

U. S. COAST GUARD AUXILIARY

(DISTRICT LOGO)

**DISTRICT  
AND  
HOST DIVISION  
CONFERENCE  
&  
CHANGE OF WATCH  
GUIDE**

**FALL 2002**

**(DISTRICT/REGION)  
U.S. COAST GUARD AUXILIARY**

## FOREWORD

This guide has been compiled to help District and Host Divisions present successful conferences and Changes of Watch (COW). You can also find helpful information in several publications: ***The Auxiliary Manual***, COMDTINST M16790.1(series); ***Auxiliary Program Guide to Courtesy and Protocol***, DOC #P001F, July 1999, USCGA Department of Training; ***Division Procedures Guide***, COMDTPUB P16791.3(series) and the ***Auxiliary Operations Policy Manual***, COMDTINST M16798.3(series). We hope this information package with suggestions and ideas from past conferences will help you in preparing for your conference. The sole purpose of this document is to assist units in planning and executing their conferences and COW's so that they result in successful events. This guide is just that--a guide, to be utilized as the unit sees fit.

Remember, it's the little things that count. Plan your work and work your plan, track your progress and maintain good communications with your Conference Committee and Commodore, or COW Committee and Division Captain.

Throughout the following pages you will be guided step by step within a given time frame to ensure the prompt and successful completion of all conference arrangements in a timely fashion.

Sample forms and check sheets are included to assist you in tracking the various activities. Planning is the key that unlocks the door to successful conferences.

Don't be intimidated by it. Remember that the goal of any function is to allow plenty of time to plan, have a good budget, have good communications before, during and after the function, and good committed people who will make the program a success and have some fun.

Fellowship Division  
Department of Personnel  
U.S. Coast Guard Auxiliary

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## TABLE OF CONTENTS

	Page #
<b>FOREWORD</b>	2
<b>SECTION I DISTRICT DUTIES</b>	
A. DISTRICT CONFERENCE COORDINATOR	6
B. HOTEL SELECTION	7
C. HOTEL CONTRACT	8
D. MEALS	9
E. COST	10
F. CONFERENCE ANNOUNCEMENT (FLYERS)	10
G. RESERVATIONS AND REGISTRATION	11
H. MEETING ROOMS	12
I. DISTRICT MEETING ROOM SET-UP	12
J. COMMODORE'S SATURDAY BANQUET	13
K. MATERIALS CENTER	13
L. DISTRICT FINANCE OFFICER (DSO-FN)	14
M. DISTRICT MEMBER TRAINING OFFICER (DSO-MT)	14
N. PAST CAPTAINS' ASSOCIATION (PCA)	15
<b>SECTION II. HOST DIVISION DUTIES</b>	
A. ON-SITE CONFERENCE COORDINATOR	17
B. CONFERENCE COMMITTEES	17
C. ADMINISTRATION COMMITTEE	18
D. ARTICLE FOR DISTRICT NEWSLETTER	19
E. AUDIO VISUAL COMMITTEE	19
F. BUDGET AND FINANCE	20

G. COMMUNICATIONS	20
H. DOOR PRIZES	20
I. ENTERTAINMENT/FRIDAY NIGHT FUN ACTIVITY	21
J. GOODY BAGS	22
K. HELPING HANDS COMMITTEE	22
L. HOSPITALITY ROOM	23
M. LOCAL INFORMATION DESK	23
N. MEETING ROOMS AND SET-UP	24
O. MORNING COFFEE	24
P. OPENING CEREMONIES COMMITTEE	24
Q. RAFFLE TICKET SALES	25
R. RECEIVING AND SHIPPING COMMITTEE	25
S. REGISTRATION/INFORMATION TABLE	25
T. SPECIAL/NON-MEMBERS ACTIVITIES	26
U. TABLE DECORATIONS	24
V. TRANSPORTATION COMMITTEE	27
W. WELCOMER(S)	28

**SECTION III. COW COMMITTEE DUTIES FOR COW**

A. UP-FRONT PLANNING	29
1. WHY A CHANGE OF WATCH?	29
2. PLANNING	29
3. COW COMMITTEE	29
4. MASTER OF CEREMONIES	29
5. INVITATIONS	29
6. RESERVATION FORM	30
7. TIMING	30
8. AGENDA	30
9. PRINTED PROGRAM	31
10. UNIFORM	31

