arrange speaking opportunities on the issue.
 - **Public service announcement.** Public service announcements could be used for a few particularly important milestones during rollout.
 - **E-mail alerts.** Using the database developed for gathering constituent input, e-mail alerts could drive interested individuals to the NSPD-41/HSPD-13 website when important new information is posted.
 - **Educational materials.** As the rollout phase unfolds, a number of briefs, brochures, fact sheets and other materials will be developed by the Domestic Outreach working group or subsequent ICCO, as needed, to address the interests and needs of various stakeholder audiences. These materials can be made available to download from the website, or printed and mailed on request to interested individuals who may not have Internet access. Several templates could be developed, as well, which can be customized to suit the needs of local geographic regions. The Department of State will be consulted regarding any translation needs for domestic audiences.
 - **Help desk.** When the ICCO is established, a parallel mechanism should be established to accept and respond to general, non-media questions, such as requests for materials or speakers. This may include an e-mail account and phone number, as well as knowledgeable staff.
 - **Existing events.** Existing events related to maritime security would provide opportunities for speakers to brief attendees, staff a booth, etc. A calendar of existing events should be created and updated regularly for reference.
 - **Other.** As appropriate, other tactics, such as town halls, editorial boards and staged events could be implemented as milestones are reached during the rollout.

Level I

Using the least amount of resources, Level I provides relevant information on the issue, but does not offer the level of customization or intensity of outreach that Levels II and III provide.

Recommended Level I implementation:

- Spokesperson
- Website
- Limited national/local earned media

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- National associations
 - Community-based organizations
 - E-mail alerts
 - Educational materials available electronically

Level II

Level II offers a wider reach and some customization for localities and different audiences, while streamlining the use of resources.

Recommended Level II implementation:

- Spokesperson(s)
- Website
- Speakers' bureaus
- Local earned media
- National associations
- Community-based organizations
- Public service announcements developed by implementation plan lead agencies or departments, as appropriate
- E-mail alerts
- Educational materials
- Help desk
- Existing events
- Other (town halls, editorial boards, staged events)

Level III

Level III outreach would be provide the greatest reach into the target audiences by layering top-down and bottom-up activities, so that the target audience receives the message from both a national and local source, and through a variety of venues, including media, word-of-mouth and outreach materials.

Recommended Level III implementation:

- Spokesperson(s)
- Local press conferences
- Website
- Speakers' bureaus
- National earned media
- Local earned media
- National associations
- Community-based organizations
- Public service announcement
- E-mail alerts
- Educational materials

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- Help desk
 - Existing events
 - Other (town halls, editorial boards, staged events)

APPENDIX A: DOMESTIC OUTREACH ACRONYMS

Departments/Agencies Referenced in Domestic Outreach Plan

DHS:	Department of Homeland Security
DOC:	Department of Commerce
DOD:	Department of Defense
DOS:	Department of State
DOT:	Department of Transportation
ODP:	Office for Domestic Preparedness

Issue-Specific Terms Used in Domestic Outreach Plan

AMS:	Area Maritime Security Committee
COTPs:	Captains of the Port
EM:	State Emergency Manager
FACA:	Federal Advisory Committee Act
HSA:	State Homeland Security Advisor
HSAC:	Homeland Security Advisory Council
HSPD:	Homeland Security Presidential Directive
GMII:	Global Maritime Intelligence Integration
ICCO:	Interagency Coordinating Committee for Outreach
MDA:	Maritime Domain Awareness
MIRP:	Maritime Infrastructure Recovery Plan
MCS:	Maritime Commerce Security
MSPCC:	Maritime Security Policy Coordinating Committee
MSWG:	Maritime Security Working Group
MOTR:	Maritime Operational Threat Response
MTS:	Maritime/Marine Transportation Systems Security
NMSAC:	National Maritime Security Advisory Committee
NSMS:	National Strategy for Maritime Security
NSPD:	National Security Presidential Directive
SAA:	State Administrative Agent

APPENDIX B: APPROACH AND PLAN DEVELOPMENT

As previously mentioned, the Domestic Outreach working group had requirements to facilitate input and dialogue to ensure that constituents' concerns were heard during the plan development process.

