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of Transportation

United States
Coast Guard



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Subj: AUXILIARY FLOTILLA PROCEDURES MANUAL

1. PURPOSE. This manual updates, modifies, and simplifies the policy, requirements, and procedures for appointment of Auxiliary flotilla staff officers.
2. ACTION. Area and district commanders, commanders of maintenance and logistics commands, commanding officers of headquarters units, assistant commandants for directorates, Chief Counsel, chiefs of special staff offices at Headquarters and all team Coast Guard personnel will comply with this instruction.
3. DIRECTIVES AFFECTED. All previous editions of the Auxiliary Administrative Procedures Publication, COMDTPUB P16791.2 are hereby canceled and should be recycled.
4. DISCUSSION. This manual should be reviewed in its entirety as it outlines policies and procedures necessary for effective administration. The manual has been revised extensively by Coast Guard Auxiliary provisions of the Coast Guard Authorization Act of 1996 (Public Law 104-324) and other pertinent changes within the Auxiliary program.
5. MAJOR CHANGES. A summary of major changes in this document follow:
 - a. Incorporates significant changes resulting from passage of pertinent Auxiliary provisions to the Coast Guard Authorization Act of 1996.
 - b. Implement guidance on flotilla administration, leadership and procedures used by successful flotillas. A major effort has been made to provide specific and realistic guidance and to eliminate theory.
 - c. A new chapter has been added on the Auxiliary's emerging technology usage. The chapter covers the Auxiliary's relation to the Internet's and policy guidance on future use of electronic communication in the Auxiliary.

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- d. Specific guidance on the flotilla staff appointment process has been incorporated. The staff officer's appointment letter has been modified so duties specified herein can be referenced rather than being printed in each appointment letter.
 - e. Revised flotilla correspondence procedures have been incorporated.
6. RESPONSIBILITY. Commandant (G-OCX-1) is responsible for the manual content and revision. Questions or concerns about material contained in this manual should be addressed to Commandant (G-OCX-1) at 202-267-1001.
7. FORMS AVAILABILITY. See enclosure (2) for forms availability.

/s/ B.B. STUBBS
Director of Operations Capability

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INTRODUCTION

As 'volunteers', Auxiliary members are tasked with compliance to policies of the Commandant of the U.S. Coast Guard embodied in the new member's pledge: "I solemnly and sincerely pledge myself to support the United States Coast Guard Auxiliary and its purposes, and abide by the governing policies, established by the Commandant of the United States Coast Guard."

To make this pledge realistic sometimes causes some thoughtful reflection for answers. Some questions may open with 'How do I....' or 'What do I do...'. This manual will assist in finding some needed answers. The document is thus dynamic and changing. Commandant directed policy changes, Auxiliary procedures implement those changes, and adopted suggestions made by 'YOU' trigger changes to this publication. As the National Commodore has stated --" In Team Coast Guard 'WE is YOU' and 'YOU is US'." This Flotilla Procedures Manual should not parallel or reprint information found in other sources, such as the Auxiliary Manual, but serves to guide you toward sources of information which provides answers, clarifies existing information, and/or adds information not found elsewhere.

The reader should become aware of the wealth of information available on the electronic media, e.g., Coast Guard and Auxiliary Internet sites. If cannot tap these sources, there is probably someone in a Flotilla who serves as the Flotilla Web-monitor. Web sites are also great places to ask questions, to share information, and to get answers. The Internet is the future for instant communications for Team Coast Guard and other government agencies.

CHAPTER 1. FLOTILLA ADMINISTRATION

A. THE CHALLENGE

1. THE FLOTILLA is the heart and soul of the U.S. Coast Guard Auxiliary. Every member of the Auxiliary belongs to a flotilla. Even the National Commodore (NACO) must maintain an annual qualification within the flotilla as a Vessel Examiner (VE), Instructor (IT) or in Operations. This concept keeps the spirit of the flotilla ingrained in all Auxiliary members no matter what position they currently hold.
2. The volunteer members of the Auxiliary flotilla present a leadership challenge. The flotilla is the basic organizational level where policies and programs are transformed into action. There can only be one Flotilla Commander (FC). The FC does not have the authority to 'hire and fire'. The Flotilla Commander's success depends on the willingness of the members to initiate and professionally complete flotilla programs. Directions given by the FC must conform with the established rules and policies of Team Coast Guard.
3. On the other hand, the members of the flotilla must realize that when they volunteer for a task or job they have an ethical obligation to complete their part of the bargain. Staff positions, committee memberships, etc. are not honorary. They are there to accomplish a particular portion of the overall Team Coast Guard mission. With a CAN DO attitude on the part of all of the members The Flotilla will be successful.

B. THE PEOPLE

1. Flotilla Leaders (Elected Officers). Each year, after the Division elections and before December 15, the flotilla elects the next Flotilla Commander and the Vice Flotilla Commander. (Qualifications for these offices are in AUXMAN, App. 4A) Election procedures are described in the Standing Rules (app.). Elected officers, in extreme circumstances, may be removed by vote of the members.
 - a. The Flotilla Commander (FC) provides primary leadership and supervision to the flotilla. The FC is responsible to assure that the overall flotilla program conforms to the Coast Guard and Auxiliary policies and procedures.
 - b. The Vice Flotilla Commander (VFC) has the primary responsibility for unit administration and coordination between staff members. The VFC is essentially the Chief of Staff for the flotilla.
 - c. Elected officers should become very familiar with the Auxiliary Manual (AUXMAN). It will pay dividends for the FC, VFC and staff officers to bring their copies of the AUXMAN and this Flotilla Procedures Manual (FPM) to the first staff

meeting to ensure that they have up-to-date manuals to consult.

2. Flotilla staff (Appointed Officers).

- a. Immediately after the election the FC should appoint a staff. These appointments must be reported to the Coast Guard District Director of Auxiliary (**DIRAUX**) on **CGAUX-15** (Annual Unit Officers Report) not later than 31 Dec. A copy must also be provided to the Division Captain (DCP). This insures that the DIRAUX and the Division have the necessary information to start working with the new officers. If there are unfilled jobs send it in anyway. The list can be added to or changed by using **CGAUX-38** (Change of Office Holder Report). This very important step insures the right people start receiving information.
- b. The Auxiliary cornerstones were revised in 1997. They are shown here with the associated staff functions shown in parenthesis. These staff functions are detailed, in this manual, in Ch. 5 and in the AUXMAN Ch.4, par.F.
 - 1) Member Services (includes FN, IS, MA, PS(was MR), MT, PA, PB, and SR).
 - 2) Recreational Boating Safety (MV, PE, and VE).
 - 3) Coast Guard Support (AN, AV, CC, CM, MS, and OP).
 - 4) Fellowship.
- c. Flotilla Commanders are to appoint a Flotilla Staff Officer in each of the following **internal functions**: FN, IS, MA, MT, PS(MR), PA, PB, and SR. In addition a Flotilla Staff Officer is to be appointed in at least one of the **external programs** in Recreational Boating Safety and/or Coast Guard Support--(AN, CC, CM, MV, OP, PE, and VE). Each flotilla should be involved in at least one external program. No staff officer need be appointed to a program not being undertaken by the flotilla. The flotilla members should meet and decide which programs they will support.
- d. Staff members are usually appointed for a year. A re-elected FC can choose to retain the same staff or selectively change staff appointments. Even if there are no officer changes a CGAUX-15 must be sent to DIRAUX before the new year. **REMEMBER**--all changes during the year are reported on the CGAUX-38.
- e. Staff duties implement and carry out existing policies. The flotilla staff does not make policy. However, staff members may recommend changes to policy within the guidelines established by the Standing Rules, the AUXMAN and applicable Commandant and Auxiliary National Executive Committee (**NEXCOM**) directives.
- f. Staff officers should check Auxiliary Member Forms Guide (**ANSC# 2005**) and become familiar with the reports required in their area of responsibility. Actual forms are shown and explained in detail. If a form is not available in the flotilla the FC or FSO-MA can order it from the Auxiliary National Supply Center (**ANSC**). Orders may be placed by E-Mail or regular mail. Forms are on the Auxiliary Web site (**<http://www.cgaux.org>**). Forms may be downloaded and copied until a supply arrives from the ANSC.

- g. Many flotillas have separate staff meetings some time prior to the regular meeting. This allows them to settle problems and develop recommendations prior to the general meeting. The VFC should preside at these meetings.
- h. An astute staff officer will always be on the lookout for other members who have a genuine interest in their staff area. These interested members should be treated as potential staff officers. They can be trained to assist in the function and, when appropriate, fill in for appointed officers in their absence. Flotillas that use this approach will find they have talent that they never knew existed.

NOTE--You will see staff officer symbols in double parenthesis in the text. ((**FSO-SR, FSO-OP, etc.**)). These are staff officers that might be considered for coordination in order to improve the chances of success. They are not all-inclusive and are only to remind that there are other jobs that interface with most tasks.

3. Committees.

- a. The FC may appoint committees as needed. Some examples are:
 - 1) Budget Committee.
 - 2) Audit Committee.
 - 3) Boat Show Committee.
 - 4) Safe Boating Week Committee.
 - 5) Fellowship Committee.
 - 6) Nominating Committee.
- b. The FC must be sure the committee members know:
 - 1) The designated chairperson and length of time committee will operate.
 - 2) To whom the committee reports (FC or VFC).
 - 3) What the committee is chartered to do. (Leave no doubt as to the scope of the committee's duties.)
- c. Committees that will be permanent or 'standing committees' may have their duties stated in the flotilla Standing Rules (App. 1A).

C. **THE TASKS**

- 1. The first task that the flotilla has every year has already been covered. That is -- elect the leaders, appoint the staff and get the CGAUX-15 to the DIRAUX and the DCP. It is hard to describe the hardship that a flotilla imposes on itself when this start-up task is not completed by the first of the year. Changes and additions are submitted on CGAUX-38 as they occur.

2. The second task that needs to be accomplished is the transfer of finances and equipment from the outgoing FC to the incoming FC. The CGAUX-23 (ANSC# 7025) (Financial Report of an Auxiliary Unit) must be completed and in the hands of the DCP by 31 January each year. If there is no change of FC the report is still required. Failure to meet this timeframe could result in an audit directed by the District Commodore (DCO). This report is the responsibility of the outgoing FC. Realistically it will be a joint effort in-order to meet the time frame. A complete discussion of finances is in the AUXMAN, Ch. 5. Every auxiliary member should read this discussion at least once.
3. **No flotilla shall be permitted to incorporate. Those presently incorporated or having corporations shall be required to liquidate or merge with their authorized and approved District corporation by January 1, 2000.** Corporations are in a state of change. The AUXMAN, Ch. 5, discusses the situation. Until dissolved or merged, existing corporations are subject to the same reporting requirements stated above for the flotilla. Questions should be directed through the DSO-L and DSO-Finance.
4. The third order of business should be to develop the overall flotilla program. The location of the flotilla will dictate the timing and content of the program. The program should be developed and presented to the members early in the year. AUXMAN, Ch. 8 contains many good ideas and AUXMAN Ch. 2 contains detailed discussion of the required steps and timeframes to develop flotilla goals. AUXMAN Ch. 8 and Ch. 2 should be read prior to program development.
 - a. Public Education. ((FSO-PE, FSO-MA, FSO-PA, FSO-FN, FSO-MT)). This program should be set up and continually updated 6 months in advance. The courses, their duration, general location etc. should be included. Flotillas should consider teaching a minimum of two full courses each year. More courses should be advertised and taught if flotilla resources permit.
 - b. Facility Inspections. ((FSO-VE, FSO-OP, FSO-CM)). Should be started as soon as local conditions allow. The form **CG 2736** (Facility Inspection/Offer of Use) and/or **CG 2736A** (Radio Facility Inspection/Offer of Use) should be provided to the owners prior to the inspection. This allows them to make sure their preparation is complete. Necessary requests for a waiver of inspection should be completed as soon as the requirement is known. (AUXMAN, Ch. 3).
 - c. COURTESY MARINE EXAMINATIONS (CME) ((FSO-VE, FSO-PA, FSO-MT)). Establish a strong program. The more people educated one-on-one the safer the boaters will be. The program should start as soon as weather permits. Safety check site locations, such as marinas, launch ramps, shopping centers, etc., should be determined and publicized. Consideration should be given to scheduling CMEs in the same way that patrols are scheduled. Designate the day, the place and the crew. Then hit the ramps and ask "Have you had your annual safety check this year?"
 - d. AIM and RAP Program ((FSO-CC, FSO-PA)). Check with schools to determine when they hold Career Nights and make plans to attend. Meet with and provide information to school

counselors and Coast Guard recruiters. Consider booths at other places. Possible sites are the Mall during school breaks, boat shows, automobile shows, health fairs, etc.

- e. Safe Boating Week ((FSO-PA, FSO-MV, FSO-VE, FSO-OP, FSO-PS)). A National Safe Boating Week is designated before Memorial Day each year. Those flotillas in the colder climates may want to consider delaying their major effort until just prior to the start of the boating season in their area. This will make maximum use of the flotilla energy at the right time. In other areas this should be a maximum effort to reawaken the safety instincts of the boating public.
- f. Workshops ((FSO-OP, FSO-VE, FSO-PE, FSO-SR, FSO-IS, FSO-MT, FSO-AN)). Workshops are required by the Coast Guard for annual certification in various specialties. Hold them early and submit required reports on time. Failure to attend these workshops can trigger a suspension of qualification until the requirement is met.
- g. Operations ((FSO-OP, FSO-AN, FSO-CM, FSO-PA, FSO-MT)). The annual program should provide a projection of operational activities. Early planning should include the numbers of safety patrols, ATON verification patrols, chart updating missions, number of facilities and qualified crew available, etc. Shortfalls in any areas should be identified early enough to train replacements, order and receive materials, and make alternate plans. Develop, review and update the Flotilla Emergency Plans. Have the plans been tested lately? Testing these plans would make a wonderful practical exercise.
- h. Member Training ((FSO-MT, FSO-PS, FSO-PA, FSO-PS, FSO-all)). Skills must be upgraded, new members recruited and trained, AUXOPs qualified, and old members requalified etc. An active and imaginative training program is the number one way to maintain member interest and attract new members. The FC has the responsibility to insure a definite and vigorous program exists.
- i. Marine Safety and Environmental Protection (MS). This is a new program and is still being defined. It could be handled differently in each District. How the individual flotilla will organize to support this program will be determined by the DCO based on Memorandums of Understanding with the Coast Guard. The FC will check with the DCP and DCO to determine how the program is to be handled in the flotilla area. With this guidance the Flotilla may then build a program.
- j. Personnel Services (PS) Formerly known as Member Resources (MR). App. 1D of this chapter has sample program plans. NEW member recruiting and trained member retention are our life blood. Make this a strong program.

D. FINANCES

- 1. Dues. The Auxiliary is a non-profit organization. It requires money to operate. Money is needed for administrative costs, supplies, publications, station maintenance, public education

materials, etc. Much of the money is raised through the collection of dues. The membership will have final approval of the amount of the dues. Members may also vote to assess dues on a sliding scale for new members that join during the year. These dues are collected annually by the FSO-FN and a portion is sent to support the Division/District/National organizations.

2. Other sources of funds. In addition to dues, the flotilla will receive money from the sale of public education materials (This income must be utilized for the public education program; it cannot be redirected to other uses) and the authorized administrative fees. From time to time the members may vote a special assessment to cover a particular item of expense. Special assessments should be considered very carefully and only used when a strong special need exists. Donations to the flotilla is a sensitive area. AUXMAN, Ch. 5, par. G should be read and understood by all flotilla officers. If there is any doubt about a donation, after re-reading par. G, the DSO-L and/or DIRAUX should be consulted.
3. Contracts. The Commandant has delegated only to Flotilla Commanders, Division Captains, DCOs and NEXCOM the authority to sign licenses and similar agreements for the use of real property. **This authority cannot be delegated.** Agreements must first be negotiated, reviewed and approved by the appropriate Auxiliary Legal Officer - normally the DSO-LP. The purpose is to authorize License Agreements which normally pertain to space for classrooms, meetings, boat shows, and other Auxiliary activities. Any agreement signed by the FC must bind only the Auxiliary unit and only commit Auxiliary funds. The expenditure or commitment of Auxiliary funds must be approved by a vote or approved in the Standing Rules. *No agreement can commit Coast Guard funds.* Any commitment of Coast Guard funds must be approved through normal Coast Guard channels. Agreements entered into that do not conform to the rules may leave the Auxiliarist signing the agreement personally liable. When in doubt--STOP--call the DSO-LP.
4. The Budget. A Flotilla Budget discussion and sample Flotilla Budget is in App. 1C. All staff officers should be allowed to provide input to the Budget Committee and the FSO-FN. Proper budget development is critical to the success of the flotilla.

E. STANDING RULES

1. Standing Rules are required for Auxiliary units. Standing Rules are adopted by a majority vote of the flotilla members. The rules may be amended by a 2/3 vote of the members present at a meeting, provided a quorum is present. The Rules of Order state that a quorum consists of 1/3 of the eligible voting members. This is the rule unless the Standing Rules contain a different definition of a quorum.
2. Standing Rules will cover Meetings, Voting, Finances, Committees, Awards, Publications, and Provisions for Amending. Sample Standing Rules are at App. 1A.

3. Flotilla Standing Rules shall not conflict with the provisions of the AUXMAN, Coast Guard directives or the Standing Rules of the National Board. For this reason Standing Rules and changes are tightly controlled. (AUXMAN, Ch. 4, par. J) No Standing Rules or changes are effective until properly approved and signed by DIRAUX.

F. FLOTILLA MEMBERSHIP

1. MEMBERSHIP RETENTION AND GROWTH ARE VITAL TO THE LIFE OF THE FLOTILLA
 - a. As the "operational unit" of the Auxiliary, **the Flotilla is the LIFE BLOOD of the Auxiliary.** Every Auxiliary member is required to belong to a flotilla. Even the National Commodore (NACO) is required to be certified as VE, IT, or in Operations. It is The Flotilla that is responsible for the recruitment, training, and growth of members.
 - b. In order to retain members and grow flotillas must have continual active recruiting, training, and fellowship programs. As members of Team Coast Guard we should also include nearby Coast Guard personnel in our fellowship and if possible our training programs. The boating population is ever increasing. The Auxiliary should keep pace with this growth. With the growth of 'boaters' our pool of possible recruits is ever increasing. The revised enrollment procedures now allow us to strike while their interest is high. Like the armed forces, we are now able to sign new members and then train them (AUXMAN, Ch. 8). Sign up new members while they are interested and then keep them interested with an active training program.
 - c. Assign a member to help the new member get the proper uniform. Many flotillas work very hard to insure each new member has at least an undress blue-summer alpha uniform (AUXMAN, Ch. 10) for the swearing in ceremony.
 - d. Growth for growth's sake is not sufficient. Growth must also be in quality membership. Quality is not based on social status or pocketbook size. Quality is based on dedication of the new member to work and become trained to the professional standards set for safety patrols, search and rescue, vessel safety checks, boating safety instruction, communications and the varied talents required of the Auxiliarist.
 - e. The Auxiliary must retain its trained personnel. Avoid the tendency of trying to make a jack-of-all-trades of each person. As new members become familiar with the Auxiliary they will seek those slots that interest them most. The flotilla must insure that it has a quality training program in place to meet these desires.
 - f. Celebration and recognition of individual accomplishments within the flotilla are a must. Never forget that the members only pay is satisfaction and recognition. Be sure your flotilla is ready to pay.

- g. A remark was once made that the Auxiliary was running out of room for new units. Look around! Until all the coasts, rivers, and lakes are covered, there is a need for Auxiliary units. Look next door -- probably a need for a unit over there. Don't have enough people to start a new flotilla? Only fifteen are required (AUXMAN, Ch. 4) Start a detachment. The detachment is a great core for expansion. Have you thought about a planned growth committee for your flotilla?
- h. Appendix 1D contains sample Flotilla Recruitment and Retention Plans.

G. FLOTILLA MEETINGS

1. The FC will normally be the presiding officer for the flotilla meeting. (App. 1B Rules of Order).
2. The flotilla meeting is the chance for everyone to get together for business and fellowship. Members have the chance to catch up on the accomplishments of other members and be brought up to date on future plans. Each meeting should have a well-defined purpose and give the members something of value. The members can then go home with a feeling that they are glad they came.
3. The time of the meeting should be determined by a vote of the members. This will assure the will of the members is reflected and help boost attendance.
4. The meeting place will vary with each flotilla's local situation. Some flotillas have Auxiliary stations, others meet in private homes, some use Coast Guard or other facilities. Wherever the meeting site it ought to be convenient for the majority of the members. In widely scattered flotillas it might be advantageous to rotate the meeting site. The site should be conducive to conducting business. Some flotillas have pot-luck dinner meetings. These matters are to be discussed and decided on by the membership. While discussing dinners etc. keep in mind that it should be kept as easy on the pocketbook as possible. No matter the format or the location the successful meeting will be the one that is planned in advance and follows a well thought out agenda.
5. A written agenda is an absolute must for every meeting. No FC should preside at a meeting that is unplanned. An unplanned meeting is wasting the members time and the meeting will be unproductive. Sample Agenda as follows:
 - a. Call to order and Pledge of Allegiance.
 - b. Introduction of visitors.
 - c. Flotilla Commander report on Division meeting.
 - d. Adoption of Minutes of previous meeting.
 - e. Announcements (be careful not to steal the staff's reports).
 - f. Turn meeting over to VFC for staff reports.
 - g. Reports of major accomplishments and future plans.
 - h. Finance Officer's report.
 - i. Committee reports.