B. COW FACILITIES AND SET-UP	31
1. LOCATION	32
2. CONTRACT	32
3. HAT TABLE/AWARDS TABLE	32
4. GREETERS	32
5. RAFFLE/DOOR PRIZES	32
6. PLACE CARDS	32
7. FLAGS/BANNERS	32
8. SEATING	33
9. HEAD TABLE	33
C. THE BANQUET AND CEREMONY	33
1. COAST GUARD PERSONNEL	33
2. INTRODUCTIONS	33
3. MUSIC/COLOR GUARD	34
4. FLAG SALUTE	34
5. INVOCATION	34
6. INSTALLATION OF OFFICERS	34
7. SPEAKING ORDER/AWARD PRESENTATIONS	34
8. REMARKS BY GUESTS	35
9. CLOSING REMARKS	35
D. AFTER THE SHOW IS OVER	35
<b>SECTION IV.        ESSENTIAL CONTRACT INFOR-</b>	
<b>                          MATION FOR ELECTED OFFICERS</b>	<b>37</b>
<b>SECTION V.        ACRONYMS AND ABBREVIATIONS</b>	<b>45</b>
<b>SECTION VI.       EXHIBITS</b>	<b>46</b>

## SECTION I DISTRICT DUTIES

### A. DISTRICT CONFERENCE COORDINATOR

The District Conference Coordinator has a number of necessary duties in conjunction with a well run District Board meeting and close coordination with this officer can prove very helpful to the Host Division(s). Designation of a Host Division(s) member to assist the District Conference Coordinator is suggested. A few of the many details that must be accomplished are:

1. Contract with the selected hotel/motel for sleeping rooms, meeting rooms, hospitality room, conference administrative center room and media room for storage and assembly of meeting room and instructor equipment and meals for the District Conference. Make room reservations for EXCOM when contract is negotiated and specify rooms be in same general area. Arrange for a safe deposit box for use by the DSO-MA.

2. Assure proper set-up of the room and equipment for the Board meeting (Friday/Saturday). Provide seating for three Staff members to the side of the bridge. Staff members will move to the staff seating so that there are always two members waiting to present their reports. Add steps to both sides of bridge (preferably with a hand rail).

3. DAA Responsibilities:

- Informs hotel of the number of people who will have breakfast there.
- Place the name plates for Bridge, Board, and Staff at the Board Meeting.
- Assure proper set-up of all meals and meeting rooms. Arrange with (who is responsible for seating guests) for National representatives to sit at Head Table.
- Assure proper set-up for the Vice Commodore's and PCA's luncheons.
- Supervise unloading, placement, and packing of District meeting supplies and equipment (including District Memorial Service equipment),
- Obtain from the Host Division(s), lists of other activities/events from the Chamber of Commerce or Visitors Convention Bureau that are going on in the city of the Conference on the dates of your function. These may compete with you for hotel and meeting rooms as well as your conference attendance (See Exhibit 1).

## B. HOTEL SELECTION

Many hotel conference accommodations are booked more than 18 months in advance. Shop around and *look* for a hotel that has suitable accommodations and that will work with you. Prior to talking to a hotel, you have to develop a “scope of work and services” that they need to provide. The more you can eliminate any unknowns, the better job the hotel can do in helping you. Room rate must be below per diem rate for that conference city.

You want to use a hotel that has plenty of parking, good lighting, easy access from highways, nice sleeping rooms, ballrooms and meeting rooms that are big enough and fit your logistics requirements. You need to discuss the hotel policy on what you can furnish and what you must purchase from them. It never hurts to ask if you can provide items for the hospitality room, audio visual equipment, *OR* other items.

You want to leverage all your requirements with the hotel to obtain the lowest unit cost to you but allow the hotel enough profit to be able to give good service. You want to take a complete tour of all hotels considered and view sleeping rooms, all meeting rooms and create a mental picture of how everything would fit together at each particular property. You want to meet the sales director, catering director and General Manager while there. Get a sample of their contracts for review by the DCO and the DSO-LP. The Host DCP works closely with the District Conference Coordinator on possible conference sites (See Exhibit 2). Be sure there are no conditions that are not stated on contract. There can be no separate sheet.

Arrange to have 1-2 alternate back-up hotels in close proximity to the main conference hotel for last minute attendees who register past the deadline date when the reserved block of rooms at the main hotel are sold out.

You will also need rooms for the Hospitality Room and Materials Center. You should be able to secure these rooms from the hotel at no charge. Plan ahead and try to think of any unusual needs.

Watch out for hidden charges, such as minimum cash bar costs, rental charges for audio/visual equipment and public address systems. Negotiate on room rates, keep the room rates below the per diem rate for single and double rooms for the conference city. Each hotel has its good and bad points, so try to work with the one that provides the best overall compliment of service, price, capability and location.

The following procedure for obtaining a site for the District Conference will help to ensure the facility will meet the conference objectives.

1. The host division(s) provides recommendations to consider possible conference sites. The host division(s) *do not* negotiate with the Hotel on any arrangements.