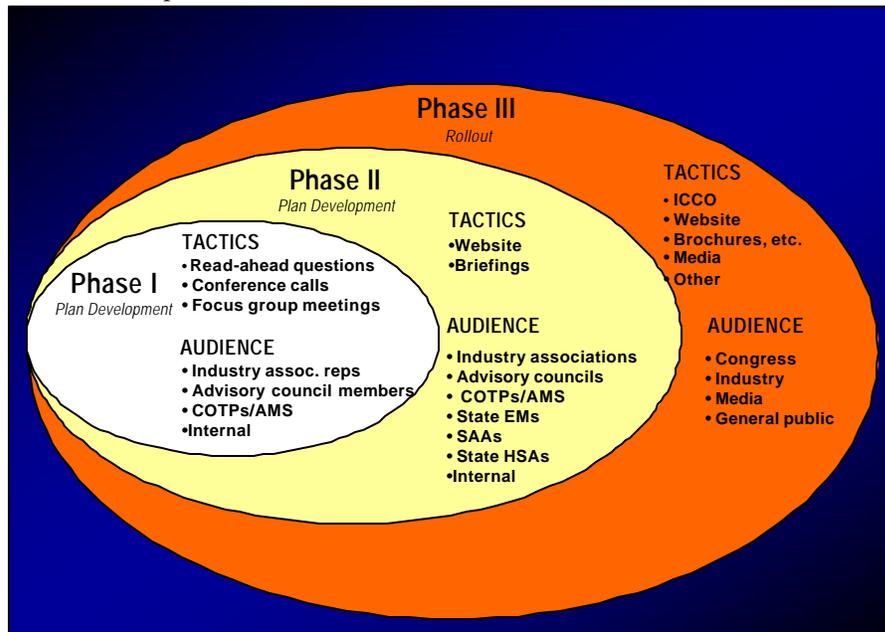
APPROACH

The Domestic Outreach working group took a multi-phase approach to accomplish the tasks set forth in NSPD-41/HSPD-13 within the allotted time. The first two phases focused on assisting MIR, MCS and MTS Strategy working groups gain the information they needed to develop their plans. Additionally, the Domestic Outreach working group worked extensively with the Maritime Domain Awareness (MDA) working group to coordinate outreach activities. The other working groups created under NSPD-41/HSPD-13 did not require Domestic Outreach support; therefore, this plan refers only to the groups named above.

PHASE I DEVELOPMENT

Meeting the Domestic Outreach objectives relied heavily on coordination with a variety of internal and external audiences to identify members of the target audience for each phase and leverage lessons learned through previous, related efforts, such as outreach conducted in association with HSPDs 5, 7 and 8. A key consideration, given the short timeline, was the multiplier effect that could be gained by reaching select groups of individuals who represented much broader stakeholder groups.

Plan Development



Information gathered during a series of preliminary meetings was consolidated and integrated into the Domestic Outreach plan, and then reviewed for gaps. An early draft of the Domestic Outreach plan was then submitted to the DHS implementation team for internal review, along with the final Domestic Outreach charter.

Internal Approach

The Domestic Outreach working group worked closely with MIR, MCS, MTS and MDA to determine audiences for outreach and the type of information that these working groups needed from stakeholders to draft the implementation plans. By coordinating outreach and feedback with other working groups, the Domestic Outreach working group sought to build a foundation for later outreach activities, to begin raising awareness among constituency groups, and to foster consensus on the final version of the National Strategy for Maritime Security and its supporting implementation plans.

NSMS Working Groups

The Domestic Outreach working group met with each of the other participating working groups to establish the basic outreach requirements for developing their implementation plans, as well as with the International Outreach working group to align activities. These initial meetings were followed by individual planning meetings with each working group, during which the Domestic Outreach working group led participants through a prescriptive process to list key constituent groups; define objectives, information needed and messages to be conveyed; identify methods for gathering feedback; and determine timing.

Intragovernmental

In addition to meeting with the working groups, the Domestic Outreach working group consulted with the Department of Homeland Security's Private Sector Office and Office of State and Local Government Coordination, the Office for Domestic Preparedness, and the Executive Secretary of the Homeland Security Advisory Council. These meetings provided broader, intragovernmental perspective and lessons learned from previous efforts. In particular, they helped to achieve coordination with previous outreach efforts conducted for HSPDs 5, 7, and 8 and ensured their constituent groups were included.