- j. VFC turns meeting back to FC.
 - k. Old business.
 - l. New business.
 - m. Swear in new members.
 - n. Awards and presentations.
 - o. Comments by other Auxiliary and Coast Guard personnel.
 - p. Adjourn business meeting.
 - q. Member Training or other Program (**Could also be presented prior to the business meeting. This would be especially appropriate if a guest speaker is present**).
 - r. Refreshments and fellowship.
6. Encourage members to wear their uniforms. This emphasizes the professional nature of the meeting and lends a spirit of unity to members, new and old.
 7. Guests and visitors should be treated as you would like to be treated if you were the stranger in the crowd. Make sure someone is designated to escort them, introduce them, and find them a seat. If there is room, visiting Coast Guard and Auxiliary Officers should be given a seat at the head table.

H. PITFALLS

1. Lip service paid to staff meetings.
2. No staff reports or no effort made to get reports from absent staff.
3. No meeting agenda.
4. No flotilla representation at Division board meetings.
5. Leaders seldom in uniform (Not setting the example).
6. Leader ignores reports and administration.
7. No program for obtaining new members.
8. Ineffective training program.
9. Poor meeting attendance and program participation.
10. Leadership sits on information rather than getting it to the members.
11. Leaders use flotilla to advance personal agendas rather than Auxiliary growth.
12. Members don't wear uniforms.
13. The social takes precedence over the operational.
14. Flotilla has stagnated and is satisfied with its weaknesses.

I. THE COURSE TO STEER

1. In order to be successful there are certain tasks the flotilla must accomplish.
 - a. Get the year started on the right foot. Elect good officers, who, in turn appoint dedicated staff officers. Insure the CGAUX-15 is submitted NOT LATER THAN the 31st of December to DIRAUX and DCP.
 - b. Excellent manuals are available for most staff officers. Make sure the new staff receives them from the past staff members along with records of past activity and performance If they

are not in the flotilla, order them. If they can not be reordered, ask the applicable Division Staff Officer (SO) and/or the District Staff Officer (DSO) if they have one that can be copied. The FSO-MA should have the catalogs from the National Supply Center (NSC) and the Auxiliary National Supply Center (ANSC). There are staff officers that served for years and didn't know that these manuals existed. Others had them but never bothered to read them. They are very good --use them. Can't seem to find one anywhere? Try the Auxiliary Web site.

- c. The CGAUX-23 (Financial Report of an Auxiliary Unit) must be sent to the DCP by 31 January. Non-compliance could trigger a DCO directed audit.
 - d. Ensure the budget reflects the true flotilla requirements.
 - e. Get your facilities inspected and offered for use early.
 - f. Develop an active training program. Get new members involved ASAP. Get old members upgraded and active in passing their skills on to the other members and the public. You cannot teach too many boating safety classes. Start with the kids. There are flotillas that teach several thousand children each year. Let the schools and youth groups know you are available and they will ask you to come. Of course, the greater the demand for classes the stronger your instructor training program needs to be.
 - g. Conduct operational activities. Operations are the main reason most people join the Auxiliary. Make it happen. Insure the training program is in place to allow members to advance in their skills.
 - h. Why not schedule your Courtesy Marine Examination stations like patrols?
 - i. Make sure Standing Rules are current and **known** to the flotilla members.
 - j. Interface with the other flotillas and the division. Insure that the flotilla is represented at the meeting of the Division Board.
 - k. Make it a primary goal to show a positive membership growth every year.
 - l. Develop and publish in advance a quarterly calendar of events. It is often an oversight in flotillas that the planners do not give members sufficient lead time so that they can make time to participate in flotilla activities.
2. This is not an all-inclusive list and each member can undoubtedly add to it. GREAT! Do it and the flotilla will be even healthier. **PLAN FOR SUCCESS AND IT WILL COME. IGNORE THE PLANNING AND SUCCESS WILL ELUDE YOU.**

J. THE DIVISION

1. The Division exists to support and provide direction to the flotilla. The voting body of the Division is called 'the board'. 'The board' consists of the Division Captain (DCP), Vice Division Captain (VCP). Immediate Past Division Captain (IPDCP) and the Flotilla Commanders. The District Commodore (DCO) is an ex-officio board member and, if absent, may appoint (in writing) a voting representative to attend the Division meeting.
2. The Flotilla Commander is a voting member of the board and the representative of the flotilla. Therefore it is very important that the FC or the VFC attend all meetings. If neither one of them can attend, the Immediate Past Flotilla Commander should be designated in writing as the flotilla representative. The flotilla should never be absent a voting member on the board.
3. The Auxiliary operates on the principle of parallel staffing. The staff members at each level work directly with the staff members at higher and lower levels. Staff officers are charged with carrying out their respective programs at their level. Flotilla staff officers (FSOs) are encouraged to contact the Division staff (SO) counterpart for assistance and reporting. (A fuller discussion of staff operations is in AUXMAN, Ch. 4, par. F).
4. The The FC and Flotilla Staff must coordinate and work together with their Division counterparts to accomplish the Auxiliary mission. This is not a competition but a team effort that is part of the TEAM COAST GUARD mission.

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APPENDIX 1A

SAMPLE FLOTILLA STANDING RULES

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SAMPLE FLOTILLA STANDING RULES

Sections indicated by (*) may not be changed and must be included in any proposed standing rules as they represent present Coast Guard and Coast Guard Auxiliary policies. Other sections may be altered, expanded or changed to meet local requirements.

STANDING RULES OF FLOTILLA _____

U.S. COAST GUARD AUXILIARY

ARTICLE I -- NAME

1.1 The name of this organization shall be FLOTILLA _____, _____ DISTRICT, _____ REGION, U.S. COAST GUARD AUXILIARY, hereinafter referred to as the "FLOTILLA".

ARTICLE II -- LIMITATIONS OF STANDING RULES

*2.1 Any provision in these Standing Rules which is in conflict with the current edition of the U.S. Coast Guard Auxiliary Manual, COMDTINST M16790.1 (Series), and all amendments and additions thereto, hereinafter referred to as the "MANUAL", Commandant Instructions and Notices, the National Board Standing Rules, the District Standing Rules, and/or the Division Standing Rules shall be null and void.

*2.2 These standing rules are supplementary to the policies and procedures established for the formation, operation, membership, election or appointment of officers and disestablishment of the Flotilla by the Manual or other appropriate Auxiliary requirements.

*2.3 Nothing in these rules shall authorize the Flotilla to take any action inconsistent with or not authorized by the Manual or other policies of the Commandant of the U.S. Coast Guard.

ARTICLE III -- ORGANIZATION

*3.1 The composition and purpose of the Flotilla shall be as set forth in the Manual.

*3.2 The duties of the elected and appointed staff officers shall be as designated in the Manual and in any District Instruction.

ARTICLE IV -- MEETINGS

4.1 The frequency, day, time and location of the regular meetings shall be established by a majority vote, provided a quorum is present, and shall remain fixed as such in ensuing years until duly changed in the same manner.

4.2 Special meetings may be called by the Flotilla Commander by notifying all members at least seven (7) days in advance of such meeting, specifying the date, time, location, and purpose.

*4.3 Unless otherwise provided in the Manual or these Standing Rules, all business shall be conducted at meetings in accordance with Robert's Rules of Order, as last revised.

ARTICLE V -- VOTING

5.1 ___*___percent (___%) of the eligible voting members of the Flotilla shall constitute a quorum for the transaction of business at any regular or special meeting of the Flotilla. *(The flotilla decides the percentage)

*5.2 Unless a greater number than a majority for specific action is required by these Standing Rules or by the Manual, a majority of the voting members in attendance can carry a motion, provided a quorum is present. Blank votes or abstentions do not count in the total for determining the number of votes cast. One of the voting members must be the Flotilla Commander or Flotilla Vice Commander. If neither Flotilla Commander or the Flotilla Vice Commander is present, Flotilla business cannot be conducted.

*5.3 Each eligible member of the Flotilla shall have one vote.

*5.4 Proxy and absentee voting shall not be permitted.

*5.5 Voting on routine matters shall normally be by voice unless otherwise requested by a member or as provided in these Standing Rules or by the Manual.

*5.6 A closed ballot may be requested by any member of the Flotilla and the request shall be honored without discussion.

ARTICLE VI -- ELECTION OF OFFICERS

*6.1 The Flotilla shall hold an annual election of officers for the ensuing year, usually at the November meeting but prior to 15 December and after the Division elections.

6.2 The Flotilla Commander shall appoint a Nominating Committee at the regular meeting in the month of _____ of each year. This Nominating committee shall select a nominee for each

elective Flotilla office to be filled for the next year, and determine if their selectees are willing to serve.

6.3 The Flotilla members may direct the Flotilla Commander to dispense with the appointment of a Nominating Committee in any year. This is possible by a motion duly enacted with an affirmative vote by two-thirds (2/3) of those present, with a quorum present. In this event, the Flotilla Commander shall not appoint a Nominating Committee in that year and all nominations to fill elective Flotilla offices for the next year shall be made from the floor.

*6.4 The election of officers shall be by written ballot unless only one member is nominated to each elective office, in which event the Secretary may be directed by a voice vote to cast a single ballot on behalf of the members.

6.5 To be elected, a candidate must receive a majority vote of the voting members in attendance. If there are more than two candidates for an office and after two votes, no candidate receives enough votes for election, the candidate receiving the least number of votes shall be dropped from the next ballot until only two candidates remain. In the event of three (3) successive tie votes, the moderator shall place all the ballots cast on the third vote into a container, blindly select one ballot from the container, have the ballots minus the withdrawn vote re-counted, and announce the winner.

*6.6 All notices of any election meeting must be given to the Division Captain at least fifteen (15) days prior to the election meeting.

*6.7 Election of officers shall be so organized that if the Flotilla Commander is a candidate for office or is unable to act as moderator, a member of the Division Bridge or the Immediate Past Flotilla Commander shall act as moderator.

*6.8 Upon completion of the election, all ballots shall be destroyed by the moderator without revealing the count of any closed ballot.

ARTICLE VII -- REMOVAL FROM OFFICE

*7.1 Any elected flotilla officer may be recommended for removal from the office to which elected by an affirmative vote of three-quarters (3/4) of the members present and voting at a meeting in which a quorum is present. A full and fair hearing shall be conducted with the accused and the accuser present, provided written notice of said meeting and the charges is sent ten (10) days in advance to all those entitled to vote and the Division Captain. Recommendation for removal may only be for cause which brings discredit upon the Coast Guard or the Coast Guard Auxiliary and is addressed to the Coast Guard District Commander through the Division Captain, District Commodore and Director of Auxiliary.

ARTICLE VIII -- FINANCES

*8.1 The annual Flotilla dues shall be the sum of money fixed by a majority vote at a regular or special meeting of the Flotilla, at which 7 days prior written notice of the meeting and intent were given, and shall remain fixed at such sum in ensuing years until otherwise duly changed by the Flotilla.

*8.2 The annual dues, including Flotilla, Division, District, and National, shall be levied on each member on a calendar year basis and shall be payable during the month of _____ for the following calendar year. First year dues for new members shall be prorated as determined by District policy and shall be submitted with the enrollment application.

*8.3 No member who is separated from the Auxiliary by reason of resignation, or otherwise, shall be entitled to a refund of dues paid.

*8.4 The Flotilla Finance Officer shall be the custodian of all Flotilla funds. With the consent of the Flotilla Commander, the Finance Officer shall establish an account with a federally insured banking institution in a location convenient to the Finance Officer.

*8.5 All Flotilla funds, other than small cash sums in the process of collection, shall be deposited in this account which shall be known as "U.S. Coast Guard Auxiliary, Flotilla ____". All withdrawals shall be by check only.

8.6 The Flotilla Commander or the Vice Flotilla Commander when acting in the absence of the Flotilla Commander, is authorized to approve payment of all routine obligations as set forth in the approved flotilla budget. Routine obligations include those incurred by the Flotilla in conjunction with carrying out officially adopted policy of the Flotilla and payments within the limits of the budget. This includes, but is not limited to:

- Purchases and engraving of authorized awards
- Publishing costs of newsletter, and notices
- Purchase of public education and training materials
- Purchase of flags, pennants and Auxiliary uniform accessories
- Bills for Flotilla functions
- Division, District and National Dues
- Other expenditures authorized in the Flotilla Budget

8.7 The Flotilla Commander or in his absence, the Flotilla Vice Commander, may authorize emergency expenditures not exceeding a total of _____ dollars in any one calendar month and direct the Finance Officer to pay them. A full report of such emergency expenditures shall be made to the Flotilla at its next meeting.

8.8 The Flotilla may, upon motion duly made and carried, set aside separate funds from the general funds to enable committee chairpersons of Flotilla functions to carry out their committee functions. The Flotilla Commander may authorize payment of bills

from these funds. When the fund is depleted, no further bill may be authorized for payment without prior approval of the Flotilla.

8.9 All other obligation, regardless of amount, will be considered as special obligations. Authorization to incur special obligations and requests for the appropriation of Flotilla funds must be submitted to the Flotilla for approval by duly filed and considered motions, except as otherwise provided by this article.

8.10 All disbursements of Flotilla funds shall be by check, signed by the Finance Officer and/or the Flotilla Commander.

*8.11 The Finance Officer will make a financial report at each regular meeting of the Flotilla . The report will include all receipts and expenditures since the last financial report and the balance of funds remaining as of the day preceding the day of the meeting. Any emergency expenditures authorized by the Flotilla Commander, included in the reported expenditures, shall be so designated in the report.

8.12 The chairperson of any duly appointed committee which spends flotilla funds will furnish the Flotilla Finance Office a monthly statement of the financial transactions of the committee. The chairperson will provide the Flotilla Finance Officer, within (30) days of completion of the committees activity, with the remaining funds and a complete financial report.

8.13 The flotilla members may vote to have the Finance Officer bonded in favor of the Flotilla. The amount is to be determined by the Flotilla and the cost of the bond paid for by the Flotilla.

*8.14 When a new Finance Officer is appointed the retiring Finance Officer shall promptly deliver all Flotilla funds, books, and records to the new Finance Officer.

8.15 The funds , books and records of the Flotilla shall be examined by the Audit Committee yearly and on change of Finance Officers.

ARTICLE IX -- CONTRACTS

*9.1 All licenses and agreements for the use of real property as well as contracts for the expenditure of Flotilla funds as may be authorized by a vote of the Flotilla, shall be approved by the District Staff Officer-Legal (DSO-LP or an attorney designated from the National Legal Affairs staff, before signing and shall be signed only by the Flotilla Commander or the Division Captain in the absence of the Flotilla Commander.

ARTICLE X -- COMMITTEES

10.1 Standing Committees and Special Committees consisting of any number of members may be appointed by the Flotilla Commander. He shall designate the chairperson of the committees and outline

the objectives to be accomplished. It desired, individuals may be appointed as a committee-of-one.

10.2 The Flotilla Commander shall appoint an Audit Committee before the regular meeting of the Flotilla in the month of _____ each year. The committee shall examine and audit the books and records of the Flotilla Finance Officer and Material Officer for the preceding year and shall report their findings at the next regular meeting of the Flotilla.

10.3 The Flotilla Commander shall appoint a Budget Committee at or before the regular meeting in the month of January of each year. This committee shall prepare a budget with the assistance of the Flotilla Financial and Materials Officers and submit the to the Flotilla within 2 months.

10.4 The Flotilla Commander may appoint an Awards Committee to review and make recommendations to the Flotilla for the recognition of individuals and groups for special recognition by the Flotilla, Division, District, or the U.S. Coast Guard.

10.5 The Flotilla Commander may appoint a Past Commanders Committee composed of active Past Flotilla Commanders and Vice Commanders. The chairperson shall be the Immediate Past Flotilla Commander. If the IPFC is unable to serve, the Flotilla Commander will appoint another Past Flotilla Commander as Chairperson. The primary purpose of the committee is to consider all matters referred to it by the Flotilla Commander and other matters that are of interest to the Flotilla. The committee's recommendations will be made in writing directly to the Flotilla Commander.

*10.6 The Flotilla Commander shall be an ex-officio member of all committees.

ARTICLE XI -- PROCEDURE FOR RELIEF OF OFFICERS

*11.1 It will be the duty of each elected and appointed officer, at the end of the term of office, to deliver to the successor, all current materials, supplies and records pertaining to the office. The officer being relieved shall assist in effecting an orderly transfer of the administrative function of the office, including but not leading to the briefing of the successor on the procedures to be followed and the forms to be completed and submitted.

ARTICLE XII -- AMENDMENTS

*12.1 These Standing Rules may be amended at any flotilla meeting, at which fourteen (14) days prior written notice of the meeting and proposed amendment are given, by an affirmative vote of two-thirds (2/3) of the voting members, provided a quorum is present.

*12.2 Amendments shall become effective upon approval of the Director of Auxiliary unless the amendment provides for a later effective upon the date provided or upon the approval of the Director of Auxiliary, whichever shall later occur.

ARTICLE XIII -- APPROVAL

These Standing Rules were adopted on the ____day of ____,
_____(year) by a majority vote of the Flotilla members and
become effective upon approval by the Director of Auxiliary.

Flotilla Commander

Attest:

Secretary

Approved:

Date

Division Captain

Approved:

Date

District Staff Officer-Legal

Approved:

Date

District Commodore

Approved

Date

Director of Auxiliary

* * *

APPENDIX 1B

RULES OF ORDER

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RULES OF ORDER

A. INTRODUCTION

1. Any business meeting of the Flotilla must proceed in an orderly fashion to achieve satisfactory results. These "Rules of Order" are a part of a large body of practices that are grouped under the term "parliamentary procedure".
2. Rules of Order -- (a) establish orderliness in the meeting. (b) protect the rights of the individuals, and (c) protect the rights of the minority opinion. They also let the majority get things accomplished without a lot of delay.
3. The "Presiding Officer" is considered to be the Flotilla Commander.

B. STANDING RULES AND BYLAWS

1. Although technically incorrect, rules of incorporated units are, within the Auxiliary, called Bylaws while rules of unincorporated units are called Standing Rules.
2. Standing Rules are covered in Ch. 1, and in App. 1A.

C. FUNCTION OF PRESIDING OFFICER

1. The Presiding Officer of any Auxiliary business meeting must be a unit elected officer. The Presiding Officer has the right to vote. The Presiding Officer also has responsibilities beyond those of the ordinary member. The Presiding Officer acts as moderator and coordinator rather than as a partisan. The Presiding Officer does not speak for or against a motion while in the chair' (Running the meeting). To take part in the debate the Presiding Officer must ask another qualified officer to act as temporary Presiding Officer. This preserves the impartiality of the chair. Resumption of the chair should take place as soon as possible after comments are completed.
2. The Presiding Officer must insure that the rules of order are applied without favoritism. This assures that important matters receive adequate discussion and the decisions made will reflect the careful judgment of the voting majority.
3. The Presiding Officer must be familiar with all sections of the Auxiliary Manual and the Standing Rules that deal in any way with the holding of meetings, the voting rules, and the duties and rights of the membership. Otherwise, there is a danger that actions taken at a meeting may be in conflict with regulations.
4. In addition to knowing the Rules of Order and the Standing Rules and applying them impartially, a Presiding Officer should also be an energetic leader who can keep the business of the meeting moving. The Presiding Officer cannot make a motion, but can suggest that someone else do so. When discussion reaches the point that a motion is in order the Presiding Officer may state:

"The chair is ready to entertain a motion that (whatever the occasion calls for)". If someone tries to make a motion but finds it difficult to put it into suitable words, the Presiding Officer may make suggestions, but cannot change the form of the motion without the maker's approval.

D. COMMON SENSE RULES

1. Fair Play. The Presiding Officer should be a fair-minded moderator, not a dictator.
2. Avoid Confusion. The Presiding Officer decides who is to have the floor. Do not let more than one person talk at a time. Preserve order.
3. Talking to the Point. The Presiding Officer should insist that members be brief and talk to the point.
4. Talking Loud Enough. It is necessary for everyone (including the Presiding Officer) to speak loud enough for everyone to hear what is being said. If a person cannot be heard by everyone, the Presiding Officer should repeat the gist of what was said.
5. Avoid Hasty Action. Decisions on important matters should be made only after all the facts are known and have been fairly considered. It is safer in most instances to delay action than to act in ignorance of the facts. However, a committee may take an advance look into any particular matter of importance so that the facts can be put before the meeting and intelligent action taken.

E. GENERAL RULES

1. Quorum. A quorum, as required by the Standing Rules, must be present at a meeting before business can be transacted. If a quorum requirement is not stated in the unit's standing rules, the AUXMAN, Ch. 4, defines a quorum as 1/3 of the eligible voting membership.
2. Start the Meeting at the announced hour set in the notice, or as soon thereafter as a quorum is present.
3. Adjournment for Lack of Quorum. If no quorum is present, those present must adjourn the meeting without transacting any business except that they may set a date for reconvening the adjourned meeting.
4. Order of Business. At every meeting there should be a list of the matters to be acted on, arranged in the order to be addressed. A sample agenda is in Ch. 1, par. G. Additional matters may be brought up at the meeting, except those which, according to the standing rules, require advance notice.

F. PRESENTATION OF MOTIONS

1. A motion is a formal statement of a proposal or question to an assembly for consideration and action. Any member entitled to a vote may present a motion. The Presiding Officer may rule a motion temporarily out of order if it does not conform to the order of business. A motion may also be out of order for reasons which will be discussed later. A definite procedure must be followed to reach a decision on matters to be decided by vote. Briefly, this consists of three main steps - making a motion - discussion - vote.
2. A main motion is the basic one used to conduct business. It is used to bring a proposal before the meeting for consideration and action. A member desiring to make a motion gets the Presiding Officer's attention by raising the hand and addressing the Presiding Officer. When given the floor, begin: "I move that..." and state the proposal as simply and clearly as possible. (It helps to write it down first.) If the motion is in order, the Presiding Officer asks: "Is there a second to the motion?" and gives the floor to the first member indicating a wish to do so. This member says: "I second the motion." If no one is willing to second the motion, the Presiding Officer declares that "the motion is lost for want of a second" and proceeds with the next order of business. If the motion is seconded, it enters the discussion stage.
3. Discussion. After a motion has been made and seconded, the Presiding Officer states "It has been moved and seconded that (repeat the motion so that everyone can hear it distinctly)" Is there any discussion on the motion?" Allow enough time for an adequate discussion of the motion/question.
4. Majority definition. A majority is more than half of any given total. The AUXMAN requires that a majority vote be a vote by a majority of the members in attendance a quorum, (Par E.1 above), being present. A two-thirds vote is a vote by two-thirds (2/3) of the members present at a meeting, providing a quorum exists. (Example-- In a flotilla with 45 members 1/3 of the members (15) constitutes a quorum. In a meeting with 15 members present a majority is 8 members. Therefore if 8 members vote for a motion it is carried.)
5. Voting. There are two ways of putting a motion to a vote. Normally the Presiding Officer waits until there is no further discussion and then calls for the vote. But if a discussion drags out too long and it seems that facts or opinions are just being rehashed and nothing new is being presented any member may "move to close debate and vote on the question." This motion of Previous Question, if properly seconded, is not debatable and the Presiding Officer must at once let the meeting decide by voice vote or show of hands, whether or not the discussion shall be allowed to continue. If 2/3 of the voting members vote for the motion (are opposed to further discussion), then the Presiding Officer must call for a vote on the motion under discussion. Voting is normally by show of hands.
6. Secret ballot.
 - a. In special circumstances, such as the election or removal of officers, the standing rules usually provide that the voting must be by ballot, which means a secret ballot. This permits each member to vote according to their best judgment, without exposing themselves to the ill will of the rejected candidate and/or their supporters.

- b. Any member may request a vote by ballot on any motion or resolution even if the standing rules do not require it. If this motion is seconded, the Presiding Officer must, without any further debate, let the members vote, whether or not they prefer to vote by ballot on the particular matter. A majority vote is sufficient for such a decision.
7. When voting by ballot is not required, the usual method of voting should be by a show of hands. This prevents any misunderstanding on close votes. When the Presiding Officer is ready to put the motion to vote, the motion should be repeated by the Presiding Officer or the Secretary so that it is clear to everyone. Then say: "All in favor of the motion, please raise your hand." After those in favor have voted, say: "All opposed to the motion same sign" Then announce the result by saying: "The motion is carried"(passed) or "The motion is lost"(failed).
8. A consistent use of the show of hands vote removes any doubt as to the closeness of the vote. If there is any uncertainty on the count, ask for another show of hands and ask the secretary and another officer to count the hands raised for and against. In the case of a tie vote, the motion is lost.
9. Subsidiary Motions. A motion that changes the main motion on the floor is known as a subsidiary motion. Its intention is to a) amend the main motion, b) have the matter proposed in the main motion referred to a committee, c) postpone or stop action on the main motion. Subsidiary motions are secondary and must be voted on, if seconded, before the main motion is voted on. If the motion is not seconded it is dead.
10. Motion to Amend.
 - a. If a member favors the main motion, but wants the wording changed, the member can "move to amend the motion by (adding, taking out, etc.) the words." If the motion to amend is seconded, it is then open for discussion and must be voted on before the main motion is again taken up. When the Presiding Officer calls for the vote on a "motion to amend," it should be clear that the vote is not on the acceptance or rejection of the main motion, but only on changing the main motion wording. If the amendment is accepted, then discussion may resume on the amended main motion. If the amendment is rejected, discussion may resume on the original main motion.
 - b. An amendment to a motion may also be amended. In such a case the motion to amend the amendment is discussed and voted on first. If defeated, discussion is again on the original amendment. If the amendment to the amendment is adopted, it becomes part of the original amendment, and discussion is opened on the revised amendment to the main motion. If the amending gets extensive it is probably best to withdraw the original motion and rework it. This will lessen confusion and insure everyone interested agrees on the wording beforehand.

11. Limiting or Extending Debate. Although full discussion on a motion is desirable, it may sometimes be necessary to limit debate to allow time to take up all the items on the agenda or to complete action on some important business before voting members start leaving and leave the meeting without a quorum. If it becomes necessary to limit debate, someone may -- "Move that debate on this motion be limited to ... minutes". If the motion is passed and it is found desirable later to extend debate a little longer, this can be done by another motion.
12. Motion to Refer. If any member thinks that the meeting does not possess enough facts or information concerning the subject of the main motion to be able to vote intelligently on it, the member may "move that this question be referred to ..., with instructions to report at the next meeting." This motion should state the person or committee, and, if a special committee, whether it is to be appointed by the Presiding Officer or by the board. A motion to refer can be applied only to the main motion under discussion and is in order at any time before the vote is taken on the main motion. It requires a second and may be debated. If it is passed, the main motion is put aside but is made the first item of unfinished business at the next meeting.
13. Delaying action. The following three motions are intended to delay action on a motion.
 - a. Motion to table. Motion to table ranks above all other subsidiary motions, which means that it can be made when another subsidiary motion is being considered. "To table" means to put the main motion aside without taking action on it. This motion requires a second and it is not debatable, but must be voted on at once. A tabled main motion may again be brought up for consideration later in the same meeting or not later than the next regular meeting, but only at a time when no other motion is being considered. This can be done by a motion to "Take from the table the motion that was tabled."
 - b. Motion to Postpone Definitely. A motion to postpone definitely defers consideration of a main motion to a later time and fixes a definite date for its consideration. The motion would take the form: "I move to postpone the motion until ... (the afternoon session, the October meeting, etc.)". Debate is limited to discussion of the time or reason for postponement and, once passed, may be reconsidered. It is more flexible than a motion to table.
 - c. Motion to Postpone Indefinitely. This motion takes the form: "I move to postpone the motion indefinitely." It is fully debatable and also opens the main question to debate. Although called a motion to "postpone", it actually has the effect of killing the pending main motion for the current meeting. At a later meeting, the motion which was postponed indefinitely can come up, but only as a new main motion.
14. Incidental Motions. Incidental motions arise as business is conducted during the meeting. They do not relate directly to the main motion but usually relate to matters that are incidental to the conduct of the meeting. Some incidental motions do not take the form of a motion but are requests directed to and decided by the presiding officer.

15. Request for Information. Any member who wants an answer to a specific question about a motion on the floor may, if necessary, rise and say "I rise for a point of information." The Presiding Officer must immediately ask, "What is your question?" If the request is reasonable and pertinent to the motion on the floor, the Presiding Officer answers or asks someone else to do so.
16. Point of Order. If a member is convinced that the Rules of Order, Standing Rules or Bylaws are being disregarded, the member may interrupt, regardless of who is speaking, by rising and saying: "I rise for a point of order." No second is required. The Presiding Officer must immediately ask "State your point of order." The member must then give a brief explanation of what is out of order and why. If satisfied that the member is right, the Presiding Officer says: "Your point is well taken," and does whatever is necessary to correct the error. If the Presiding Officer considers the member wrong, say: "Your point is not well taken," and drops the matter. If the Presiding Officer is not certain, the question can be referred to someone better acquainted with the Standing Rules, Bylaws or Rules of Order, or can ask the meeting to vote on the matter.
17. Motion to Appeal. If the member is convinced that the Presiding Officer's Point of Order decision is wrong, the member can say immediately after the decision is announced "I appeal from the decision of the chair." If the appeal is seconded by another member, the Presiding Officer then states the reasons for the decision. After discussion, the vote is taken, not on the appeal, but on sustaining or overruling the chair's decision. The Presiding Officer's decision is sustained by a majority or tie vote.
18. To Withdraw a Motion. At any time before the final vote the maker of a motion may withdraw the motion. The motion maker addresses the Presiding Officer and says "I desire to withdraw my motion." If no one objects, the Presiding Officer declares the motion withdrawn. If any member objects, the Presiding Officer puts the question on granting the request to the members or a motion may be made to grant it. This request/motion is not debatable. If a majority is in favor, the main motion is withdrawn.
19. Motion to Rescind. It may happen that an agreed upon action is later found to be undesirable. To reverse the action a motion "to rescind (or repeal) the formerly approved motion that ... (state the action which is to be rescinded)" is used. The motion can be made at any later meeting by any member entitled to vote at the meeting. It requires a second and it may be debated. To carry, it requires the affirmative vote of two-thirds (2/3) of the members voting. If the proposed repeal was mentioned in the notice of the meeting and meets the required time frames only a majority of those voting is required.
20. Motion to Reconsider. A motion passed or defeated may be reconsidered by a vote "to reconsider," if it is done at the same meeting in which the original vote was taken. Reconsideration may be particularly advisable if the original vote was very close and it is felt that further discussion might result in greater unanimity. Any member who originally voted with the prevailing side has the right to make a motion for reconsideration.

Adoption of a "motion to reconsider" means that the original motion is again before the meeting just as if it had never been voted on.

21. Division of Question. Separate consideration may be given to parts of a complicated main motion on the floor. A motion is made for division of the question. If the subjects in the motion are clearly unrelated no second is required. For related subjects a second is required. The motion is not debatable. It can be amended but not reconsidered.
22. Privileged Motions. Privileged motions have no direct connection with the main motion. They are emergency motions of such urgency that they are entitled to immediate consideration. They relate to the members and to the organization rather than to particular items of business.
23. Motion to Recess. A motion to recess for a short designated time often helps to rest participants in a long or controversial meeting. The motion may be worded: "I move we recess for ___ minutes" or "I move we recess for lunch and reconvene at ___ o'clock." The motion requires a second. --It is not debatable but may be amended. A recess may be taken while a main motion remains on the floor. In this case, debate on the motion is resumed following the recess.
24. Motion to Adjourn. This is another undebatable motion. It requires a second and the affirmative votes of a majority of the members present.

G. NOMINATIONS

1. The standing rules may provide for nominations not only by committee or by petition but also from the floor. When the Presiding Officer declares that nominations are open, any member may, when recognized by the Presiding Officer, nominate a candidate. No second is needed for nominations.
2. To close nominations after ample opportunity has been given for the presentation of candidates, the Presiding Officer may say, "Are there further nominations?" Wait a few seconds then state: "If there are no further nominations, I declare nominations closed."
3. Nominations may be closed by a motion from the floor, but the Presiding Officer should recognize such a motion only after it is apparent that there are no more nominations forthcoming or that there are enough nominations on the floor to provide adequate competition. A motion to close nominations must be seconded and requires a two-thirds vote. After nominations are closed they may be reopened by a motion from the floor, if seconded, and passed by a majority vote. Motions to close or to reopen nominations are not debatable.

H. SUGGESTION

1. The Rules of Order are provided for the purpose of conducting business in an orderly manner. There are occasions when informality can achieve the same result. Quite often the decision

of the meeting can be reached by merely asking "Is there any objection to .. " (State what the proposed action is.) If there is no objection, the Presiding Officer can rule that "It is unanimous that .. ." (Again, state what the unanimous decision was.) The Secretary will then record the matter accordingly.

NOTE - For further information, refer to the current edition of ROBERT'S RULES OF ORDER.

* * *

APPENDIX 1C

FLOTILLA BUDGET

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FLOTILLA BUDGET

1. A budget is important. It establishes fiscal responsibility. To establish the budget each year it is necessary to determine the dollars expected to come in, the dollars that will go out and the dollars left over. A properly prepared budget with correct and complete information (barring unforeseen problems) should allow the Flotilla to be financially secure and solvent. The members must approve the budget. This allows the members to limit spending to set amounts for specific items. Deviations, caused by changing situations, are made by the Flotilla Commander (in the amounts authorized in the Standing Rules); otherwise they must be approved by the members.
2. The Flotilla has two types of income. "Fixed" income is the dues received from the members. "Variable" income is really an estimate of all other income. Some examples of variable income would be:
 - a. Money from the surcharge on the sale of Public Education Material;
 - b. Proceeds from a white elephant auction in the Flotilla; or
 - c. Donations and gifts (before accepting, the Flotilla must assure it has complied with rules and regulations set forth in AUXMAN, Ch. 5, par. G).

There are other sources of variable income not mentioned here. Use them and include them in the budget.

3. There are two types of expenditures. "Fixed" are the dues paid to Division, District and National (the cost of Public Education Materials, cost of the meeting place, etc). Think of them as 'must pay costs.' "Variable" costs are those that are deferred or varied, as necessary. They include: awards, birthday cards, gifts, fellowship, new equipment, etc.
4. The budget must ensure that there is enough "fixed" income to cover the "fixed" expenses. The "variable" expenses are then prioritized against the estimated "variable" income. Input to the budget must include the requirements from all staff officers and committee chairpersons. A budget committee would be a wonderful tool to use to assist the FSO-FN in putting these elements together and then prioritizing them for presentation to the FC and the membership for approval.
5. Once approved the FSO-FN keeps track of the budget. The FSO-FN should report not only the balance of funds available but also the status of fixed and variable income and costs against the budget estimates. A monthly or at a minimum a quarterly report comparing the actual budget with the projected budget should be prepared for the FC and made available to members. The FSO-FN should also highlight any developing problem areas in time to work on solutions.
6. A sample format for a Flotilla budget follows.

SAMPLE FLOTILLA BUDGET

Flotilla 99-78 1997 Budget

INCOME

Member Dues (30@ \$35.00)	1,050.00
Sale of PE Material (85 @ \$25.00)	2,155.00
Sale of Charting Equipment (20 @ \$5.00)	<u>100.00</u>
 TOTAL INCOME	 3,305.00

EXPENDITURES

Dues to Div/District/National (30 @ \$9.00)	270.00
Meeting room rent (12 x \$40)	480.00
PE Material (85 @ \$16.00)	1,360.00
Charting Equipment (20 @ \$3.00)	60.00
Card fund	80.00
Flotilla newsletter	680.00
Advertising fliers	100.00
Office expenses	100.00
Change of Watch	175.00
**Other items that might be listed are station maintenance, snow removal, electric and water bills, telephone bills, heating etc. Make sure you brainstorm this area and look at the past two years so you don't omit items.	
Anticipated Surplus	<u>000.00</u>
 TOTAL EXPENDITURES	 \$3,305.00

NOTE: This is a tight budget. There is no anticipated surplus. The budget committee and the flotilla members need to be thinking about other ways to raise money for the flotilla. AUXMAN, Ch. 5 details acceptable/unacceptable ways to provide income to the flotilla.

SAMPLE FLOTILLA MONTHLY FINANCIAL REPORT

Financial Statement for ***** 1997

	<u>Actual</u> <u>This month</u>	<u>Actual</u> <u>Year to Date</u>	<u>Year to Date</u> <u>Budget</u>	<u>Variance</u> <u>Year to Date</u>
<u>INCOME</u>				
Member Dues	_____	_____	_____	_____
Sale of PE Material	_____	_____	_____	_____
Sale of Chart Equipment	_____	_____	_____	_____
White Elephant Auction	_____	_____	_____	_____
<u>EXPENDITURES</u>				
Dues	_____	_____	_____	_____
Meeting Room Rent	_____	_____	_____	_____
PE Material	_____	_____	_____	_____
Charting Equipment	_____	_____	_____	_____
Card fund	_____	_____	_____	_____
Flotilla newsletter	_____	_____	_____	_____
Advertising	_____	_____	_____	_____
Office expenses	_____	_____	_____	_____
Change of Watch	_____	_____	_____	_____
Surplus	_____	_____	_____	_____
TOTAL EXPENDITURES	_____	_____	_____	_____
<u>Balance</u>				
(Total Income less Total Expend)		_____		
Prior Assets		_____		
Current Assets				
(Prior assets less Balance)		_____		

***** Should be prepared monthly but never less than quarterly.

APPENDIX 1D

RECRUITING AND RETENTION GUIDE

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FLOTILLA RECRUITING PLAN

(See Membership Recruitment and Retention Guide COMDTPUB P16794.12B)

Create a Recruiting Team: This team should be headed by the Flotilla Commander. Some of the staff that might be appointed to the team and their roles are listed below. Consideration should also be given to team members that don't hold staff jobs but are avid Auxiliarists. BEWARE of the thought that 'We don't need a designated team because every member is a recruiter'. 'Everybody ' tends to let 'somebody else' do the job and there is no organization to replenishing the flotillas life-blood. Have a designated team take the lead for the flotilla. This team would have the responsibility to create and initiate recruiting activities and involve members in these activities.

Possible Recruiting Team members and their roles

FSO-PA -- Lots of ideas in the PA Guide COMDTINST M5728.3 (Series). Check with service organizations to provide guest speakers. Include recruitment information in normal press releases and articles. Develop static displays for Malls, libraries, hospitals, etc.

FSO-PE -- Make sure the time allotted in the BS&S courses is used for Recruiting. Make sure instructors impress the class with professional appearance and instruction. Use videos Team Coast Guard and This is the Coast Guard Auxiliary with group appearances, boat shows, adult classes, church groups etc. Make sure all eligible students receive the Join the Auxiliary pamphlet.

FSO-OP -- Patrols should carry Auxiliary business cards and Join the Auxiliary pamphlets with the contact information written in. ALWAYS leave this information with vessel owners that have just received assistance. Then follow-up with a phone call to check on them and answer any questions they may have. If interest is displayed get them to a meeting.

FSO-VE -- Educate about the Auxiliary during CME (Courtesy Marine Examination). Have joining information available to give to individuals. Emphasize the Auxiliary fellowship. If they are interested invite to the next meeting and then follow-up.

FSO-MV -- Sell the dealer on the value of the Auxiliary. If possible recruit the dealer. If you don't convince the dealer on the value of the Auxiliary your pamphlets may end up in some far corner. Give dealer contact information and enough pamphlets to include a *Join the Auxiliary* pamphlet with the papers of each new boat.

FSO-CC -- Give recruiting material to school counselors. Educate the counselor on the advantages of eligible students joining the Auxiliary. Ask the counselors about the retired and active teachers associations. Volunteer to contact the FSO-PA to provide speakers for these organizations.

FSO-PS -- Should attend all displays and PE classes to make the wrap-up sales pitch and sign new members up right there if they are ready.. Make sure new members are qualified ASAP. This should be top priority for the whole flotilla. Budget for and print business cards that tell who to call about more information. Then give a few to each member.

EVERYBODY -- Talk it up with friends, people at work, and at parties. If you love it some of them will love it also. Put the Flotilla Recruitment plan in writing, publish it in the Flotilla Newsletter, get a copy to each member. The FC or the FSO-MR should make a report at every meeting on the progress of recruiting.

FLOTILLA RETENTION PLAN

Develop a Flotilla Retention Team. -- Prior to the first meeting of the team the FSO-IS should provide the FC with the present status of the Flotilla members. This should include their present and past qualifications. With this in hand assemble the team. The VFC, FSO-PS, FSO-MT and FSO-OP probably should be members of the team. Members of the team may vary with the local flotilla situation. This initial meeting is a brainstorming meeting to develop a long-range plan

Survey the members. -- The team should develop a survey to determine the members needs and ideas. Suggested subjects would be:

Opinions and suggestions on Flotilla meetings.

Training comments and desires

Fellowship comments and suggestions.

At this point the survey may be broader than future surveys that could be developed from the initial survey. Sell the survey at the next meeting and then mail it to the members. The cover letter should emphasize the importance of the survey and the need for each individuals comments.

Based on the results of the survey several actions can be taken.

*Develop a master member training program

*Create a Sponsor or Mentor system

*Use the Flotilla Newsletter to keep the members informed of your plans.

*Use the Flotilla Newsletter to hand out 'atta-way's

*Make a master fellowship calendar to be published in the Newsletter to let people plan well in advance to attend

*Create a suggestion system (DO NOT associate it with complaints. One is positive the other negative.) Suggestions may be driven by complaints but they ask for a positive recommendation to solve the problem. Make sure there is

a positive follow-up on each and every suggestion. Don't let suggestions disappear into the bureaucracy.

Follow-Up on your retention plan. Once the plan is formalized and presented to the membership it should be published in the Flotilla newsletter. Then make sure that the plan is moving. If there is a delay or change ensure that the members are promptly notified and the changes are published. This makes the members aware of what is happening and at the same time shows that this is not a lip-service program.

MEETINGS, ACTIVITIES AND PROGRAMS

Disenrollment surveys have shown that some of our meetings are boring and the fun has gone out of the Auxiliary. Here are some ideas to help to make the Auxiliary experience more enjoyable:

MEETINGS:

Advertise - send meeting notices, call members, announce topics for discussion ahead of time, let members know that their attendance is important.

Agenda - all meetings MUST have an agenda. Write it, print it, distribute it and follow it!

Information - highlights: short and concise, interesting, and timely. Consider a separate staff meeting or committee meeting for prolonged discussions.

Activities - training activity (active or passive) or guest speaker (Auxiliary or non-Auxiliary) or discussion topics. Plan ahead, alternate for interest. Don't try to do everything in one meeting..

Fellowship - birthdays, anniversaries, awards, awareness of members situations (illness, etc.)

Variety - try a new time or a new location -make it interesting so that members will want to be there.

Conclusion - Did your meeting meet its goal, solve a problem? Did every member have a role in the meeting? Do you feel accomplished or frustrated? Did your members feel that it was profitable?

ACTIVITIES AND PROGRAMS:

Boating - overnight or weekend flotilla trips; scavenger hunts, raftouts, picnics, rendezvous.

Training - Night SAR, drills - preplanned followed by a debriefing, interagency on water drills, person or body recovery drills, communications (use intercoms), marine maintenance, CPR, plus traditional AUX training-

Food - Change of Watch, holiday parties, family barbecues, pig roast, dinner meetings; picnics, steak roast; clam bake. Dress up, dress down, outside, inside- variety!