Other HSPDs

The Domestic Outreach working group initiated monthly meetings with members of the outreach teams for HSPDs that were specifically mentioned in NSPD-41/HSPD-13 as being relevant to the current effort. These meetings served as a forum for comparing lessons learned and aligning activities going forward. One of the primary resolutions was to create a joint website, hosted by DHS, where background information and frequently asked questions about each HSPD would be available to the public. Since HSPD 8 already had a website, it was decided to follow that format.

External Approach

Focus Groups

For Phase I, it was determined that information would be sought from small focus groups of industry association leaders, Coast Guard Captains of the Port (as representatives of Area Maritime Committees) and individual members of Presidential advisory committees. The rationale behind these selections was that these audiences could provide high-level, company-neutral comments and recommendations on behalf of hundreds of thousands of maritime-related organizations and companies. Additionally, advisory committee members could offer the state and local government perspective on the issue. By reaching out to individual members of this last audience, it was possible to gain the benefit of non-consensus advisory feedback within the brief time frame, without violating the Federal Advisory Committee Act.

To enhance the level of participation in the focus groups and convey the importance of audience participation, the Domestic Outreach working group drafted an introductory letter that was e-mailed from the office of the DHS implementation team co-lead for NSMS, along with a copy of the White House-generated fact sheet. Shortly after, an invitation to participate in one of three focus groups was e-mailed to each audience by the Domestic Outreach working group. This second e-mail included a read-ahead/discussion guide based on questions submitted by each working group to gather the information that they needed. Due to the short timeline, the e-mail was followed up by phone calls to each invitee, to ensure that everyone received and read the invitation and to answer any questions or re-send information, if necessary.

Briefings

As the program unfolded, the Domestic Outreach working group identified opportunities to brief relevant audiences at existing events. Briefings were held at the inaugural meeting of the National Maritime Security Advisory Committee, at the Homeland Security Advisory Committee (HSAC) quarterly meeting and at the 2005 Maritime Homeland Security Conference sponsored by the Institute for Defense and Government Advancement.

Congressional Outreach

The Domestic Outreach working group met with DHS legislative affairs representatives to determine the extent to which the working group would be involved in congressional outreach. It was determined that it was premature to actively reach out to Congress, but that the Domestic Outreach working group—through DHS legislative affairs—would be prepared to provide information on request.

Media Outreach

In anticipation of media inquiries arising from outreach activities, the Coast Guard public affairs media branch was designated as the primary point of contact for any media inquiries. An information kit was prepared, consisting of the DHS Public Affairs Guidance, the NSPD – HSPD Maritime Security Fact Sheet, and other appropriate materials and information.

PHASE II DEVELOPMENT

With information derived from Phase I focus groups, the other working groups were able to write first drafts of their implementation plans. Phase II Domestic Outreach activities then focused on assisting these working groups gain additional, broader participation by reaching out to a wider audience. Still restricted by constricted timelines, the Domestic Outreach working group sought ways to reach a broader representative audience in a structured format that would allow the other working groups to obtain the feedback they needed in time to integrate it into a second draft of their plans.

Key available resources included the DHS website and the ODP Centralized Scheduling and Information Desk. Going forward with the concept established previously with HSPDs 5, 7 and 8 outreach representatives, the Domestic Outreach working group worked with the DHS webmaster and ODP's IT staff to create a website specifically designed for gathering feedback.

NSPD-41/HSPD-13 website

Accessible only through a direct link, the website contained background and draft implementation plans, as well as instructions and a form for providing feedback. An e-mail was sent to an audience of approximately 2,700 individuals, with a link directing them to the website. The outreach audience included state Homeland Security Advisors, State Emergency Managers, Area Maritime Security committees, Presidential advisory committee members, Coast Guard Captains of the Port, industry association leaders and State Administrative Agents. Based on discussions with various agencies and departments, including ODP, state and local government, and Office of Public Sector Coordination, this audience represented a cross-section of constituencies affected by maritime security issues.



By limiting the second phase of outreach to this audience and making the draft plans or summaries available only through the direct link, several issues were resolved. The brief timeline made it impractical to broadcast to the public at large, which was likely to produce as

much input from entities that were not affected by the plans as by direct stakeholders. Additionally, while the draft plans were not classified, they were still pre-decisional and subject to change, which would have made wide public distribution counterproductive at that time.

Once the comment period was over, a page containing a general introduction to NSPD-41/HSPD-13 replaced the draft plans and feedback form, and the website was made accessible to all visitors.