Coast Guard - more training involvement. Include in social events, have a liaison with the station, guest speakers at meetings, help teach BS&S, coordinate drills between flotilla and other agencies.

"Fun Raiser" - make it a game: heave a monkey fist into a bucket, relay race to try on mustangs, swimming in PFDs. Combine training and fellowship. Picnic and team spirit.

Guest Speakers - Red Cross, fire department, Power Squadron, historical society, Coast Guard personnel, Department of Natural Resources, EMT, fiberglass repair, local law enforcement, border patrol, boat maintenance, etc.

TURN YOUR IMAGINATION LOOSE.

* * *

CHAPTER 2. ADMINISTRATION PRINCIPLES

A. LEADERSHIP

1. The Flotilla

- a. The Flotilla is an organization. An organization is two or more people engaged in a joint venture with an agreed upon objective. The Flotilla's purpose is to coordinate the efforts of the individual members in order to attain the flotilla objectives. Without internal order and an understanding of the principles of the organization, the success of the Flotilla is doubtful.
- b. The Flotilla is a group of volunteers with varied backgrounds. The Flotilla Commander is elected by the members to provide direction and coordination to their efforts. This election, in turn, conveys a message of authority to the FC and the VFC to make decisions and give directions in order to attain flotilla goals.
- c. Effective leadership requires that the FC and VFC consult with, listen to and make use of the advice of the staff and members. When a decision is made it then becomes the duty of each individual to abide by the decision and give it complete support. The FC is entitled to this support, as the FC is ultimately responsible for the decision.
- d. The FC must use human relations skills to work effectively with the members to maintain a spirit of cooperation. The goal is a flotilla atmosphere of approval and security. In this atmosphere members are free to express themselves without fear of censure or ridicule. This in turn encourages them to participate in the activities of the flotilla. The FC must be sensitive to the needs and motivations of the members in order to judge their reactions to various courses of action. In other words -- keep an eye on their morale.

2. Authority

- a. With all of the tasks in the Flotilla, it is impossible for the FC to personally take care of everything. The FC must delegate the responsibility for a task, such as Public Affairs, to a staff member. However, the FC must also delegate the authority to act, i.e., publish press releases, contact TV stations, etc. to the FSO-PA. Whenever the FC delegates responsibility to someone, the authority to act must also be delegated. The FC must also be sure that the limits of the delegated authority are specific and understood. Although the responsibility for specific tasks is delegated, the FC is ultimately responsible for the task.

- b. Lines of authority should be definite and direct. More people are unhappy due to conflicting authority or lack of authority than any other reason. The FC delegating authority must be prepared to support the decisions of the individuals that receive the authority. It is normal courtesy to keep the FC informed about the decisions made and who was involved in coordination of the decision.
- c. **Do not operate in a vacuum** The Flotilla is a very diverse and complex organization. This makes the need for coordination within the Flotilla and with the Division a must. Almost every action within the Flotilla affects other areas. Check with them. Who knows they might even have some ideas to improve and assist in accomplishment of your task. In many flotillas the Public Affairs Officer is the last to know what is going on. Bring the PAs in early. They need lead time to get articles published and radio/TV contacts made. Most news media does not like old news and any news that is after the fact is generally considered old.

3. Planning

- a. One of the most successful methods of planning involves starting at the end result desired and then working backwards to the beginning of the project. Some questions to ask:
 - 1) What is the final result desired?
 - 2) What steps are required to achieve the end result?
 - 3) What is needed for each step?
 - 4) How much time is needed to accomplish each step?
 - 5) Who will be responsible for the step?
 - 6) What level of responsibility is required?
- b. Follow-up on the plan by checking in person, by telephone, and by letters and reports. Do not take anything for granted, or assume something will be done. Mistakes discovered early often can be corrected by prompt action. [**'The unit does well those things the boss checks.'**- Gen. Bruce C. Clarke]

B. ORGANIZATIONAL ELEMENTS

- 1. Flotilla Commander -- Duties of the FC include the following:
 - a. Planning -- The following are steps in planning.
 - 1) Recognize the need for a plan.
 - 2) Define the goal to be accomplished.
 - 3) Gather available information on the subject.
 - 4) Analyze the data gathered.
 - 5) Develop the plan to accomplish the goal.
 - 6) Coordinate with those involved or affected by the plan.
 - 7) Put the plan in action.

- 8) Evaluate the plan -- did it accomplish the job.
- 9) Record lessons learned for the future.
- b. Organizing the effort. -- Keep the various elements pointed toward the intended objective.
- c. Staffing. -- Appointing members to assist in the mission accomplishment. Staff officers are responsible to the FC. Their authority is limited to their appointed area e.g., Vessel Examinations, Operations, public education, etc.
- d. Coordination and direction. While directing the efforts of the members, the FC must insure that various elements are aware of the directions given to others that affect their areas. This is to ensure that everyone is working in the same direction.
- e. Reporting -- The activities of the flotilla must be reported in a timely manner. This is necessary so the contribution of the Auxiliary can be properly evaluated by the Coast Guard and the Congress. Individual activities should also be reported and rewarded.
- f. Budgeting -- It is the responsibility of each Flotilla Commander to prepare a budget. This process is explained in Chapter 1, Appendix 1-C.

2. Staff Officers

- a. Duties -- The staff is to assist the FC, VFC and members to carry out the flotilla missions. The detailed duties of the staff are listed in Ch. 5.
- b. Operation -- The staff works for the Flotilla Commander. The VFC acts as the Chief of Staff (The individual that coordinates the efforts of the staff for the Flotilla Commander). Auxiliary staffs at all levels work on the concept of 'Parallel Staffing'. Essentially this means that the Flotilla Staff deals directly with the Division Staff. This is not done in a vacuum. The VFC and/or FC is kept informed of the substance of the information exchange. By the same token when a Division Staff Officer contacts a Flotilla Staff Officer information is provided to the DVC or DCP.

C. LEADERSHIP, SUCCESS AND MOTIVATION

- 1. Success -- Successful Flotilla Commanders will
- a. Exercise authority through the use of ideas.
- b. Remember that the flotilla accomplishments will make the FC look good. (It is the people in the organization, not the organization, that get the job done.)

- c. Lead by example and provide the membership with the leadership they expect.
 - d. Not try to do it all. Give others the opportunity to learn and serve.
 - e. Put personal ego aside and complement the achievements of others.
 - f. Know the strengths and weaknesses of the members. Assign tasks to take advantage of the strengths and improve the weaknesses.
 - g. Accept the responsibility for the position and find it's rewards in helping others grow.
 - h. Keep their word. Once lost, confidence is seldom regained.
2. Motivation -- "That which determines the choice or moves the will"
- a. Do not confuse attitude and motivation. An individual may have a poor attitude toward the organization or an individual leader, yet do a first-class job. These individuals are motivated to do a good job no matter what their attitude may be. The opposite of this individual is the one that loves everybody and the organization, but is not motivated to produce anything. This is probably the 'joiner' who likes the fellowship and the distinction of being an Auxiliarist. Which one is going to challenge the FC the most? The Flotilla Commander will be challenged to find out what "hot button" will turn on the joiner's motivation button. Once this hot button is found the benefits to the Flotilla, the member and the FC will be rewarding.
 - b. The most effective way to motivate someone is by filling a personal need. People have a need to feel important. They need to feel that the effort they are expending is important and they are doing well. Their reward is recognition. The members want to be recognized for their contributions. Be sure to provide recognition for the jobs that are done well.
 - c. Some of the problems that may discourage or kill member motivation are:
 - 1) The goal was not made clear. They want to do the job but aren't quite sure what is to be accomplished.
 - 2) There is an obstacle that cannot be overcome alone but no help is provided.
 - 3) Reluctance to discuss problems that may develop. ' Might make me look bad'.
 - 4) 'So what' attitude. Nobody ever gets recognized for what they do anyway so why get excited.
 - 5) Obstacles to performance, Frustration brought on by -- Lack of skill or confidence. -- No clear leadership. -- Unrealistic and/or conflicting directions from the leader. -- Poor planning and constant bottlenecks.

6) Obstacles to achievement. Lack of satisfaction due to --
Dislike for the job (boring, routine, no end in sight).

-- Lacks an understanding for the importance of the job.

-- Rewards are not consistent for like accomplishments.

-- Does not respect the leader, so why work. (This could
be linked to lack of understanding of importance of the
job).

- d. Motivation cannot be demanded it must be grown and nurtured.
Assist the member in removing the motivational block or
obstacle and they will blossom. Be careful in the removal,
stay objective and keep the mood relaxed so the member doesn't
close up for good and wither on the flotilla vine.

Auxiliarists are human with human needs. Handle them correctly
and they will surprise you with their accomplishments.

* * *

CHAPTER 3. COURTESY, PROTOCOL AND CEREMONIES

A. COURTESY AND PROTOCOL

1. Courtesy is the key to successful human relationships. In the Auxiliary, courtesy kindles the friendly association of members, promotes a spirit of teamwork between units, and enhances the success of social activities.
2. Protocol involves universally accepted customs and regulations that govern the formality, precedence and etiquette practiced on a day to day basis within a civilized society.
3. In other words, courtesy is proper consideration for the feelings and rights of others and protocol is the body of accepted rules of social behavior practiced by thoughtful and considerate people. For elected and appointed officers, the practice of courtesy and protocol are necessary requirements for successful duty performance. Courtesies and protocol practiced in the Auxiliary are part of the ceremonial procedures that contribute dignity and color to our lives as civilian members of the Coast Guard family.
4. In the Auxiliary, specific insignia identifies the position that the individual holds. This insignia does not identify authority according to a table of ranks as in the military. **Auxiliarists are civilian volunteers and hold no position of rank.** However, by using distinctive insignia, the Auxiliary does identify and recognize the increasing responsibility and authority of elected officers and staff officers from lower to higher level. Since members wear a modified Coast Guard uniform, and the insignia of position, the courtesy and protocol requirements are simplified, creating the basis for an effective working relationship between Auxiliarists and their Coast Guard counterparts.

B. SALUTING

1. The hand salute is the long-established form of greeting and recognition exchanged between persons in the armed services.
2. Saluting between Auxiliarists is not usually the custom. A salute is made in the following manner. The right arm is raised smartly so that the tip of the index finger is touching the right forehead just above and on the right side of the eyebrow. The head is straight and not tilted to the right. The upper arm, between the shoulder and the elbow, is parallel with the ground. The lower arm and hand form a straight line at a 45-degree angle from the upper arm. The fingers of the hand are extended and joined, with the palm down. When completed the arm is returned crisply to your side.
3. On occasions, when in uniform and covered (covered = wearing headgear), there are situations when a salute is in order. For example: When returning a salute rendered by a member of the Armed

Forces it is custom to exchange greetings such as "good morning", "good afternoon", "good evening", etc. along with the salute. If the other person is a senior officer, you should initiate the salute and "sir" or "ma'am" should follow the greeting. A smile or a cheerful expression should also accompany the exchange of greetings.

4. When out of doors and in uniform and addressing the National Flag or whenever the national anthem is played, a military salute is required. This applies to the respect paid at Morning or Evening Colors ceremonies aboard ship (not underway) or on a Coast Guard or other military installation. During the ceremony of hoisting or lowering the flag, those present in uniform should render the military salute. The same applies when the flag is passing in a parade or in review. Salute the flag in a moving column at the moment the flag passes. During the playing of the national anthem, when the flag is displayed, everyone in uniform should face the flag and salute from the first note of the music to the last note. When the flag cannot be seen -- face toward the music and salute in the same manner as if the flag was present.
5. When out of doors and not in uniform, the "civilian salute" is rendered for the same situations. The "civilian salute" is made by standing at attention and placing the right hand over the heart. Any male civilian headdress is removed by the right hand and held over the left shoulder, the right hand again over the heart.
6. When indoors, and the flag is presented and/or the national anthem is played, stand at attention. When the Pledge of Allegiance is given, everyone, in uniform or not, should place the right hand over the heart.
7. Some of the more frequently observed saluting errors are: failing to hold the position of the salute until it is returned by the person saluted; failure to look at the person or colors being saluted; failure to assume the position of attention when saluting; and failure to have the fingers, hand and arm in the proper position for saluting as mentioned above. Gross errors include saluting with a cigarette in the hand or mouth, saluting with the left hand in a pocket, or returning the salute in a casual manner.

C. FLAG ETIQUETTE

1. Auxiliary officers are concerned primarily with the rules of flag etiquette that pertain to display of the national ensign at meetings and social events. The flag is also referred to by other names such as color, ensign and standard. Regardless of the name, it is important that it is always displayed properly so as not to commit a breach of protocol.
2. In a meeting room, when displayed flat behind the speaker's podium or head table, the flag is placed above and behind the speaker. The union (the stars) uppermost and to the flags own right, that is, to the audience's left.

3. When displayed from a staff in the meeting room the national flag will be accorded a position of superior prominence over any other flag displayed in the same room. It is the only flag that may be displayed behind and to the right of the speaker's podium or head table, in other words, on the left of the audience. All other flags, including the Auxiliary ensign, will be placed on the speaker's left and to the audience's right.
4. When displayed on a casket the union should be at the head and over the left shoulder. Never lower it into the grave or allow it to touch the ground.
5. National Ensign on a boat. -- The size of the national ensign should be kept in proportion to the length of the boat. The accepted rule for powerboats is a minimum of one inch of flag on the fly per foot of overall boat length. The most common error observed is an undersized flag.
6. National Ensign as a distress signal. -- The U.S. Code states that "the flag should never be displayed with the Union down save as a signal of dire distress." The Navigation Rules do not list the upside down flag as a distress signal because many national flags look the same or in some cases become the flag of another nation when flown upside down. For these reasons the upside down flag should not be relied on as a distress signal on the high seas or in foreign waters.
7. A very detailed booklet called "Our Flag" (H. Doc. 100-247) can be obtained by calling or writing your Member of Congress. The booklet contains a history of the flag, Title 36, Chapter 10 -- 'Patriotic Customs' of the U.S. Code, State flags, and other interesting data.

D. BOARDING OR LEAVING A MILITARY VESSEL

1. At the quarterdeck, the officer of the deck (OOD) or representative (who may be an officer or petty officer) will always be on duty to greet persons boarding or leaving the ship. Customarily, you request permission from the OOD to board or leave the ship. As you board, you first stand at the top of the gangway and salute the national ensign at the stern. Then you turn to the OOD or the OOD's representative, salute, and say: "Request permission to come aboard, sir or ma'am." The OOD will return your salute and invite you aboard. If you are in civilian clothing, do not render the hand salute, face the national ensign, stand at attention for a moment, then turn to the OOD and request permission to come aboard. When permission is granted, proceed aboard.
2. When leaving the ship, present yourself to the OOD, salute, and say: "Request permission to leave the ship, sir ". The OOD will say, "Very well" or "Permission granted" and return your salute. Step to the gangway, and as you cross the gunwale, turn and salute in the direction of the national ensign and then proceed ashore. If you are not in uniform, follow the same procedure, but without rendering the salutes.

3. When boarding or leaving, if you have guests with you who may not be in uniform, you render the salutes and request permission to board or leave. It is not necessary for your guests to salute or request permission.

E. WARDROOM ETIQUETTE

1. The wardroom is where the ship's officers eat. Enlisted personnel eat in the mess deck. When you are invited to dine in the wardroom you can expect the Captain, the Executive Officer, or another ship's officer to be the presiding officer at the mess. The presiding officer will invite those present for the meal to be seated at the table when ready for the meal to be served. It is not customary for anyone to sit at the table until invited to do so by the presiding officer. Custom also dictates that if you need to leave the table before the meal is finished and the presiding officer has not risen, you ask for permission before leaving the table. Simply say, "May I be excused, sir, or ma'am?"
2. Certain subjects are normally taboo during mealtime. Among these subjects are politics, religion, or "shop talk." If you have any doubts, always let the presiding officer guide the conversation.
3. On larger vessels the chief petty officers (CPO's or simply "chiefs") have their own mess located in "CPO Country". This is a privileged area and guests do not enter at any time unless specifically invited by a member of the chiefs' mess. The same is true of the captain's quarters. It is custom not to enter the crew's quarters unless invited to do so, unless it is necessary to pass through while moving from one part of the ship to another.
4. Frequently, when several guests are aboard, it may be necessary to have the seating in the officers' mess in groups, particularly if the guests are going to be aboard for several days. Usually, a list is posted indicating the groups and seating times. Do not wear headgear in the wardroom or other indoor spaces.
5. Sometimes your shipboard host will indicate to you areas that you may use at your convenience and others that are restricted to you. Respect these areas. This is the sign of a courteous guest. Always observe the ship's rules. If you are in doubt, ask your host.

F. INVITATIONS

1. There are several basic formats for invitations. The individual extending the invitation should select the format most suited to the specific function and the invitee. Formal invitations, either printed or in letter format, are used for official visitors being invited to attend formal dinners, dinner dances, Change of Command dinners or other ceremonial occasions. A less formal invitation format may be used for other events such as regular meetings, raft-outs, or rendezvous.
2. Make sure the invitation includes full information regarding the activity. This requires specific information about the **place**, the **date**, the **time**, the **uniform** required, whether or not the invitee

is expected to bring a guest, spouse, etc., the cost, and if the invitee is expected to participate in the program.

3. One way to ascertain whether or not the invitee will attend is to request an "RSVP". It is normal for invitations to formal functions to carry an "RSVP". The "RSVP" should show the phone number or address of the individual to reply to and a NLT (not later than) date for the reply. If you receive an invitation with an "RSVP" requirement, courtesy requires that you respond to the person who sent the invitation. Failure to do so may put the potential host in an embarrassing position.
4. If your invitation stipulates "It is our pleasure to extend an invitation to you and Mrs. Doe to attend our Change of Watch Dinner as our guest," Mr. Doe will assume that he will not be expected to buy dinner tickets for himself and his guest. If you wish to extend the invitation but are unable to pay for the event, you can state "It is our pleasure to ask you and Mrs. Doe to join us at our Change of Watch..." Then indicate the cost of the event and enclose a reservation form in your letter.
5. The more senior your guests, the earlier they must establish a schedule. If your invitation is to a senior Coast Guard officer or a National representative of the Auxiliary, it has the best chance of being accepted if sent at least eight weeks in advance of the event.

G. RECEIVING LINES AND RECEPTIONS

If you are attending a function that has a receiving line and the hour for the beginning of the function is specified, it is courteous to be present to proceed through the line at, or immediately after, the hour indicated. It is discourteous to carry a drink, cigarette, cigar, etc. in your hand when you are going through the line. It is also a courtesy to other guests that are following you through the line not to stop for any extended conversation with any member of the receiving line. Normally, wives immediately precede their husbands when couples are going through a receiving line. Say your name distinctly to the first official member of the line. This is necessary so that the members of the official party may be introduced to you as you proceed through the line. Once you have been introduced to the last person in the line, it is courteous for you to move some distance away so that you do not block other people leaving the line.

H. FORMAL FUNCTIONS

1. Normally, the senior officer of the unit sponsoring the function is the host for invited guests unless other specific arrangements are made. As the host, you do have certain responsibilities toward, and for, your guests. In many instances, it may not be possible for you to personally take care of all of the individual responsibilities. If this is the case, delegate one of your members to function as an "aide" for each guest or group of guests, as may be necessary. The host's responsibility is to arrive at the event before the guests in order to be on hand to greet them. Again, common courtesy is the answer. Are there

places for coats and hats? Do the guests have reserved seats for the meal or the meeting? If so, these should be pointed out when the guests arrive. If they have not been assigned seating, be certain that appropriate places are provided for them. If meal tickets will be picked up as the meal is being served, give them to your guests when they arrive. If there is a program, provide your guest with a copy of the agenda or program for the event. If you cannot stay with your guests and introduce them to the members, have one of your members assume this responsibility. There is nothing more impolite than to have a guest who is not acquainted with your people be greeted at the door, given tickets and a copy of the program, and then left alone until the formal activities begin. This is embarrassing to your guest.

2. When you are a guest, it is customary to personally greet the host and hostess when you arrive. Before departing, again express appreciation to the host and hostess for being invited. When a senior officer is present such as the district commodore or district commander, it is considered proper to delay leaving until they have paid their respects and departed.

I. INTRODUCTIONS

1. When introducing guests, be extremely careful to be accurate with names and titles. Lengthy introductions for each person at the head table frequently are embarrassing to the individuals concerned and may prove very boring to the other guests. Generally, only the principal speaker or speakers at the event require any introduction over and above their name and present title. Even then it may be desirable to limit the special introduction to a brief description of the speaker's career achievements to date. When introducing military personnel it is just as effective at most occasions to introduce the principal speaker with a brief resume of their experiences and assignments. When introducing civilians, some explanation of the individual's career that indicates qualification to speak on the particular subject is appropriate. Do not make the introduction longer than the speech. Practice beforehand, if necessary, so that names and titles are spoken fluently and easily when introducing your guests.
2. Before introducing a senior guest, you should examine your intent. If you plan to inform the audience about the individual's background, you may give a brief career resume. If the guest is to be your principal speaker, your introduction should, within one or two minutes, establish the credibility of your guest to speak on the intended topic or subjects. Your introduction should help to launch the speaker into a successful talk. An extended discourse on the individual's military career and prior assignments probably would not serve that purpose.

J. SEATING ARRANGEMENTS

1. When guests are invited to attend sit-down functions, such as a meeting, luncheon, or a dinner, be certain that they know where they will be seated. If meal tickets are required, prior arrangements should be made so the individuals at the head table are not required to present individual tickets before being served.

2. It is not essential that all invited guests be seated at the head table at a structured function. In some instances, where the number of distinguished guests exceeds the available seating space at the head table, or for various other reasons, you may want to have only a few of the distinguished guests at the head table. These should include at least the principal speaker and senior Auxiliary and Coast Guard personnel. Your other special guests may be seated at front 'honors' tables on the main floor of the dining area, or the spouses of the officers at the head table may be seated at special tables in the main dining area.
3. Regardless of which seating method you select, always assure that special guests are provided with tickets if required, and that someone is available to show them where they will be seated when they arrive at the event. When invited as guests, most people enjoy meeting the other people present, particularly if they are not acquainted with the local group. One caution, either you, as the host, or someone you have asked to assist you as a local host, has an unwritten obligation. Do not let a situation arise where one of your members or other guests occupies the time of your invited guests in lengthy conversations, especially on subjects that could become embarrassing. If you notice someone monopolizing one of the guests, interrupt the discussion in a courteous manner, either by asking the guest if you could have a few words, or simply by taking someone else to the guest for an introduction.
4. Seating is perhaps one of the least understood responsibilities of the host at a structured meal function. Although the Auxiliary does not have formal rank identification, and does not use position titles except for Commodores, the office held by the individual should be considered for seating purposes. If a national Auxiliary officer is present and the District Commander is not present, the national Auxiliary officer (other than members of the National Staff) should occupy one of the two primary places of honor at the center of the table. If present, the Chief Director should be accorded a place of honor at the head table. The master of ceremonies or the presiding officer for the function should be at the center of the table. Honors begin at their immediate right, then immediate left, then right, then left, etc., in turn, until places are assigned for each of the distinguished guests or members who will be seated at the head table. Most frequently, the place of honor, at the presiding officer's immediate right, will be assigned to the principal speaker. The position on the immediate left of the presiding officer would then be filled by the senior officer present from the United States Coast Guard or Auxiliary. Auxiliary officers at the national level take precedence over district officers just as district officers take precedence over division officers whenever two levels of the organization are represented by elected officers.
5. There is nothing mandatory about having all of the Coast Guard officers on one side of the presiding officer and all Auxiliary officers on the other side. In fact, quite frequently your Coast Guard guests already know each other; thus the best interchange will take place if you intersperse the Coast Guard officers among Auxiliary officers. Neither is it impolite to intersperse civilian guests between officers at the head table.

6. When the Coast Guard District Commander, Chief of Staff, or the Chief of the Boating Safety Division are not present at an Auxiliary function, the Director of Auxiliary (DIRAUX), regardless of rank, should be recognized as the direct representative of the Coast Guard District Commander unless the District Commander has designated another officer for that purpose. This would call for the DIRAUX to be seated in the seat that the District Commander would occupy. Even though another officer may be present, such as a Group Commander or a ship's Commanding Officer who might have a higher rank than the DIRAUX.
7. As previously noted, it is not discourteous to restrict seating at the head table to the officers present and to provide other reserved seating arrangement for their spouses or guests. Neither is it discourteous to "mix and match" couples when developing the seating plan. For example, at a district conference banquet the District Commodore or master of ceremonies serving as the presiding officer of the event, may place the District Commander at the immediate right, the Director of Auxiliary at the immediate left; and to the left of the Director seat the spouse of the District Commodore and to the right of the District Commander, seat the spouse of the District Director, or the presiding officer's spouse. This can be an extremely "tricky" problem. Do not forget that, for protocol purposes, wives should be treated in a status parallel to their husbands, or if the wife is the senior officer, her husband should be afforded equivalent consideration. Don't design a seating arrangement so that a lady occupies the end seat at the head table. As a way to seat a male member in the end seat, you might ask one of your members to either lead the pledge of allegiance, give the invocation, or assist in the distribution of awards.
8. If you are in a room and seated when the Commandant, District Commander, or any Admiral, the National Commodore or other elected national officer, enters the room, it is a courtesy to stand. It is unnecessary to call for attention on these occasions. If you are the first to observe them entering the room, simply say, "Ladies and Gentlemen, the District Commander (or other appropriate title) has joined us." Discontinue any conversation until at least a senior officer in the room has an opportunity to greet the new arrival and, if they indicate a desire to remain, provide a seat.

K. SPEAKING ORDER FOR GUESTS

1. When a number of distinguished guests are seated at the head table or at honors tables and the program includes remarks from each, the question arises as to the order in which they should speak. A special guest may be invited to address a specific subject and is usually accorded a special place on the program before remarks are made by other guests. The precedence for speaking by distinguished guests is usually assigned in an ascending order according to position of rank or office (low to high). If both the District Commodore and the DIRAUX are present, the DCO would speak next to last and the DIRAUX would speak last. For those ceremonial occasions where it may be desirable

for the DCO to speak last, the DIRAUX will usually agree to the change. The following is a recommended speaking order for remarks by invited guests.

- a. Special Guests - Local Mayor, District Commander (when primary speaker), etc.
 - b. Immediate Past District Commodore.
 - c. District Rear Commodore(s).
 - d. District Vice Commodore.
 - e. District DIRAUX or representative. *
 - f. Chief Director of Auxiliary or representative. **
 - g. District Commodore - always last at a District meeting.
 - h. National Commodore or representative - always last at a National meeting.
 - i. District Commander or representative (if not the main speaker).
 - j. The Commandant or representative.
 - k. The presiding officer closes the meeting.
- * Unless representing the District Commander at a District function.
- ** Unless representing the Commandant.

2. If you would like to pursue the subject of Protocol further, a suggested reference is "Service Etiquette" by Hamal and Swartz, published by the U. S. Naval Institute Press, Annapolis, Maryland.

L. FLOTILLA CHARTERING CEREMONY

1. Discussion.

When a flotilla is formed, arrangements must be made for a formal chartering ceremony. Generally, this includes an appropriate dinner and installation ceremony for the new flotilla officers and members. Establishment of a new flotilla is an important and exciting event and the chartering ceremony should be given the widest possible publicity. Invite local civic leaders. Prepare news releases for prompt dissemination to the media. Invite as many Auxiliarists as possible from other flotillas to attend (specify the uniform). Plan for a dignified and impressive occasion.

2. Suggested chartering ceremony format.
 - a. Pledge of Allegiance and invocation.
 - b. Introduction of all Auxiliary and Coast Guard officers by the master of ceremonies.
 - c. Senior Auxiliarist present appoints a secretary to take minutes of the meeting. (In addition, a Record of Unit Meeting form, ANSC #7017 must be completed.)
 - d. DIRAUX reads the flotilla charter.
 - e. Senior Auxiliarist present administers the pledge to all members. (See Par 3 below). All present rise for the pledge.
 - f. Senior Auxiliarist present conducts the nomination and election of officers. Results are recorded on Change of Officers Report form, ANSC #7006.

- g. Senior Auxiliarist present administers pledge of office to newly elected officers. (See Par 4, below). All present rise for the pledge.
- h. Division Captain or District Commodore presents unit flag, if available.
- i. In appropriate order, remarks by senior Auxiliarist present, Division Captain, newly elected officers and DIRAUX.
- j. Planned entertainment.
- k. Adjournment.

3. Prologue and Pledge For New Members.

PROLOGUE

The pledge you are about to take is your commitment to support the United States Coast Guard Auxiliary, an organization; dedicated to the promotion of boating safety and providing assistance to the United States Coast Guard in the fulfillment of its civil functions. You accept this membership as a volunteer, but as a member you are charged with certain responsibilities and obligations. These include your willingness to support the Coast Guard Auxiliary and its purposes and to participate in it's authorized programs to the best of your ability and to the extent that time and circumstances permit.

As an Auxiliarist, you enjoy certain honors and privileges, among them, wearing the Auxiliary uniform and flying the Auxiliary ensign. Wear the uniform neatly and correctly and fly the "Blue Ensign" proudly. Remember that your conduct reflects directly upon the image of both the Auxiliary and the Coast Guard.

The satisfaction that you derive from your Auxiliary membership will be in proportion to your level of participation in the organization's activities. The success of the Coast Guard Auxiliary will depend upon the extent of your participation and upon the quality of the leaders that you, the member, select.

ASK THE AUDIENCE TO RISE

(Say to the new members) If you feel that you can be an active and productive member of the United States Coast Guard Auxiliary, raise your right hand and repeat after me:

PLEDGE

I(state name)..... solemnly and sincerely pledge myself, to support the United States Coast Guard Auxiliary, and its purposes, and to abide by the governing policies, established by the Commandant, of the United States Coast Guard.

4. Pledge for New Officers.

PROLOGUE

You have offered your talents and services in the interest of a better Coast Guard Auxiliary. The pledge you are about to take admits you to an office of greater responsibilities and high honor. Along with this honor, you must be prepared to accept certain obligations as well as the administrative and supervisory responsibilities of your office. Your task is to develop the Auxiliary programs to the maximum efficiency that conditions permit. You are expected to promote closer liaison between the Auxiliary and local Coast Guard units, constantly reminding the members that their actions reflect not only on the Auxiliary but also on the Coast Guard.

As a leader, you are charged with maintaining high standards in all Auxiliary programs and activities, never compromising honesty and integrity.

ASK THE AUDIENCE TO RISE

(To new Officer) With the full realization of the demands of your office on time, travel, and dedication, if you are willing to accept this honor, please raise your right hand and repeat after me:

PLEDGE

I.....(state name).....do solemnly and sincerely pledge myself, to support the United States Coast Guard Auxiliary, and its purposes, to promote its authorized activities, to properly discharge the duties of my office, and to abide by the governing policies, established by the Commandant, of the United States Coast Guard.

* * *

APPENDIX 3A

AUXILIARY FUNERAL SERVICES

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AUXILIARY FUNERAL SERVICES

A. Introduction.

1. The Auxiliary should make it known that funeral services are available.
2. It is extremely important that members of the Auxiliary do not put undue pressure on the survivors to use the Auxiliary service. Over-zealousness can cause unnecessary strain and hurt to the survivors.
3. If the survivors desire active auxiliary participation in the funeral service, they should make the request to the mortuary and the clergyman.
4. If there is a church service as well as the Auxiliary service, then the Auxiliary service should come before the church service. The committal should be given by the family's clergyman. This holds true even though there may be an Auxiliarist who is a clergyman and even though committal may be at sea. Not to observe this protocol is a breach of the important relationship between the family and their pastor.
5. An Auxiliarist who belongs to the clergy should conduct the Auxiliary service. If one is not available, the service should be led by an elected officer of the deceased's flotilla, or a survivor requested Auxiliarist. Auxiliarists may serve as pallbearers or honorary pallbearers. Auxiliarists should not stand behind the casket during the service.
6. There is a trend not to deliver a eulogy, but to present a short sermon that proclaims something of the hope taught in the deceased's religious tradition. It is suggested that a copy of the Auxiliarist's "history" in the Auxiliary be reproduced and passed out by the ushers.
7. Auxiliarists should not wear hats when in a church or chapel. Hats should be worn during a Jewish service, or when outdoors. Auxiliarists should salute during the firing of volleys and/or the sounding of 'Taps'.

B. Chapel or Memorial Service.

1. When it is time, the Auxiliarist will proceed to the lectern and begin the service. There may be a hymn or solo sung before the actual readings begin. Participating Auxiliarists should be seated as agreed on in the preparations for the service.
2. The service has sufficient options to make it suitable for the Catholic, Protestant or Jewish faiths. These options are noted with a "C", "P" or "J" in the margin.
3. Muslim and other services should be coordinated in detail with the Mosque, Temple or Shrine that the member's family attends. Particular attention should be paid to the customs of the religion to insure that none are violated.

C. The Order of the Burial Service.

1. Greeting.

- a. (C/P) I am the resurrection and the life, saith the Lord: he that believeth in me, though he were dead, yet shall he live: and whosoever liveth and believeth in me, shall never die. I know, that my redeemer liveth, and that He shall stand at the latter day upon the earth: and though this body be destroyed, yet shall I see God: whom I shall see for myself, and mine eyes shall behold, and not as a stranger. We brought nothing into this world, and it is certain we can carry nothing out. The Lord gave, and the Lord hath taken away; blessed be the name of the Lord.
- b. (J) Be strong and of good courage, fear not, nor be afraid: for the Lord thy God, He doth go with thee; He will not fail thee, nor forsake thee. God is our refuge and strength, a very present help in trouble. thee, nor forsake thee.

2. One or more of the following Psalms may be said in unison or responsively.

- a. (C/P/J) Psalm 27.
- b. (C/P/J) Psalm 23.
- c. (C/P/J) Psalm 121.

3. A reading from Scriptures may follow:

- a. (C) St. John 11:21-27.
- b. (C/P) Romans 8:14-19, 31-35, 37-39; St. John 14: 1-6.
- c. (J) Wisdom of Solomon 3:1-9.

4. Then read the following prayer:

(C/P) "Remember Thy servant, O Lord, according to the favour which Thou bearest unto Thy people, and grant that, increasing in knowledge and love of Thee, he (she) may go with strength in the life of perfect service, in Thy heavenly kingdom; through Jesus Christ our Lord, Who liveth and reigneth with Thee and the Holy Ghost ever, one God, world without end. Amen."

5. (C/P) The Lord's Prayer. Our Father, Who art in heaven, hallowed be Thy name; Thy Kingdom come; Thy will be done on earth, as it is in heaven. Give us this day our daily bread; and forgive us our trespasses as we forgive those who trespass against us; and lead us not into temptation, but deliver us from evil. Amen.
6. (J) A Prayer of Committal:
Into Thy hands, O Lord, we commend the soul of Thy servant departed, now called unto eternal rest, and we commit his (her) body to everlasting care. Hear O Israel, the Lord thy God is one God.
7. Then one or more of the following prayers may follow:
 - a. (C/P) "Almighty God, Father of mercies and giver of all comfort, deal graciously, we pray Thee, with all those who mourn, that casting every care on Thee, they may know the consolation of Thy love; through Jesus Christ our Lord. Amen."
 - b. (C/P) "Almighty God, we entrust all who are dear to us to Thy never failing care and love, for this life and the life to come; knowing that Thou art doing for them better things than we can desire or pray for; through Jesus Christ our Lord. Amen."
 - c. (C/P/J) "O Lord, support us all the day long, until the shadows lengthen and the evening comes; and the busy work is hushed, and the fever of life is over, and our work is done. Then in Thy mercy grant us a safe lodging, and a holy rest, and peace at the last. Amen. "
8. The service may then be closed with one of the following Benedictions:
 - a. (C/P) "The God of peace, who brought again from the dead our Lord Jesus Christ, the great Shepherd of the sheep, through the blood of the everlasting covenant; Make you perfect in every good work to do His will, working in you that which is well pleasing to his sight; through Jesus Christ, to whom be glory forever.
 - b. (C/P/J) "Unto God's gracious mercy and protection we commit our departed friend. Bless him (her) and keep him (her). The Lord make His face to shine upon him (her) and be gracious to him (her). The Lord lift up His countenance upon him (her) and give him (her) peace, both now and evermore. Amen."

D. Burial at Sea.

1. The following is adopted from the Bureau of Naval Personnel Manual. There are three parts, one for each of the three major faiths. It should be used only for the scattering of ashes at sea, and at the request of the Auxiliarist or the survivors.
2. The local mortician should be consulted about the laws regarding the disposal of human remains for the state in which the ceremony is to take place. The officer in charge should be scrupulous in

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seeing that all laws are complied with and all forms or certificates are signed and returned to the proper authorities.

3. The Vessel of Honor, together with other Auxiliary vessels, should gather at the burial site at the appointed time. It is suggested that they form a "V" with the Vessel of Honor at the point of the "V". All vessels should be stopped heading into the wind. If necessary, for safety, they may remain at dead slow ahead.
4. It is suggested, for safety in small boats, that the participants remain in the cockpits facing the Vessel of Honor. At the command, "All Hands Bury the Dead," all vessels should stop and National Ensigns be dipped at half-mast.
5. The officer in command will then have the container of ashes brought on deck. The bearer should face aft with their back to the wind. Eight bells may then be tolled.
6. The following appropriate service should be adhered to. However, if weather and sea conditions dictate, it may be shortened to not less than the Committal and Benediction. The bearer at the appropriate time should open the container of ashes and scatter them so that they are carried by the wind over the surface of the sea. Auxiliaries remain with heads covered and salute during the committal.
7. At the end of the ceremony, a flower may be placed on the water and another given to the next of kin. The flotilla should then reform and return to base; the ensigns should be 'two-blocked' (hoisted to top).

a. Protestant Service.

1) The Scripture.

I am the Resurrection and the life, saith the Lord; he that believeth in me, though he were dead, yet shall he live; and whosoever liveth and believeth in me, shall never die.

God is our refuge and strength, a very present help in trouble. Therefore will we not fear, though the earth do change, and though the mountains be shaken into the heart of the seas. For this God is our God forever and ever; He will be our guide even unto death.

2) The Scripture Lesson.

If God be for us, who can be against us? He that spared not his own Son, but delivereth Him up for us all, how shall he not with Him also freely give us all things? Who is he that condemneth? It is Christ that died, yea, rather, that is risen again, who is even at the right hand of God, who also maketh intercession for us. Who shall separate us from the love of Christ? Shall tribulation, or distress, or persecution, or famine, or nakedness, or peril, or sword? Nay, in all these things we are more than

conquerors through Him that loved us. For I am persuaded that neither death, nor life, nor angels, nor principalities, nor powers, nor things present, nor things to come, nor height, nor depth, nor any other creature, shall be able to separate us from the Love of God, which is in Christ Jesus our Lord. - Romans 8.

- 3) Prayers (use either of the following).
 - a) Remember Thy servant, O Lord, according to the favour which Thou bearest unto Thy people, and grant that, increasing in knowledge and love of Thee, he (she) may go from strength to strength, in the life of perfect service, in Thy heavenly kingdom; through Jesus Christ our Lord, who liveth and reigneth with Thee and the Holy Ghost, ever, one God, world without end. Amen.
 - b) O God whose mercies cannot be numbered, accept our prayers on behalf of the soul of Thy servant departed, and grant him (her) an entrance into the land of light and joy in the fellowship of Thy saints, through Jesus Christ our Lord. Amen.
- 4) Lord's Prayer. Our Father, Who art in heaven, hallowed be Thy name; Thy Kingdom come; Thy will be done on earth, as it is in heaven. Give us this day our daily bread; and forgive us our trespasses as we forgive those who trespass against us; and lead us not into temptation, but deliver us from evil. Amen.
- 5) The Committal.
 - a) Unto Almighty God we commend the soul of our brother (sister) departed, and we commit his (her) body to the deep; in sure and certain hope of the resurrection unto eternal life, through our lord, Jesus Christ. Amen.
 - b) Open the container and scatter the ashes over the surface of the sea.
- 6) The Benediction.

The Lord bless thee and keep thee, the Lord make His face to shine upon thee and be gracious unto thee, the Lord lift up the light of his countenance upon thee, and give thee peace. Amen.

b. Catholic Service.

- 1) The Scripture.
 - a) Out of the depths have I cried unto Thee, O Lord: Lord hear my voice. Let Thine ears be attentive to the voice of my supplication. If Thou, O Lord, wilt mark iniquities; Lord, who shall stand it? For with Thee there is merciful forgiveness; and by reason of Thy law, have I waited for Thee, O Lord. My soul hath

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relied on his word; my soul hath hoped in the Lord. From the morning watch even until night let Israel hope in the Lord. Because with the Lord there is mercy: and with Him plenteous redemption. And he shall redeem Israel from all his iniquities. --(Ps. cxxix).

- b) At that time: Martha said to Jesus: Lord if Thou hadst been here, my brother had not died; but now also I know that whatsoever Thou wilt ask of God, God will give thee. Jesus saith to her: "Thy brother shall rise again." Martha saith to him: "I know that he shall rise again in the resurrection of the last day." Jesus said to her: "I am the resurrection and the life: he that believeth in me, although he be dead, shall live; and every one that liveth and believeth in me, shall not die forever. Believest thou this?" She said to him: "Yea, Lord, I have believed that Thou art Christ the Son of the living God, who art come into this world." St. John II.

2) The Prayers.

- a) Enter not into judgment with Thy servant, O Lord; for in Thy sight shall no man be justified unless through Thee he find pardon for all his sins. Let not, therefore, we beseech Thee, the hand of Thy justice be heavy upon him, whom the earnest prayer of Christian faith commendeth unto Thee, but by the help of Thy grace, may he escape the judgment of vengeance who whilst he was living, was naked with the sign of the Holy Trinity: Who livest and reignest world without end. Amen.
- b) Lord's Prayer (Must always be read). Our Father, Who art in heaven, hallowed be Thy name; Thy Kingdom come; Thy will be done on earth, as it is in heaven. Give us this day our daily bread; and forgive us our trespasses as we forgive those who trespass against us; and lead us not into temptation, but deliver us from evil. Amen.
- c) Hail, Mary. Hail, Mary, full of grace, the Lord is with thee. Blessed art thou among women, and blessed is the fruit of thy womb, Jesus. Holy Mary, Mother of God, pray for us sinners, now and at the hour of our death. Amen.
- d) May he (she) rest in peace. Amen.

3) The Committal.

- a) To Thee, O Lord, we commend the soul of Thy servant(s),..... **(first name(s) only)**, that having departed from this world (he/she/they) may live with Thee; and whatever sins (he/she has) (they have) committed through the frailty of human nature, do Thou, in Thy most tender mercy, forgive and wash away. Through Christ our Lord. Amen.