HSAC Task Force

In parallel with the website outreach, the Homeland Security Advisory Council convened a task force to review the plans and provide consensus feedback to the MIRP, MTS and the MCS working groups. A first draft or summary of the three plans was provided to members in preparation for a task force meeting, at which the working groups briefed the task force on their plans and participated in a question and answer session. The task force reported its recommendations to the full HSAC in a public teleconference meeting one week later. HSAC approved the recommendations of the task force and forwarded them to the Secretary of Homeland Security, at which time, in accordance with FACA guidelines, the task force recommendations were available to the working groups to act on.

One notable outcome was that, in addition to the recommendations of the task force, the HSAC recommended to the Secretary that the task force remain engaged through the clearance process for the reviewed plans.

Congressional Outreach

Congressional engagement remained in a reactive mode throughout the development phase. As the lead for NSPD-41/HSPD-13 congressional concerns, DHS Legislative Affairs was prepared to coordinate response to all inquiries. Although there were several requests for copies of NSPD-41/HSPD-13 itself at the start of this initiative, DHS Legislative Affairs did not receive any further inquiries as the plans were being developed.

Note: If the final products of this program point to a rule-making process in the future, congressional outreach will be closely coordinated with DHS congressional affairs—who will, in turn, coordinate with the White House and DOD legislative affairs—to inform appropriate members and committees about rollout plans prior to implementation.

Media Outreach

Media outreach remained reactive, as well, while the NSPD-41/HSPD-13 working groups focused their efforts on creating program deliverables.

APPENDIX C: DOMESTIC OUTREACH CHARTER

I. INTRODUCTION

On December 21, 2004, President Bush signed National Security 41/Homeland Security Presidential Directive 13, which mandates the development of a National Strategy for Maritime Security (NSMS). The purpose of this strategy is to enhance the security of the Maritime Domain. The President directed the Secretaries of Defense and Homeland Security to jointly lead a collaborative interagency effort for this objective and submit the strategy to the President for consideration.

II. DOMESTIC OUTREACH WORKING GROUP

To accomplish this objective of NSPD-41/HSPD-13, a working group constituted of department and agency representatives was formed to develop a comprehensive engagement plan for coordination with state, local, tribal and territorial authorities and consultation with appropriate private-sector representatives and entities.

III. BACKGROUND

NSPD-41/HSPD-13 directs that this strategy build on the current efforts and those initiated in the directive, as well as existing strategies such as the *National Security Strategy*, the *National Strategy for Homeland Security*, and other tools and resources.

IV. MISSION

The Domestic Outreach Policy Action Working Group will support production and rollout of the NSMS implementation plan. This support will include:

- Coordinating outreach efforts of other working groups federally mandated to gather stakeholder input during the plan development;
- Facilitating external feedback and review of the implementation plans at key points during the development phase;
- Developing associated messaging and communications vehicles, in order to foster awareness and support of the Federal government's actions to secure the maritime environment.

Additionally, the Domestic Outreach working group will determine and develop an outreach agenda for executing tactics to educate stakeholders about the finalized implementation plans and NSMS. This objective includes determining ownership, resources needed and the lifespan for the tactical stage of domestic outreach.

The working group will be composed of government staff from the relevant government departments and agencies and supported by contractor staff, as appropriate (see section VI).

V. SCOPE

The working group has been formed to provide a mechanism for developing the engagement plan and for coordinating the outreach efforts of the various working groups.

The working group shall be responsible for:

- Ensuring message consistency throughout the other Policy Action Working Groups
- Coordinating and de-conflicting outreach from multiple work groups to similar target audiences
- Measuring the effectiveness of the outreach efforts.

VI. STRUCTURE AND ORGANIZATION

The working group shall be composed of representatives from the following:

Department of Homeland Security *

Department of State (to coordinate International outreach messaging)

One representative from each of the other Policy Action Working Groups

Anteon Corporation contractor support

Other departments and agencies as invited by the co-chairs

* The representatives of Coast Guard and DHS-ODP will co-chair the working group.

All representatives shall be designated in writing by their departments and agencies.

VII. RESPONSIBILITIES AND AUTHORITIES

The working group is responsible for, and authorized to accomplish, the mission directed in NSPD-41/HSPD-13 and provide advice and counsel to the NSMS Working Group on all domestic communications/outreach matters.

VIII. SCHEDULE AND MILESTONES

The schedule and milestones will be delineated in the Domestic Outreach communications plan.