- b) Come to (his/her/their) assistance, ye Saints of God meet (him/her/them), ye Angels of the Lord, receive (his/her soul, their souls) and bear (it/them) into the presence of the Most High. May Christ receive you, who hath called you, and may the Angels escort you into Abraham's bosom.
 - c) Open the container and scatter the ashes over the surface of the sea.
- 4) The Benediction.
Eternal rest grant unto (him/her/them, O Lord, let perpetual light shine upon (him/her/them), and may (his/her soul) (their souls) and all the souls of the faithfully departed through the mercy of God rest in peace.
- c. Jewish Service.
- 1) The Scripture.
 - a) I will lift up mine eyes unto the mountains from whence shall my help come? My help cometh from the Lord, Who made heaven and earth. He will not suffer thy foot to be moved; He that keepeth thee will not slumber. Behold, He that keepeth Israel Doth neither slumber nor sleep. The Lord is thy shade upon thy right hand. The Lord is thy keeper;
 - b) The sun shall not smite thee by day, Nor the moon by night. The Lord shall keep thee from all evil, He shall keep thy soul. The lord shall guard thy going out and thy coming in, From this time forth and forever.
 - c) O Lord, what is man that Thou art mindful of him and the son of man that Thou takest account of him? What are we? Do we not all seem as vanity, as a shadow that passeth away? In the morning we flourish and grow up, in the evening we are cut down and withered. Thou turnest all men to contrition and sayest unto us: we do leave much behind. Mark the perfect and behold the upright for theirs is the way of peace. Thou, O Lord, redeemest souls of Thy children and none who serve Thee and love their fellow men will be forsaken.
 - d) O Lord, help us to find in these ancient yet ever new sentiments, the realization that through our tears we can reach to truth, through the darkness of our sorrow venture toward the light of hope, and through our anguish attain to the great adventure of perfect faith in Thee and Thy wisdom.
 - e) Love is stronger than death. Though we surrender dust unto dust, through the majesty and might of our love, life will abide with life.
 - f) Take unto Thyself our comrade who has given of his (her) love to this our great country. And let the words of our mouths express the meditations of our hearts.

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- 2) The Prayers.
 - a) O God, full of compassion, Thou who dwellest on high. Beneath the sheltering wings of Thy presence, among the holy and pure who shine as the brightness of the firmament, grant perfect peace unto the soul of(name).... who has gone unto eternity.
 - b) Lord of mercy, bring him (her) under the cover of Thy wings, and let his (her) soul be bound up in the bond of eternal life. Be Thou his (her) inheritance, and may-his (her) repose be peace. Amen.
- 3) The Committal.
 - a) Into Thy hands, O Lord, we commend the soul of Thy servant departed, now called unto eternal rest, and we commit his (her) body to the deep.
 - b) Open the container and scatter the ashes over the surface of the sea.
- 4) The Benediction.

The Lord bless thee and keep thee, the Lord make His face to shine upon thee and be gracious unto thee, the Lord lift up the light of his countenance upon thee, and give thee peace. Amen.

CHAPTER 4 THE AUXILIARY'S ELECTRONIC WORLD

A. THE AUXILIARY AND THE WEB

1. The Auxiliary Web Site (<http://www.cgaux.org>) speaks with an OFFICIAL voice. See also Office of Auxiliary Web Site (<http://www.uscg.mil/hq/g-o/cgaux/default.htm>). Excerpts from National Commodore Policy Letter 2-97 dtd. 18 August 1997.
 - a. Par. 3 "Statements of policy or procedure provided by members of the Chief Director's Office, National Elected Officers or Department Chiefs that are posted on the "What's New" page, "National Departments" pages, "News From the Bridge" page, or "Forms and Manuals" pages should be regarded as OFFICIAL statements. Only certain specific officers may have their announcements posted on these pages. These announcements will include the name and/or title of the submitting Coast Guard or Auxiliary officer. Therefore, members may feel secure that competent authority is providing the information. Editors of unit publications are asked to ensure that any web postings reprinted in their publications also include the name and title of the originator. Any information from the Internet that appears in a Flotilla, division, or district publication without such an attribution should Not be considered official. Additionally, the NACO other NEXCOM and National Staff members, Chief Director and his staff, DCOs, and other knowledgeable officers frequently monitor information on the web site. If any erroneous material is ever posted, it will be quickly identified and deleted or corrected."
 - b. Par. 4 "The purpose of these announcements on the web site is to speed up the dissemination of information to the membership. There is no intent to replace the written word that flows down the Chain of Leadership and Management (elected officers) and the Chain of Communications (appointed officers). Virtually everything a member reads on these pages will appear within several days, weeks, or months in the form of published manuals, letters, NAVIGATOR articles by senior national officers and the Chief Director's staff, departmental newsletters, and so forth."
 - c. Par. 5 "On the various departmental E-mail nets, the information provided by the department chief and/or their designated representatives may be regarded as OFFICIAL."
 - d. Par 6. "The "Members Open Forum" on the web site is an informal and unofficial place to exchange information. Normally, information posted on the open forum is not to be considered as official. However, from time to time, you may note that a member of the National Executive Committee, Chief Director and his staff, or a Department Chief will submit an official response. In these instances, you may consider this an official statement of policy or procedure. A follow-up to this response should appear on the "official portion" of the web site as well as being published for subsequent dissemination to the field."

- e. Par. 7 "Your support of this policy will be appreciated and assist in providing our members the timely information required to productively accomplish their missions." (End of quotation).
2. As you see the Auxiliary Web Site is here to stay and will play an ever increasing role of importance through-out the Auxiliary. It is time for all Flotillas to find a volunteer 'Web Watcher' to monitor the wonderful things that are taking place in the electronic information flow within the Auxiliary. A new FSO-CS staff officer position has been added to facilitate this process.
 3. It is a fact that there are Auxiliarists that do not have computers. It is a fact there are Auxiliarists that never want to have a computer. It is a fact that there are Auxiliarists that have computers and use them with varying degrees of skill. The purpose of communication through the internet is not to replace other forms of communication, but to supplement it and make accurate information available faster to a wider number of members. Already Auxiliarists are discovering that there is printed information available that they did not know existed. However, print communications will continue to be the primary means of Auxiliary communication for the next few years. If the Flotilla wants to gather the wealth of information available through the Auxiliary Web Sites; correspond with fellow Auxiliarists to ask questions and discuss solutions to problems; view new publications; check-out public law; and participate in a myriad of other UP TO THE MINUTE uses, this new electronic addition to information dissemination is a must. Stay on the cutting edge. Find the person in the flotilla who has, likes, and uses computers and ask them to be the Flotilla Web Monitor.

B. WHAT IS AVAILABLE TO THE FLOTILLA?

1. Commercial On-line Computer Services Many Commercial services are available to access and browse the internet -- Prodigy, CompuServe, America On-line, Microsoft Explorer, Netscape and several others. In addition there are local servers available with different services offered. You can access the National WEB page at <http://www.cgaux.org> and enroll through AUXWEB (look for "Add me to the list"). If you only have E-mail (JUNO users) send a request for an E-mail application to DVC-IE@cgaux.org.
2. Auxiliary E-mail Probably the best goal to shoot for is to use a service that provides **E-mail that will handle attachments** to the basic message. With this you can send messages to friends and family, other Auxiliary members, groups of Auxiliary members and for fast answers it sure beats regular mail. The attachment feature allows you to attach other files to your message. If you have a lengthy message you can compose it off-line and then attach it to your E-mail msg. There are specialty E-mail groups such as (VENET) for Vessel Examiners and (ITNET) for Instructors, Public Education, and Member Training. Other nets serve other Auxiliary interests. Questions are asked and rapidly answered. Gray areas

can be clarified and great ideas picked from someone else's brain. These are not venues to beat your pet peeves to death but a place for positive suggestions and discussions. Often the person who wrote the book or set the policy is reading your input and will answer direct. Try getting that accomplished through the regular mail in a reasonable amount of time.

3. Auxiliary Internet Web Site This medium probably offers the greatest rewards to the Auxiliary in the future. This is the famous (www) that precedes entry to many sites. It is a massive, loose knit, world wide computer web. You guessed it www = World Wide Web. This medium will allow us to put our manuals and publications on-line. Getting ready for a class and want to check for official changes that have not reached you yet --look in the www site and print out the change for your class. ANSC publications can be ordered, by authorized personnel, thru E-mail on the web. (Ask your FSO-MA or FC about that). You can take practice Nav Rules Tests on the WEB. You think of a use and it has already happened or it will probably happen. Can't find blank forms? Get on the WEB they are there. Have you appointed a Flotilla WEB Monitor yet? Why not?
4. US Coast Guard Web Site Want to check out the latest on the Coast Guard? Try (<http://www.dot.gov/dotinfo/uscg/welcome.html>). You can read the latest Commandant decisions and directives. Or go to the Office of Auxiliary Web Site (<http://www.uscg.mil/hq/g-o/cgaux/default.htm>) for latest policy and guidance on the Auxiliary program. Use both sites to delve into Coast Guard functions. Training information regarding "C" Schools is available at: (<http://www.uscg.mil/hq/tqc/>).
5. National Safety Council (<http://www.nsc.org>) will take you to the NSC page and from there you can see what is happening on the boating safety side.
6. It is anticipated that by the year 2000 you will be able to complete courses and update some qualifications on the internet.

C. WHAT IS THE FUTURE FOR ELECTRONIC COMMUNICATIONS?

UNLIMITED! Make arrangements to get your Flotilla involved today to prepare for tomorrow.

* * *

CHAPTER 5. STAFF DUTIES

A. INTRODUCTION

1. This chapter contains a generic letter of appointment for all staff officers. It is designed to accommodate flotillas with sophisticated equipment and those without much equipment. The letter appoints the staff officers to specific jobs; directs them to this chapter in this manual to review their duties; identifies the VFC as their staff supervisor; directs them to maintain and pass on necessary records; strongly directs accurate on time reporting; and encourages coordination wcounterpart. There are two versions of the letter: one with a letterhead; and one without the letterhead that can be copied on letterhead stationary.
2. Note that References are provided for the job. These will give the new staff officers a starting place to hone their skills. This should prove valuable to the flotilla. It has been found that in some cases, staff officers and/or elected officers did not know job specific publications existed in their areas. Note also that in all cases the Auxiliary Web Site is provided as a reference. This can be used as a source of information and a place to discuss problems and share solutions with other flotillas.
3. Duties are no longer designated General or Specific. The listed duties touch on all the major and most minor aspects of the particular FSO job. With these duties and the full use of the references and the AUXMAN the FSO should have an adequate base to perform the mission. The FSO only needs to add study and enthusiasm and shake well to make an outstanding FSO.
4. There have been name changes in some FSO jobs. However, the jobs essentially remain the same. The name changes have been made to better reflect the true nature of the task. Even though it will take some time to change the names in all Auxiliary publications the principles and information are good. --use them.

* * *

DATE. _____

SUBJECT: Staff Officer appointment.

TO: _____

1. I appoint you the Flotilla _____ Officer (FSO -- ___) This appointment is authorized by The Auxiliary Manual, COMDTINST M16790.1 (Series),
2. A list of your duties and responsibilities is available in Chapter 5, Flotilla Procedures Manual. Review your duties as soon as possible. If you have any questions consult with the Vice Flotilla Commander or me.
3. Your immediate staff supervisor is the VFC. Communicate with the VFC and fellow staff officers to insure that your program is implemented and run in an effective manner. Maintain open communications with your Division staff counterpart for coordination and technical assistance.
4. Attend all Flotilla meetings. If you are unable to attend notify the VFC in advance to coordinate your report to the members.
5. You are to maintain the necessary records required by your job. These records, property and any associated job publications will be passed to your future successor. This is necessary to insure continuity in your area of responsibility.
6. Know the reports required in your area. The Auxiliary Member Forms Guide, ANSC# 2005 is an excellent source document. Ensure that reports are complete and submitted on time. These reports are the only contact some offices have with our flotilla. Lets make sure they know they are dealing with an outstanding flotilla.
7. I am looking forward to your valuable contribution toward an excellent year for this Flotilla.

Flotilla Commander

Aids to Navigation Officer (FSO-AN)

Ref.: Aids to Navigation Report **(CG-5474) (ANSC# 7054)**
USCG AUX.-NOS. Coop. Chart Updating Program (NOAA Form 77-5)
(ANSC# 7037)
AUX ATON Instruction (CI 16500.16A) **(ANSC# 8059)**
Auxiliary Web Site (<http://www.cgaux.org>)

DUTIES

- a. Staff supervision and responsibility for chart updating patrols, verification of private aids to navigation and the prompt reporting of discrepancies on Aids to Navigation Report (ANSC# 7054), chart discrepancies and chart updating information (NOAA Form-77) (ANSC# 7037)
- b. Maintain close liaison with the Division Aids to Navigation Officer (SO-AN) and submit reports required by Division and District. By 1 October, notify the DSO-AN through the SO-AN, of desired chart distribution changes.
- c. Be familiar with the contents of the Aids to Navigation and Chart Updating Manual. Ensure that all required reports are complete and submitted on time.
- d. Coordinate with the FSO-OP to schedule ATON, PATON, and chart updating patrols. Ensure that every deployment of operational facilities for Aids to Navigation patrols is under Coast Guard patrol orders.
- e. Keep member informed of current changes to navigation publications so they may keep their publications up to date.
- f. Maintain the necessary records required to effectively fulfill your responsibilities.
- g. Establish and maintain contacts with local Coast Guard units to foster Auxiliary ATON patrols as well as rendering assistance and/or transport for Coast Guard personnel for emergency ATON servicing. All such activity must be performed under Coast Guard patrol orders.
- h. Cooperate with other agencies in chart updating.
- i. Survey and recommend changes to current aids to navigation.
- j. Record and maintain flotilla charts received through the automated chart distribution system.
- k. Participate, with the FSO-MT and FSO-OP in required operations seminars.
- l. Develop and supervise training to establish member proficiency in chart updating activities.

- m. Ensure that all private aids to navigation that have been assigned to the flotilla for inspection are inspected when required. Coordinate with the FSO-OP for required vessel facilities.
- n. In coordination with the FSO-MT, plan and provide ATON and Chart Updating training sessions to members of the flotilla.
- o. Coordinate with FSO-MT to utilize special chart updating patrols as member training sessions for any needed on-the-water training.
- p. Ensure that flotilla members are equipped for, and are aware of, the requirements and procedures for chart updating, reporting of aids to navigation discrepancies, and inspection of private aids while on safety patrols.
- q. Submit a monthly activity report to the SO-AN no later than the 15th of each month. This report will include:
 - 1. The number of flotilla ATON/CU reports submitted during the previous 30 days.
 - 2. Number of members submitting reports.
 - 3. Number of special investigations conducted.
 - 4. Number of training sessions and/or workshops conducted.

Career Counselor (FSO-CC)

- Ref. Career Candidate Officer Guide (M1100.4 series) (ANSC# 5013)
AIM Application/Medical Release (CGAUX-10) (ANSC# 7049)
AIM Candidate Travel Worksheet (CGAUX-20) (ANSC# 7022)
- Auxiliary Web Site (<http://www.cgaux.org>)
- Coast Guard Academy Web Site
- (<http://www.dot.gov/dotinfo/uscg/hq/uscg>)
- Coast Guard Academy Team Eagle WEB Site (<http://www.cgatenews.com>)

DUTIES

- a. Exercise staff responsibility and supervision over the flotilla Academy Introductory Mission Program (Project AIM) and the Recruitment Assistance Program (Project RAP). Implement effective AIM and RAP projects in accordance with prescribed procedures.
- b. Be thoroughly familiar with Coast Guard recruiting programs and procedures.
- c. Cooperate with the FSO-PA in publicizing Projects AIM and RAP and visits to schools.
- d. Create and maintain a follow-up program of persons sponsored during the AIM program to encourage them to take the entrance examinations and other steps necessary to apply for admission to the Academy. Stay in contact with those admitted to the Academy during their attendance at the Academy.
- e. Encourage those not receiving offers through the AIM program to take the entrance examinations and other steps necessary to apply for admission to the Academy outside of the AIM program.
- f. Assist the Coast Guard cadet procurement officer with an introduction to student guidance counselors in high schools.
- g. Provide AIM and RAP information to school counselors. Visit high school counselors with the area Coast Guard recruiter.
- h. Interview prospective Coast Guard enlistees and refer them to the nearest Coast Guard Recruiting Office.
- i. Follow-up on unsuccessful Academy candidates for possible enlistment or application to the Officer Candidate School.
- j. Submit articles to the district and division publications concerning Projects AIM and RAP activities to keep the membership informed.

- k. Report monthly to the Flotilla, the VFC, and the SO-CC on progress and activities in Projects AIM and RAP.
- l. Make a minimum of two visits to each high school for which the flotilla has responsibility. The goal is to inform as many qualified students as possible of the Coast Guard, the Coast Guard Academy and the Coast Guard AIM Program.
- m. Make a visit after the start of the new school session (September) to meet the career counselors and become aware of any programs planned by the school. Arrange flotilla participation in all programs where possible.
- n. Make another visit prior to the active solicitation period for AIM Applicants (January/February). The purpose of this visit is to talk to as many potential applicants as possible to explain the program. Again, members of the flotilla should assist as required.
- o. Report time spent in the pursuit of your duties on the Activity Report-Mission.

Communications Officer (FSO-CM)

Ref: Auxiliary Radio Facility Inspection Report (CGAUX-2736A) (ANSC# 7004)
Auxiliary Operations Policy Manual (M16798.3D) (ANSC# 2007)

Auxiliary Web Site (<http://www.cgaux.org>)

DUTIES

- a. Exercise staff responsibility and supervision over all matters pertaining to flotilla communications, and keep flotilla members informed of all developments in this area.
- b. Maintain close liaison with the SO-CM in planning, organizing and implementing the flotilla's communication activities.
- c. Work closely with the FSO-OP to develop communications plans to support flotilla missions and emergency plans.
- d. Ensure that every activation of an Auxiliary Radio Facility is under Coast Guard orders.
- e. Ensure a Communications Specialist inspects fixed land and land mobile radio facilities.
- f. If operating with Aircraft develop communications capability between aircraft and ground.
- g. In cooperation with the FSO-MT, encourage increased member participation in communications training and qualification as communications specialists.
- h. Maintain records required to effectively discharge your responsibilities. Pass these records on to your successor.
- i. Submit articles to the flotilla and division publications when deemed necessary or when requested in order to keep the members updated.
- j. Encourage the use of radio facilities and promote participation in communication drills. Develop and supervise flotilla training exercises in vessels and aircraft search and rescue communications. Encourage the obtaining of additional radio facilities.
- k. In coordination with the Member Training Staff Officer and the Operations Staff Officer, participate in required operations seminar.
- l. Maintain an up-to-date list of communications specialists. Maintain and publish an up-to-date emergency telephone "calling tree" for member alerting.

- m. Work with the Operation Staff Officer and local Coast Guard radio stations to provide qualified Auxiliarists to stand communications watches, telephone watches, etc.

Communication Services Officer (FSO-CS)

Ref: *How to Bring Up an Auxiliary Website* document posted on the Auxiliary National Web Site, <http://www.cgaux.org/>. (Currently on the Information Services Department page of the Auxiliary National Web Site.)

NACO's *Auxiliary Web Policy* letter posted on the Information Services Department page of the Auxiliary National Web Site.

Auxiliary Internet Resources (AIRS) site at <http://209.41.115.186/airs/>.

"C" school, Aux-04: Distance Learning Education Technology, offered for training of persons assigned CS duties. Information on the school is available on the Training Department page of the Auxiliary National Web Site. Or see <http://coetechnology.okstate.edu/cgaux/> or Office of Auxiliary Web Site <http://www.uscg.mil/hq/g-o/cgaux/default.htm>.

Auxiliary National Web Site (<http://www.cgaux.org>).

DUTIES

- a. Exercise staff responsibility and supervision over electronic communication services for the Flotilla. Keep the Flotilla informed of all developments in these areas.
- b. Unless otherwise directed, create and maintain a Flotilla website that is in full compliance with Auxiliary web policies.
- c. Maintain personal e-mail and Internet access. Be registered in the national e-mail directory and keep your registration information up-to-date.
- d. Foster interest in electronic communication among the members. Encourage and facilitate the use of electronic communication throughout the Flotilla.
- e. Facilitate the information relay process between those members who have e-mail and World Wide Web access capabilities and those members who do not yet have such access to electronic media.
- f. Coordinate and cooperate with the FSO-PB and FSO-PA to ensure that both electronic and printed media are used to their fullest extent in providing information to the membership and to the boating public.
- g. Serve as Flotilla WebWatcher. Monitor all Auxiliary e-mail NETs and the Auxiliary national website (CGAUXWEB) for important information. Ensure that such information reaches the appropriate elected and staff officers and the general membership in a timely fashion.

- h. Regularly monitor your local district, division and flotilla websites for official information posted for members by elected or staff officers.
- i. Regularly attend flotilla meetings and report on official information obtained from the web to members who do not have access to electronic media.
- j. Maintain close liaison with the Division Communication Services Officer and provide a monthly activity report to the SO-CS.
- k. Maintain such records as may be required to effectively discharge your responsibilities.
- l. Immediate supervisory responsibility for your office is vested in the VFC. Cooperate with the VFC in every way to ensure that the flotilla members are kept up-to-date on information available from electronic media.
- m. Upon expiration of your term of office, or when so directed by me, transfer all property and records of the office as well as the Flotilla website to your successor.

Finance Officer (FSO-FN)

Ref: Financial Report of Auxiliary Unit (CGAUX-23) (ANSC# 7025)
Chapter 1, Appendix 1C, of this manual.
Flotilla Standing Rules, ARTICLE VIII -- Finances
Auxiliary Manual, Chapter 5.
Auxiliary Web Site (<http://www.cgaux.org>)

DUTIES

- a. Exercise staff responsibility and supervision over all flotilla financial matters and keep flotilla members informed of the status.
- b. Become familiar with the Standing Rules and the AUXMAN, Ch. 5 as they apply to finances, donations, receipts, etc. If clarification of any financial matter is required consult the FC. If the matter is still not resolved, it may be necessary to request further assistance from the District Legal Officer (DSO-L).
- c. In conjunction with the FC and the Audit Committee ensure that the annual unit audit is performed. Then complete the Financial Report of an Auxiliary Unit, CGAUX-23, and forward it to the DCP NLT 31 January each year. Failure to meet this timeframe could result in a DCO directed audit.
- d. Keep complete and understandable records of all receipts, disbursements, and other financial transactions.
- e. Prepare an annual budget for review by the FC and Budget Committee. Present the Budget to the Flotilla for approval.
- f. Render financial reports monthly at flotilla meetings and as otherwise required.
- g. Mail out statements and collect dues from members. Ensure prompt payment of division dues and /or other obligations as authorized by the Budget, the FC, the Standing Rules, or the Budget Committee.
- h. Set up a bank account in accordance with ARTICLE VIII of the Standing Rules. Under the supervision of the FC receive and pay out flotilla funds from this account in accordance with the Standing Rules.
- i. Maintain close liaison with the SO-FN.

Information Systems Officer (FSO-IS)

Ref: Auxiliary Member Forms Guide, COMDTINST 16790.2 (series) (ANSC# 2005)
Auxiliary Web Site (<http://www.cgaux.org>)

DUTIES

- a. Exercise staff responsibility and supervision over all matters pertaining to AUXMIS data.
- b. Insure that all members are aware of the importance of timely and accurate data reporting. The Introduction to the Auxiliary Members Forms Guide, referenced above, is an excellent source for this information. Keep flotilla members informed of AUXMIS developments.
- c. Know the content of the Auxiliary Member Forms Guide, COMDTINST M16790.2 (series) and the procedures for members to follow when submitting AUXMIS-related forms.
- d. Maintain very close liaison with the SO-IS in order to insure members receive proper credit for their reportable activities.
- e. Keep the members, FSO-VE, FSO-PE, FSO-OP, FSO-MT advised of progress in each of their areas of responsibility.
- f. Maintain records required to effectively discharge your responsibilities.
- g. Coordinate with SO-IS to provide timely feedback to members on specific information concerning member submission errors in order to reduce processing and transaction error recovery time in the AUXMIS.
- h. Assist members in the correction of AUXMIS errors. Emphasize the importance of members keeping copies of their input data.
- i. Retain a yearly file to ensure that data reported by members was entered into AUXMIS and as a historical reference file to answer member questions relating to their reported activities.
- j. Conduct training sessions to promote better understanding of AUXMIS and AUXMIS procedures.
- k. Be prepared to develop a report, when requested, on member activity in the Courtesy Marine Examination (CME), OP, Instructor, or MT programs.

Materials Officer (FSO-MA)

Ref: ANSC Descriptive Listing Catalog with Cross Index and Revision Dates
Includes: ANSC Flotilla Supply Requisition
 ANSC Pollution/Environment Awareness Materials Order
 Form
 ANSC Division Supply Requisition
 Penalty Mail Supply Requisition
Auxiliary Web Site (<http://www.cgaux.org>)

DUTIES

- a. Exercise staff responsibility and supervision over the procurement of materials including stationery, forms and publications.
- b. Ensure all members and FSOs know that the FC and FSO-MA are the only ones authorized to requisition materials from the ANSC.
- c. Maintain close liaison with the Division Materials Staff Officer.
- d. Coordinate and cooperate with all staff officers to keep them supplied with the necessary items authorized for their duties.
- e. Maintain and disseminate, as required, listings on supplies and prices, sources available, and information on procurement.
- f. Maintain such records as may be required to effectively discharge your responsibilities.
- g. Advise all concerned of any changes or updates to all of the publications and forms.
- h. Be prepared to take orders during the flotilla meeting.

MARINE SAFETY AND ENVIRONMENTAL PROTECTION PROGRAM
(MS)

Ref: Pollution/ Environment Awareness Materials Order Form (Copies provided to Coast Guard MSO, SO-MA, FC, FSO-MA who are the only ones authorized to requisition these items).
Auxiliary Web Site (<http://www.uscgaux.org>).

DUTIES

This program is a young program and still in development. The program came into existence to assist the Coast Guard in its Marine Safety and Environmental Mission. The operation and staffing of the program will be guided by the Memorandums of Understanding (MOUs) between the Marine Safety Offices and the District Commodores. Auxiliary training will be part of these MOUs. Once the MOUs are signed, the District Commodore will organize the district to meet the Auxiliary requirements. Each District may have it's own unique organization to meet its specific requirements. Because of this unique situation the Flotilla Commander should look first to the Division MS for guidance. If the Division does not have a SO-MS, guidance should be requested from the District MS Officer (DSO-MS)

Member Training Officer (FSO-MT)

Ref: Auxiliary New Member Course Instructor Guide (P16794.39 (series))
(ANSC# 5025)

Aux. New Member Course Student Study Guide (P16794.40 (series))
(ANSC# 5028)

Thirty Question Open Book Exam, Course Code 482 series.
Auxiliary Manual (AUXMAN)

Various Specialty and Qualification Courses

Coast Guard Short Term Resident Training Request (CG5223)
(ANSC # 7059)

Auxiliary Web Site (<http://www.cgaux.org>)
COMDTNOTE 1540 listing of all "C" School Training opportunities
(<http://www.uscg.mil/hq/reserve/pubs/1540/15toc.htm>)

DUTIES

- a. Exercise staff responsibility and supervision over the flotilla member training program.
- b. Aggressively insure new members receive the New Member Training Course and The AUXMAN so they may complete the New Member Training Course without time delays. This course must be completed and results forwarded to DIRAUX along with the membership application.
- c. Coordinate closely with the FSO-MA to determine status of publication availability for member training courses. Place orders with FSO-MA in sufficient time to have publications in students' hands when course starts.
- d. Coordinate with the FSO-VE, FSO-PE to meet requirements for Vessel Examiners and Instructors. Coordinate with the FSO-OP to ensure that all boat crew and air operations training is performed under Coast Guard orders (reimbursable or non-reimbursable).
- e. Foster an interest in enrolling and completing Auxiliary Specialty Courses.
- f. Forward to the SO-MT such methods, training aids, course materials, or other educational tools developed within the flotilla that may have division-wide application.
- g. Arrange to monitor the auxiliary web site for updates and ideas that apply to member training. If you do not have the capability arrange for another flotilla member to assist you in this task (FSO-CS if one is designated).
- h. Coordinate with the FSO-IS to assist in maintenance of member qualification records.
- i. Upon expiration of your term of office, or when so directed by me, transfer all property and records of the office to your successor.

- j. Be familiar with the contents of the various Auxiliary publications associated with member training.
- k. Conduct and coordinate training sessions on basic qualification, instructor, courtesy examiner, boat crew and AUXOP training.
- l. Maintain records of individual member qualification and encourage their participation in the various programs in order that they may retain their qualifications.
- m. Retain the interest of members through training activities. Encourage members to seek a higher level of knowledge in subjects relating to Auxiliary and Coast Guard activities.
- n. Promote the presentation of "informal" member training sessions at each and every flotilla meeting.
- o. Ensure that all forms relating to member training are correctly and promptly completed and forwarded.
- p. Retain accountability for equipment and or materials specifically acquired for the purpose of member training and deliver it to your successor.
- q. Develop, conduct and coordinate an active Boat Crew Training Program. Coordinate with the FSO-OP and other staff officers as required. Arrange for the necessary Qualification Examiners (QE) when members are ready to demonstrate the required proficiency. The goal should be for each interested new member to qualify at the crew member level in the first year of membership. Attempt to qualify new members who are the primary owners of vessel facilities at the Coxswain level during the first two years of membership.
- r. Establish a Specialty Course Training Program keyed to the needs of the individual flotilla members.
- s. Administer the Air Operations Training Course for members interested in participating in Auxiliary Aviation, either as a Pilot or Air Observer. Coordinate with the FSO-OP in conducting the required training.
- t. When establishing training programs, the FSO-MT should also draw on qualified instructors in the various areas. The FSO-MT is expected to "set-up" the program and follow-up on its operation to ensure that its objectives are met.
- u. At each flotilla meeting give a brief progress report on the training programs.
- v. Become familiar with COMDTINST 16794.1, AUXILIARY NATIONAL "C" SCHOOLS PROGRAM and WEB site listed above for COMDTNOTE 1540 listing all Coast Guard "C" Schools available to Auxiliarists (copy was provided to all Flotilla Commanders and DSO-MTs).

Marine Dealer Visitor Officer (FSO-MV)

Ref: Marine Dealer Visitor Manual (M16796.3A) (ANSC# 5017)
Marine Dealer Certificate (CG 5234) (ANSC# 6022)
Marine Dealer Visitation Program (CGAUX-43) (ANSC# 7046)
Auxiliary Web Site (<http://www.cgaux.org>)

DUTIES

- a. Exercise staff responsibility and supervision over all matters pertaining to the Flotilla's Marine Visitor Program.
- b. Maintain close liaison with the Division Marine Visitor Officer (SO-MV) and/or the SO-VE. Implement the Marine Dealer Visitor program established for nationwide, District wide or Division use. Work with dealers to encourage increased activity and maintenance of uniformly high standards.
- c. Take positive steps to ensure that the flotilla's Marine Visitors are well trained. Conduct workshops and/or training program(s), as necessary, to ensure that your program follows District policy.
- d. Initiate and maintain contact with the SO-MV and/or SO-VE. Copy the SO-MV with all of your reports to the VFC.
- e. Be familiar with the contents of the Marine Dealers Visitor Manual (ref. above).
- f. Be alert for any reports on problems with supplies from the National Supply Center that affect your area of responsibility. Bring these matters to the attention of the VFC and/or FC.
- g. Establish goals and objectives for your Flotilla along with the necessary plans required to achieve your goals. You should develop goals that are measurable and maintain periodic review of the progress toward them. Report this progress to the Flotilla at each meeting. Compare it to last year's program.
- h. Prepare regular mailings to the flotilla's Marine Visitors. These mailings should pass down all information received from the SO-MV and/or SO-VE. Send a mailing prior to the start of the year, with any directions, procedures and reminders that are necessary to help start MDVs on the new year. These mailings are to ensure positive communication with the MDVs. When appropriate, provide copies to the FC, VFC and applicable Division Staff Officers.
- i. Prepare articles for each issue of the Flotilla publication to pass information of a general nature or of wide spread interest regarding your program to Flotilla members.

- j. With cooperation from the FSO-IS, review the appropriate AUXMIS data, at least quarterly, to track the progress of the Flotilla's Marine Visitations. If a weakness is observed within the Flotilla, advise the FC and VFC with recommendations for improvement.
- k. Refrain from requesting information and data from the Marine Visitors that is collected by, and available from, AUXMIS.
- l. Issue Marine Dealer Decals to Flotilla's Marine Visitors and maintain accountability of all decals.
- m. Assist the FSO-MT and encourage an aggressive program to qualify new Marine Visitors. With cooperation from the FSO-MT, establish and conduct Marine Visitors improvement programs.
- n. In cooperation with the FSO-MT ensure that any required VE/MV Workshop is conducted. Attend any Division Workshop with all FSOs-MV to discuss the District/Division related topics for inclusion in the VE/MV Workshop. Ensure that items particular to this District are included with the National Topics when each workshop is conducted.
- o. Coordinate with the FSO-IS to develop a system to identify those MVs that have not yet attended in time to ensure 100% attendance by all Marine Visitors in the Flotilla. Conduct Flotilla level workshops as required to accomplish the 100% attendance.
- p. Establish procedures to ensure that all Marine Visitors are aware of all VE/MV Hot Lines and The Marine Visitor Newsletter issued. Provide additional material if it will reinforce their content.
- q. Establish and oversee a program whereby all Marine Dealers assigned to your Flotilla, are contacted on a regular basis.
- r. At each meeting, report in writing on the status of the Marine Visitation Program.
- s. Provide copies of all appropriate correspondence generated by you to the FC, VFC, and applicable SO(s) in matters concerning their area.

Operations Officer (FSO-OP)

Ref: Auxiliary Operations Policy Manual (M16798.3 series) **(ANSC# 2007)**
Vessel Facility Inspection & Offer of Use Form (CG-2736) **(ANSC# 7003)**
Auxiliary Radio Facility Inspection Report (CG-2736A) **(ANSC# 7004)**
Aircraft Facility Inspection and Offer of Use Form (CG-2736B)
(ANSC# 7005)
Auxiliary Web Site (<http://www.cgaux.org>)

DUTIES

- a. Exercise staff responsibility and supervision over all flotilla operations.
- b. Assume responsibility for the scheduling, organization and conduct of all flotilla operations, to include safety patrols, regatta patrols, chart updating patrols, support missions, etc. Ensure that all such activities are under Coast Guard reimbursable or non-reimbursable patrol orders. Provide a copy of the schedule of patrols by flotilla members to the SO-OP.
- c. Develop plans and schedule qualified Auxiliarists to perform operations patrols. Prior to dispatch, insure all patrols and training patrols have Coast Guard orders (reimbursable or non-reimbursable), in hand.
- d. Maintain close liaison with the SO-OP to ensure prompt and direct flow of information vital to authorized Auxiliary operational activities.
- e. Coordinate with the FSO-MT to develop and supervise training exercise procedures for Auxiliary facilities. Ensure that every deployment of an operational facility for any activity on behalf of the Coast Guard Auxiliary or Coast Guard is under Coast Guard reimbursable or non-reimbursable patrol orders.
- f. Maintain close contact with facility owning members to encourage operational activity and maintenance of uniformity and high standards.
- g. Maintain current records of Auxiliary facility characteristics including information useful for SAR.
- h. When a member scheduled for a patrol cannot perform the patrol attempt to have the patrol taken by some other member.
- i. Keep the SO-OP advised of any actual or potential vacancy in a previously scheduled patrol.
- j. Encourage and assist with the training and qualification of members in the various aspects of operational activity.

- k. Encourage increased participation in search and rescue training, safety patrols, regatta patrols, chart updating patrols and all phases of Auxiliary authorized operational programs.
- l. In coordination with the Communications Staff Officer, arrange for the planning and conduct of communications watch-standing, communications drills, etc. If a communications staff officer is not appointed, assume the duties yourself.
- m. In cooperation with the Member Training Officer, take an active part in the planning and execution of seminars, workshops, forums, and panel discussions for boat crew training, air operations training, and any other operational training.
- n. Co-chair with the FSO-MT, required seminars for all members qualified under the Boat Crew, Air Operations, Communications Programs, or performing Operational Support Missions, utilizing nationally approved guides. Establish a follow-up system to ensure that all members attend the seminar, offering make-up seminars when necessary.
- o. Maintain up-to-date lists of all facilities and, in coordination with the FSO-VE and FSO-CM, facilitate planning for early inspection of facilities.
- p. Ensure that all forms relating to operational activities are completed correctly and promptly forwarded.
- q. Schedule patrols by flotilla facilities at least one month in advance. Each facility owner should perform one patrol, reimbursable or non-reimbursable, each month. The schedule should list the facility and the crewmembers.
- r. Prepare a "crew list" of all members eligible and available to serve as crew.
- s. Report at each meeting the status of the Patrol Schedule for the following month.
- t. Report at each meeting the results of following the current month's schedule; who has patrolled and crewed and which facilities missed any scheduled patrols.
- u. Coordinate with FSO-MT to have as many members as practicable working on boat crew qualification serve on flotilla facilities each weekend.
- v. Coordinate with FSO-AN to have facilities available to perform verification patrols.

Public Affairs Officer (FSO-PA)

Ref: Public Affairs Officer Guide (M5728.3 series) **(ANSC# 5008)**
Unit Monthly Public Affairs Activity (CGAUX-37) **(ANSC# 7031)**
Auxiliary Web Site (<http://www.cgaux.org>)

DUTIES

- a. Exercise staff responsibility and supervision over all Auxiliary public affairs and public information matters within the flotilla, and keep flotilla members informed of all developments in the program.
- b. Provide news releases to newspapers and radio & TV stations concerning flotilla activities in order to increase local knowledge of the Auxiliary and promote the best possible public image of the Auxiliary.
- c. Coordinate and cooperate with the FSO-PE and FSO-VE to encourage effective coverage of their activities.
- d. Mail news releases for all PE Classes to newspapers and radio & TV stations in sufficient time so that publicity is given four weeks before the scheduled start of each class.
- e. Mail news releases concerning all CME stations to newspapers, radio, & TV stations in sufficient time so that wide publicity is made at least two weeks before the scheduled station.
- f. Assist the FSO-CC by preparing and distributing advertising and publicity concerning Project AIM and the Recruitment Assistance Program (Project RAP).
- g. Be familiar with the Publications Staff Officer's Guide in order to originate articles in local publications. Clear articles as required with the Flotilla Commander, Director, etc.
- h. Cooperate with the FSO-PB in obtaining action photos of flotilla activity for publication in the flotilla and division newsletters, the district and national publications, and for entering in any district and national public affairs, publications and photo contests.
- i. Originate, as appropriate, articles for flotilla, division, national publications, clearing them with the FC for forwarding to district and the SO-PA.
- j. In cooperation with the SO-PA, establish effective working relationships with the newspaper, magazine and television media in a manner which will facilitate coverage of flotilla activities.
- k. Ensure that all public affairs activity reports are completed correctly and promptly forwarded on time.

Publications Staff Officer (FSO-PB)

Ref: Auxiliary Web Site (<http://www.cgaux.org>)
Chapter 4, this publication

DUTIES

- a. Be the editor of the flotilla newsletter.
- b. Maintain close liaison with the Division Publications Staff Officer to ensure a prompt flow of suitable articles and information of interest to the readership within the division and district.
- c. Encourage all flotilla members to submit articles of interest for inclusion in the flotilla newsletter.
- d. Make arrangements (with FSO-CS if one is designated) to monitor the Auxiliary Web site for up-to-date information to be passed to members.
- e. Assist in the preparation, Director's clearance and publication of unit publications. Promptly submit articles for publication to Division, District and National publications.
- f. Cooperate with the Public Affairs Staff Officer in obtaining action photos of flotilla activity for publication in the flotilla and division newsletters, the district and national publications, and for entering in any district and national photo contests.
- g. Maintain a file of all unit publications and/or articles submitted to other publications.
- h. Mail to all members of the flotilla the flotilla's newsletter, containing a summary of the last meeting. This mailing should include all permanent members and all prospective members. An additional distribution to the following is required: DIRAUX, DCO, VCO, RCO(area), DSO-PB, DCP, VCP, SO-PB and all FCs in the division.
- i. Mail a copy of the newsletter, with the identification of your District (Region), to:

The Coast Guard Auxiliary Collection
J. Y. Joyner Library
East Carolina University
Greenville, NC, 27858-4353.

Public Education Officer (FSO-PE)

Ref: Auxiliary Web Site (<http://www.cgaux.org>)
Public Education Course Report (CGAUX-28) **(ANSC# 7033)**
NOTE: A one-time issue was made to Flotillas and Divisions of the Public Education Officers Guide. These were intended to be passed on to each successive FSO-PE. If you do not have one, ask previous FSO-PE and SO-PE if they still have it in their files.

DUTIES

- a. Exercise staff responsibility and supervision over all matters pertaining to the public education program, which includes the scheduling, organization and conduct of flotilla public education activities. Keep flotilla members informed of all developments in the program.
- b. Supervise and schedule qualified Auxiliarists to perform specific activities in support of the Public Education Program. The schedule must include a specified time and place for the activity.
- c. In close coordination with the FSO-PA, plan, organize and direct programs and activities to promote and publicize boating safety and Auxiliary Public Education Courses in Schools, youth programs, clubs and industry groups.
- d. Ensure that the Personnel Services Staff Officer (FSO-PS) is given time to discuss the Auxiliary and Auxiliary membership in each and every public education course.
- e. Maintain close liaison with the SO-PE to implement the public education programs established for nationwide, district, and division use.
- f. Coordinate and cooperate with the FSO-MT to increase the number of qualified instructors and Master Instructors.
- g. Maintain a close contact with flotilla instructors to encourage increased activity, and maintenance of uniformly high standards.
- h. Forward to the SO-PE such methods, training aids, course materials, or other educational tools developed within the flotilla that may have division-wide application.
- i. Encourage and assist in the development of training aids for use by flotilla instructors, and in the participation in the district and national training aid contests.
- j. Assist the FSO-MT in organizing periodic workshops and any required headquarters approved seminars, in the training of instructors, and in instructor improvement programs.

- k. Maintain familiarity with the course content and instructional requirements of all approved public education courses.
- l. Ensure that all forms relating to public education activities are correct, complete, and promptly forwarded.
- m. Insure that instructors have coordinated in advance to have necessary training aids, screens, projectors and handouts on hand prior to class. Provide for spare bulbs to be on hand in classroom at all times.
- n. Coordinate with FSO-PA on the schedule of PE classes so media notices of each class will appear at least 4 weeks before the start of the class.
- o. Coordinate with FSO-FN and FSO-MA so that a sufficient supply of publications is on hand prior to each PE class.
- p. In coordination with the FSO-MA maintain an up-to-date inventory, and custody list, of all Coast Guard and flotilla-owned property. This is to include all movie and slide projectors, film and slides. Coordinate and cooperate with the applicable staff officers in keeping the inventory and custody lists correct.