IX. TERM

Following the signing of this charter, the working group will convene as designated by the co-chairs to ensure successful completion of the task. The working group will use electronic means to communicate and disseminate drafts and other materials to facilitate an efficient and effective work process. The working group will disband when the strategy is finalized and accepted by the President.

APPENDIX D: PRELIMINARY LIST OF MEDIA VENUES

DOD PUBLICATIONS

Below is an initial list of defense publications, which may be accessed from the electronic version of this plan.



Defense Magazines
online 3 21 05.doc

DOD Software & IT

[CHIPS](#)

[Crosstalk](#)

[Department of Defense Software Tech](#)

[News](#)

[MSIAC M&S Journal](#)

Commercial & Non-Profit

[Air Force Magazine](#)

[CompactPCI Systems](#)

[COTS Journal](#)

[Journal of Electronic Defense](#)

[Military & Aerospace Electronics](#)

[National Defense Magazine](#)

[Signal](#)

DOD -- General

[ADA Magazine](#)

[Aerospace Power Chronicle](#)

[Airman](#)

[Army Magazine](#)

[Joint Force Quarterly](#)

[Marine Corps Gazette](#)

[Military Review](#)

[Naval War College Review](#)

[Navy NewsStand](#)

[Surface Warfare Magazine](#)

[Undersea Warfare Magazine](#)

Industry and trade publications



Trade pubs.xls (27
KB)

Below is an initial list of industry and trade publications. More information on these publications is available in the electronic version of this plan by clicking the icon above.

Agri-Port News	Marine Log
American Ship Review	Maritime Executive
American Shipper	Maritime TV
Congressional Quarterly	National Customs Brokers and Forwarders of America
Container Management	Navy Times
Cruise Industry News	Platts
Defense Daily	PVA Foghorn
Fairplay	Reed's Nautical Almanacs
Government Executive	Seatrade Magazine
GSN: Government Security News	The Log
Journal of Commerce	Tradewinds
Lloyds List	Waterways Journal
Marine Business Journal	
Marine Link	

APPENDIX E: EVENT PLAYBOOK

Two events have been identified in the months of July and September 2005, which may offer appropriate opportunities for White House public affairs to introduce the Strategy. Once the Strategy has been officially introduced to the public, other opportunities will be identified for briefing target audiences on the final implementation plans for the Strategy.

30TH ANNUAL SUMMER PORTS, WATERWAYS, FREIGHT, AND INTERNATIONAL TRADE CONFERENCE

<http://www.trb.org/Conferences/JointSummer/>

Sponsor: Transportation Research Board (TRB) of the National Academies

Date July 10-12, 2005

Location: Boston Seaport Hotel & World Trade Center Boston, Massachusetts

Description: This year's conference will include the annual TRB Summer Ports, Waterways, Freight, and International Trade Conference, and the Joint Summer Meeting of the TRB Planning, Data, Finance, Administration, Freight, and Management Committees. The conference will provide attendees with a unique opportunity to attend sessions addressing subjects of common interest, participate in any of the more than 40 TRB standing committees meeting in conjunction with this conference, and networking with peers across a broad array of related topic areas.

Topics expected to be addressed at the conference include maritime security, recent development in port services and options, major transportation and infrastructure investment, and marine environmental issues

Contact: Jody Cambridge at JCambridge@nas.edu Tel. (202) 334-2934

U.S. MARITIME SECURITY EXPO

<http://www.maritimesecurityexpo.com/index.html>

Sponsors: E.J. Krause & Associates, Inc., in association with the U.S. Maritime Administration, the U.S. Merchant Marine Academy and the Journal of Commerce

Date: September 20 – 21, 2005

Location: Jacob Javits Convention Center, New York City

Description: This expo focuses on protection of ports, harbors, bridges, cargo containers, power plants, offshore oil rigs and cargo and passenger ships. The event has become a place for transportation security directors and homeland security professionals to discuss emerging threats, new prevention methods and tools and standards and funding in the industry.

Contact: Kelly Wash at wash@ejkrause.com Tel. (301) 493-5500

The National Strategy for Maritime Security

The Maritime Infrastructure Recovery Plan

Maritime Transportation System Security Plan

National Plan to Achieve Maritime Domain Awareness

Domestic Outreach Strategy and Plan

The Maritime Commerce Security Plan

Global Maritime Intelligence Integration Plan

International Outreach Strategy to Enhance Maritime Security

Maritime Operational Threat Response Plan