Personnel Services Officer (FSO-PS)

Formerly (FSO-MR)

Ref: Recruitment and Retention Guide (to be published)
Chapter 1, Appendix 1 D this publication
New Member (NM) Certification Record (CGAUX-1) **(ANSC# 7018)** (to be eliminated and information included on revised enrollment application)
Use until changed.
Prospective Member Interview Record (CGAUX -2) **(ANSC# 7036)**
Enrollment Application (CGAUX-32) **(ANSC# 7001)**
Member Transfer Request (CGAUX-4) **(ANSC# 7056)**
Change of Membership Status (CGAUX-36) **(ANSC# 7035)**
AUXMAN, Chap. 10 - Uniforms
Uniform Procurement Guide (ANNUAL) **(ANSC# 7053)**
Auxiliary Uniform Order Form **(ANSC# 7051)**
Auxiliary Uniform Size Chart **(ANSC# 7052)**
Price List, Uniform Distribution Center (Cape May) **(ANSC# 7055)**
Auxiliary Web Site (<http://www.cgaux.org>)

DUTIES

- a. Exercise staff responsibility and supervision over all matters pertaining to the flotilla's recruitment and retention programs.
- b. Immediately coordinate with FSO-MT to insure new members receive and complete New Member Course.
- c. Maintain close liaison with the SO-PS in order to implement the latest recruitment and retention programs that concern the flotilla.
- d. In cooperation with the Public Education Staff Officer and class instructors, ensure that the Auxiliary story is presented to each PE class and invite the students to apply for membership. Coordinate and cooperate with the FSO-PA in publicizing recruiting notices and activities.
- e. Develop biographical files of the members. Maintain other records of advanced training and offices held that may be appropriate for use by the Flotilla Commander in filling staff and/or committee positions, recommendations for awards, etc.
- f. Develop and implement programs and activities designed to retain members. Give particular emphasis to contacting members who are drifting into inactivity by failing to attend meetings or by not actively participating in one or more programs. Look for symptoms of potential drop-out: missed meetings, no participation in fellowship events, and no participation in activities relating to recreational boating safety. Contact these members directly and try to involve them in flotilla programs, activities or training.

- g. Prior to final action by the flotilla commander on a disenrollment request, or disenrollment action initiated by the flotilla, contact the member involved. Ascertain what caused the proposed action and provide counsel. Perhaps retired status would be more appropriate than disenrollment. Provide the flotilla commander a written summary of the action taken, and results, for each case.
- h. In cooperation with the FSO-VE, ensure that all Vessel Examiners have a supply of the "Join the Auxiliary" pamphlets, stamped with information on who to contact, for handouts to prospective members identified during a Courtesy Marine Examination.
- i. Follow-up all prospective membership leads from public education classes, boat shows, telephone queries, and other sources to ensure that every effort is expended to acquire good members.
- j. Encourage members to bring prospective members as guests to the meetings and other suitable activities.
- k. Meet visitors and prospective members who come to flotilla meetings. Ensure they are properly introduced to the membership.
- l. In cooperation with the Member Training Officer, encourage and guide new members through the new member process and encourage their further participation in advanced training.
- m. Maintain contact with Retired Members of the flotilla. Ensure they are informed of flotilla activities and are invited to participate where permitted.
- n. Before each flotilla meeting follow-up with each prospective member with a phone call. Extend an invitation to the meeting. The aim is not to annoy the individual but to let them know we are genuinely interested and ready to assist. Continue to follow-up until prospect becomes a member.
- o. Follow-up on every member that missed a meeting with a phone call during the week following the meeting. See if there was some problem causing the absence that the flotilla should address. Make another call to those same members during the week of the next meeting to remind them of the meeting.
- p. At each flotilla meeting report on the status of prospective members and any new prospective members added since the last meeting. Advise the members of current status of flotilla recruitment goals.
- q. Furnish the FSO-SR with the names and addresses of new prospective members to keep the mailing list up to date.

- r. Be fully knowledgeable of regulations pertaining to the proper wearing of the Auxiliary uniform. Know the procedures to purchase uniform items from military and commercial sources. Maintain a file copy of the current *Uniform Procurement Guide*. **(ANSC# 7053)**

Secretary/Records Staff Officer (FSO-SR)

Ref: Auxiliary -- Record of Unit Meeting (CG-3615) (ANSC# 7017)
Auxiliary Web Site (<http://www.cgaux.org>)

DUTIES

- a. Act as Secretary for the flotilla.
- b. Maintain close liaison with the Division Secretary/Records Staff Officer (SO-SR).
- c. Be responsible for the recording and publication of the minutes of the flotilla when it meets in official sessions.
- d. Maintain a current record of flotilla officers, committee assignments and such other appointments as may be made by the FC.
- e. Maintain a current list of division officers.
- f. Maintain such other records as may be required to ensure the correctness and continuity of administration.
- g. Maintain a historical record of the flotilla and forward it to the District Historian each year.
- h. Assume staff responsibility for matters pertaining to administrative and personnel reporting.
- i. Maintain a current roster of flotilla members. Cooperate with the Information System Staff Officer in ensuring the member's records in AUXMIS are correct.
- j. Maintain a copy of the division and flotilla Standing Rules and other records as may be required to ensure the correctness and continuity of administration.
- k. Submit articles to the unit publication when deemed necessary to keep the membership informed or when requested.
- l. Maintain mailing lists for all members, members-in-training and prospective members. Coordinate with FSO-PS and FSO-IS to ensure a correct, up-to-date list.
- m. Make a monthly mailing of the flotilla meeting notice, with meeting agenda, to all categories of members. Notices are to be mailed so as to be delivered no later than three days prior to the meeting.

Vessel Examination Staff Officer (FSO-VE)

Ref: Auxiliary VE Instructor Guide (CIM16796.4) (ANSC# 2003)
Vessel Examiner Student Material (ANSC# 2000)
Includes: Auxiliary VE Manual (CIM16796.2) (ANSC# 2001)
Auxiliary VE Study Guide (CIM16796.5) (ANSC# 2002)
CME Checklists 1995 (AUX-204) (ANSC# 7012)
CME Card & Instruction (CME Info System, CG-5232) (ANSC# 7045)
Personal Watercraft Craft Check Sheet (AUX-204A) (ANSC# 7011)
PFD Panda Award Card (ANSC# 6048)
Vessel Facility Check Off Form (CG-2736) (ANSC# 7003)
Auxiliary Web Site (<http://www.cgaux.org>)

DUTIES

- a. Exercise staff responsibility and supervision over all matters pertaining to the flotilla's Courtesy Marine Examination (CME) Program, the Marine Industry Program, and the inspection of facilities. Keep flotilla members informed of all developments in your area.
- b. Unless otherwise directed, you are to schedule qualified Auxiliarists to perform specific activities in your area of responsibility. The schedule must include a specific time and place for the activity.
- c. Maintain close liaison with the SO-VE to implement the Courtesy Marine Examination and Marine Dealer Visitation programs established for district-wide or division use.
- d. Coordinate and cooperate with the FSO-MT to encourage and increase the number of qualified Courtesy Examiners and Marine Industry Visitors.
- e. Maintain a close contact with flotilla vessel examiners and marine industry visitors to encourage increased activity and maintenance of uniformly high standards.
- f. Maintain current records of facility inspections, Courtesy Marine Examinations, dealer visits, decal distribution and for such other purposes as may be required to effectively discharge your responsibilities.
- g. In coordination with FSO-OP, develop and direct an organized program of early activity for securing 100% facility inspections prior to the district deadline date. Provide facility owners a copy of checklist at least 2 weeks in advance of inspections.
- h. Co-chair, with the FSO-MT required seminars for vessel examiners and marine visitors. Utilize nationally approved guides. Establish a follow-up system to ensure that all examiners and marine visitors attend the seminar, offering make-up seminars when necessary.

- i. Do the utmost to ensure the quality and integrity of all such safety checks, examinations, inspections and visits.
- j. Work with the FSO-PA to actively advertise the Courtesy Marine Examination program to the public. Coordinate with FSO-PA to foster a close understanding of the programs among state and municipal boating officials for the purpose of stimulating greater public participation and increased safety check activity.
- k. Encourage continued qualification of new examiners and marine visitors by assisting the FSO-MT in organizing and supervising periodic training sessions, seminars and workshops.
- l. Maintain current records of facility inspections, safety checks, and marine industry visits. Ensure that all reports relating to Courtesy Marine Examinations, facility inspections and marine dealer visits are correctly completed and promptly forwarded.
- m. Report monthly to the VFC and the members on the progress and activities in the Courtesy Marine Examination program, facility inspections and marine dealer visits.
- n. In cooperation with the FSO-IS, establish a follow-up system to ensure that no examiner loses qualification from failure to perform the minimum number of Courtesy Marine Examinations each year.
- o. Maintain a follow-up program on dealer visits to ensure that no Marine Visitor loses qualification from a failure to perform the required number of visits each year.
- p. Issue Seals of Safety and Marine Dealer decals to flotilla examiners and visitors, and maintain accountability of all decals provided for the flotilla's use.
- q. Oversee and coordinate the Flotilla Marine Industry Visitation Program, assisting visitors to schedule visits without duplication, assigning areas to ensure that all dealers are covered and providing visitors with decals. Cooperate with the SO-VE and report all visits in the monthly VE reports.
- r. In connection with the FSO-MV ensure that all marine dealers in the flotilla's area of responsibility have, as a minimum, an updated schedule of all PE courses and Courtesy Marine Examination stations with contact phone numbers. Ideally, the dealers would be furnished this information in the form of handouts for distribution to customers.
- s. Examiners should be assigned each weekend to specific marinas. Give particular emphasis on National Safe Boating Week and/or the early part of the boating season.
- t. The FSO-VE will report at each flotilla meeting which ramps were manned during the preceding month and which marinas were covered. The examining plan for the following month should be finalized.

CHAPTER 6. FLOTILLA CORRESPONDENCE

A. Introduction

1. Standards -- This guide provides the Flotilla Commander and staff with:
 - a. Guidelines and suggestions for improving or sharpening writing skills;
 - b. Formats for basic Flotilla correspondence.
It is not intended to cover all things for all people but only to provide the basics for the Flotilla's mission.
2. Principles for good writing. Three things you should know when you start a written communication are your recipient, your subject, and yourself.
 - a. There are various ways to communicate your feelings. The method you use will depend on the recipient. A letter to the Division Captain, The District Commodore or the DIRAUX will be different than the letter welcoming a new member. One will be direct, formal and to the point. The new member letter will be more informal and personal.
 - b. Know what you are writing about and convey that knowledge to the recipient by making sure you provide complete information on the subject being addressed. It is a great idea to write the correspondence and then put it aside for a while. Pick it up later and read it as if you were the receiver. If you have the slightest doubt about what is being said, you can bet the receiver will have even more trouble.
 - c. Know your own strengths and weaknesses. Build on your strengths and get assistance with your weaknesses. Never be afraid to "pick someone's brain" or ask for assistance to improve the product.
3. Getting ready to write. Some ideas to consider during the writing of a letter are:
 - a. Gather the information you need to get your point across and acquaint yourself with the facts. Check references such as the AUXMAN, The Flotilla Procedures Manual, and other sources that you may need to make yourself knowledgeable. It is amazing how fast you can become an expert by reading the books. Some people don't check the current facts but rely on how it was done last year or what someone else told them. Sometimes this information is neither correct nor reliable. The Auxiliary Web Site (<http://www.cgaux.org>) is an excellent source for recent changes. Putting questionable information in a letter to a knowledgeable individual will normally kill any chances of success.

- b. After the confirmation of information (know your subject), make a written or mental outline of how you want to present the subject to the recipient. (Know the receiver) Your presentation may vary by recipient. The approach should seem logical and reasonable to the individual receiving the letter. Put yourself in the recipient's shoes and then sell yourself.
- c. Use your outline and write a draft covering all the main points. Don't worry about the spelling and grammar at this point. Get your ideas on paper. It is always easier to correct that 'first draft' than it is to keep correcting thoughts in your mind.
- d. Let the draft rest. Put it out of sight and go to other things. This rest is a very important part of the project. It gives you time to back off, rest and think about the matter. Often when you return to the draft you will wonder what idiot wrote it. Great! Now changes will be easier and the overall approach is clearer. Would you believe that most unsuccessful writers ignore this step?
- e. Final revisions. You may make several drafts before being satisfied. Correct the spelling and format in the last draft. When possible have someone else read the correspondence and ask for comments. If they understand it on the first reading, you have a very good document.

B. Formats

1. There are four formats that the flotilla may use to communicate with individuals or organizations inside or outside the Auxiliary.

These are:

- a. SUBJECT: -- TO: -- VIA: letter.
 - b. RapidDraft Letter.
 - c. Simple Business Letter.
 - d. Postcards.
2. The SUBJECT:-- TO -- VIA: letter -- Easy to format, does not require inside addresses and simplifies coordination. It is a very acceptable style for most Auxiliary correspondence. The VIA: portion is not used unless the correspondence has to be commented on by one or more people before it arrives at the TO: addressee. The staff letter of appointment used in Ch. 5 is a SUBJECT -- TO letter.
 - a. The advantage of the VIA portion is that the individuals involved may concur with the letter by simply writing 'concur' after their name, add their initials and pass it to the next individual. If the individual wants to add remarks or does not concur they can do so by attaching their comments to the letter and sending it to the next person. List the first person to comment at the top of the list and the others in order.

b. Example as follows:

=====

LETTERHEAD

(If no preprinted letterhead is used you may want to type one.)

**Office of the Flotilla Commander
Flotilla 99-10
Auxiliary Village, MW, 90909**

DATE. _____

SUBJECT: Staff Officer appointment. Subject states the purpose of the letter

TO: _____ Identifies the ultimate recipient

VIA: *If letter requires concurrence or remarks by someone between the sender and the recipient those names and/or position designations are filled in here. Complete addresses are not used i.e.*

VIA: DCP-15
or

VIA: DCP-15
DCO 80th Western

1. I appoint you the Flotilla _____ Officer (FSO--____) This appointment is authorized by The Auxiliary Manual, COMDTINST M16790.1 (Series),
////////////////////////////////////

8. I am looking forward to your valuable contribution toward an excellent year for this Flotilla.

Flotilla Commander

cc: individual file

=====

3. The RapidDraft Letter -- Is a fast and uncomplicated way to communicate. It can be typed or handwritten. Use for routine correspondence not requiring action, review, or comment by intermediate addressees. If there is room the recipient may write the answer on the RapidDraft and return it to the sender. The yellow copy is the file copy for the originator. If the receiver replies on the same form, the blue copy is used as the receivers file copy. An example of the RapidDraft is shown in Auxiliary Forms and Instructions (COMDTINST 16790.2 (series)) which was sent to all Auxiliary members. RapidDrafts may be ordered from ANSC by the FSO-MA or the Flotilla Commander.

4. The business letter -- Is a format to use when writing to persons or organizations outside the Auxiliary. The annotated example below is a guide for this type of letter.

```
=====
                                LETTERHEAD
                                <2 spaces>
                                <4 spaces>
                                Date
Mr. C.W. Busniss      <Inside address that letter is being mailed to>
943 Third Street
Auxil, MO 12345-3268
    <space>
Dear Mr. Busniss:
    <space>
    This is to confirm our telephone conversation of Feb. 16. We are
pleased to present a 30 minute talk on Boating Safety to your Lions Club
at the Wagon Wheel Cafe on Wednesday, March 5th.
    <space>
    We will need a table for our slide projector. Since you already have
a screen in the meeting room we will use your screen. Our talk will
address subjects of water safety for boaters and for those who
occasionally ride on or rent a boat. The presentation will take about 20
min. This will leave 10 min. for a very important question and answer
session.
    <space>
    Flotilla 71-97 is pleased to work with you in the important matter of
Safe Boating. If there are any changes or questions please give me a call
at 987-5432.
    <space>
                                Sincerely,
                                James R. Rooter
                                Auxiliary title spelled out
                                U.S. Coast Guard Auxiliary
    <three spaces>
<space>
ENCL: Boating Safely Pamphlet (If there are any enclosures they are listed
here).
Copy: Duane Smith DCP 71 (If copies are sent to anyone they are listed
here).
(Another style of business letter is a block style in which the paragraphs
are not indented and the signature block is aligned on the left margin.)
=====
```

5. The postcard -- Postcards are available through the FSO-MA. Use them when the message is short. They are good to announce meetings, member training sessions, BS&S class reminders, etc. Another benefit is that they also save on postage and envelope costs.

U. S. COAST GUARD AUXILIARY
DEPARTMENT OF TRAINING

MATERIAL EVALUATION SHEET
FLOTILLA PROCEDURES MANUAL COMDTINST M16791.5

I. Instructions:

In order to improve and maintain quality and applicability of training materials it is necessary to obtain information from the user/member. Please rate the following areas on a scale from 1 to 5. After completing this sheet, please fold, staple or tape, with the self-address showing, place a first class stamp in the upper right hand corner, and mail.

II. Text:

A. Organization	Not	Very
1. Material presented in a clear and understandable manner.	Clear	Clear
	1 2 3 4 5	
2. Material well organized.	Poor	Excellent
	1 2 3 4 5	
B. Content	Poor	Excellent
1. Material addresses issues	1 2 3 4 5	
2. Material meets needs of members	1 2 3 4 5	
C. Quality	Poor	Excellent
1. Overall Quality	1 2 3 4 5	

III. Please give us your specific comments on items that can be improved. If you wish an acknowledgement, please indicate your name, address, and Auxiliary number:

Name: _____

Address: _____

Member Number: _____

Enclosure (1) to COMDTINST M16791.5

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REFERENCES

Located ANSC CG # Directives	CG or Other Form # Filler	Title of From, Guide or Manual	Last Update	Aux Web Site
2000	none	Vessel Examiner Student Material (ANSC # 2001 & 2002)		
2001 DIR	COMDTINST M16796.2(series)	Aux Vessel Examiner Manual		
2002 DIR	COMDTINST M16796.5(series)	Aux VE Student Study Guide		
2003 DIR	COMDTINST M16796.4(series)	Aux VE Instructor Guide		
2005 DIR	COMDTINST M16790.2(series)	Aux Member Forms Guide		
2007 DIR	COMDTINST M16798.3(series)	Aux Operation Policy Manual		
5013 DIR	COMDTINST M1100.4(series)	Aux Career Candidate Officer Guide		
5017 DIR	COMDTINST M16796.3(series)	Aux Marine Dealer Visitor Manual		
5025 DIR	COMDTPUB P16794.39(series)	Aux New Member Course Instructor Guide		
5028 DIR	COMDTPUB P16794.40(series)	Aux New Member Course Student Study Guide		
6022 DIR	CG-5234	Marine Dealer Certificate		
6048 DIR	none	PFD Panda Award Card		
7001 **	**CGAUX-32	AUX Enrollment Application	1/98	AW
FF		AUX Enrollment Application	4/97	
7003 FF	CG-2736	Vessel Facility Inspection and Offer for Use Form	5/96	AW
7004 FF	CG-2736A	Radio Facility Inspection and Offer for Use Form	3/95	AW
7005 FF	CG-2736B	Auxiliary Pilot Qualification and Aircraft Facility Inspection Report	6/98	AW
7006 **	**CGAUX-38	Change of Office Holder Report	11/97	AW
FF		Change of Office Holder Report	4/97	
7007 **	**CGAUX-15	Annual Unit Officers Report	12/97	AW
FF		Annual Unit Officers Report	4/97	
7011 FF	(AUX-204A)	Personal Watercraft Safety Check Sheet	3/97	AW
7012 **	**AUX-204	CME Checklist	3/98	AW
FF		CME Checklist	12/97	
7017 FF	CG-3615	Aux Record of Unit Meeting	6/81	AW
7022 **	**CGAUX-20	AIM Candidate Travel Worksheet	4/97	AW
FF		AIM Candidate Travel Worksheet	4/97	
7025 **	**CGAUX-23	Financial Report of an Aux Unit	11/97	AW
FF		Financial Report of an Aux Unit	12/94	

Located ANSC CG # Directives	CG or Other Form # Filler	Title of From, Guide or Manual	Last Update	Aux Web Site
7031		Unit Monthly Public Affairs Activity	4/97	AW
**	**CGAUX-37	Unit Monthly Public Affairs Activity	4/97	
FF				
7033		Public Education Course Report	4/97	AW
**	**CGAUX-28	Public Education Course Report	4/97	
FF				
7035		Change of Membership Status	2/98	AW
**	**CGAUX-36	Change of Membership Status	4/97	
FF				
7036		Prospective Member Interview Record	11/97	AW
7037	NOAA Form 77-5	USCG AUX-NOS Cooperative Chart Updating Program	7/92	AW
7045	CG-5232	CME Action Information Notification	3/97	AW
FF				
7046		Marine Dealer Visitation Program	1/98	AW
FF				
**	**CGAUX-43	Marine Dealer Visitation Program	4/97	
FF				
7049		Application for Academy Introduction Mission/Medical Release	4/97	AW
**	**CGAUX-10	Application for Academy Introduction Mission/Medical Release	4/97	
FF				
7051		Aux Uniform Order Form	1/97	AW
7052		Aux Uniform Size Chart	1/97	AW
7053		Uniform Procurement Guide		
7054	CG-5474	Aids to Navigation Report	5/95	AW
FF				
7055		"Price List, CG Uniform Distribution Center"	1/99	AW
7056		Member Transfer Request	11/97	AW
**	**CGAUX-4	Member Transfer Request	4/97	
FF				
7059	CG-5223	CG Short Term Training Request	6/84	AW
FF				
8059	COMDTINST 16500.16(series)	Aux ATON Program		
DIR				
	COMDTINST M5728.3(series)	Aux Public Affairs Officer's Guide		
DIR				
	COMDTINST M16790.1(series)	Aux Manual		AW
	COMDTINST M16790.2(series)	Aux Member Forms Guide		
	COMDTNOTE 1540	"Conveneing Schedule for CG Class ""A"" & ""C"" Training"		AW
DIR				
	COMDTPUB P16794.12(series)	Membership Recruitment and Retention Guide		

= Needs update to current Form