2. The recommended properties, and as complete data as possible, are transmitted to the District Conference Coordinator and the DCO for consideration.
3. The District Conference Coordinator makes the selection of the hotel/motel with DCO's approval.
4. The District Conference Coordinator negotiates agreement with selected hotel/motel, but contract is now pending.
5. The District Legal Officer (DSO-LP) reviews the contract, makes any changes, corrections and/or additions as required.
6. The DCO executes the contract as approved by the District's DSO-LP.
7. Check if the hotel has an 800 phone number. See if it is their national or local 800 number.
8. Inform the Hotel that we are tax exempt. There are two different tax exempt letters to show them: One is the sales tax exemption letter provided to the Auxiliary by each state. This concerns our exemption from sales tax on meals and other items paid for by the Host Division(s) and/or the DSO-FN. ***To be exempt from sales tax, we must pay with an Auxiliary check;*** and the other one is the Government Traveler Room Tax Exemption Form that each member fills out and presents when they check-in. This removes some of the taxes placed on hotel bills by local, state or federal governments. This does not have to be paid with a Auxiliary check. The acceptance of these varies and should be negotiated by the District Conference Coordinator before the contract is signed.

### **C. HOTEL CONTRACT**

As soon as negotiations with the hotel/motel are satisfactory to the DCO, a contract with the establishment is normally prepared by the Hotel/motel. Insist on everything in writing. A paper trail is your only defense if there should be a disagreement. This assures them of Auxiliary **business** and assures the Auxiliary of a satisfactory location on the dates specified, The contract should detail what is expected of the hotel/motel including (but not limited to) costs, complimentary rooms or suites, use of a safe deposit box (for use in keeping store funds during non-operating hours) and anticipated scheduling requirements for the various meeting rooms. Simplification for all concerned is achieved if a single price for double or single room occupancy can be arranged. Deadline dates for member room reservations and the meals should be negotiated with the Hotel/motel management.

Use printed meal tickets and have the hotel/motel pick them up when the meals are served. Pay the hotel/motel by the number of tickets collected.

The cancellation date for reservations should be negotiated with the contract.

The contract is signed by the DCO after review by the DSO-LP, and a copy must be sent to the VCO and DSO-FN. Finalization of the arrangements at an early date (i.e., one to one and a half years) prior to the meeting date have proven highly beneficial and is strongly recommended. Periodic follow-up with hotel/mote management is suggested to assure that there have been no critical changes to their organization or facilities.

See the "Essential Contract Information for Elected Officers" in Section IV for additional details in this area.

#### **D. MEALS**

The menu for the Friday night dinner is the decision of the host division(s) in coordination with the DCO and VCO. Table Service is encouraged but not mandatory.

Try to keep your dinner packages as low as possible price range. Your total conference costs should be as reasonable as possible.

The Hotel may choose to do something special on their own to encourage members to eat breakfast and lunch in the hotel instead of dining at nearby restaurants.

If the location under consideration *is not* equipped to expeditiously manage this influx of guests, another hotel/motel should be chosen. It is very important the selected location be able to handle the breakfast and lunch crowds quickly on Friday and Saturday. This is an important factor which has frequently been overlooked by the hotel/motel management personnel who do not comprehend the nature of our meetings and the time constraints placed on a number of those attending. Alert motel on the time length of breaks, etc. Readily available directions to other nearby eating establishments, for any overflow or for those who might wish to dine away from the hotel/motel, is required.

When talking with the Catering Manager, feel free to improvise on the food you want if they don't have it on the menu because they can get it for you with advance notice. You want to get the most for your dollar here so let their catering staff help you develop the best menu and variety possible keeping costs in check. Remember to consider the attendees, time of the meal, special dietary preferences/restrictions, etc. when planning the meals.

#### **E. COST**

The objective of the district board meeting is to break even, not to make money for the Division(s) or District. The meeting fee will be established by the district in coordination with the DCO and the VCO. The meeting fee will be the cost of the banquet (including gratuity) rounded up to the nearest dollar. The fee does not include any room costs. The following items will generate costs:

1. Actual meal, plus gratuity
2. Member Reception hours (if the hotel/motel is to provide cash bars, there should be no charge for the room or for one bar tender. This is held immediately prior to the Commodore's Banquet.
3. Cost of programs
4. Cost of advance registration forms and mailings
5. Cost of table decorations
6. Administrative costs pertaining to the Conference

The registration fee should cover items 2,4,5 and 6

#### **F. CONFERENCE ANNOUNCEMENT (FLYERS)**

Conference mailings are the sole responsibility of district. The host division(s) prepares the Friday Fun Night flyer *if* they want one but this is not mandatory. The *mailing* of the flyers is up to the discretion of the DCO and VCO.

The first flyer should be mailed out about 9-10 weeks before the registration deadline and will contain dates and times, uniform of the day information, registration forms for the hotel and dinner reservations, items of interest (what workshops *will* be offered), prices of all meals and special trips (see Exhibit 4). Spell out menus before Conference notices are released. Indicate whether meals are buffet or not. The second flyer should be sent 4-5 weeks prior to the conference. Room cutoff is usually about two weeks prior to the conference. A copy of the registration form is also sent to the DSO-PB for inclusion in an appropriate issue of the district newsletter.

The Host Division(S) should provide the DCO the location of the Conference with a detailed map to be included in the flyer along with the menu for the Friday Fun Night and cost of the event (See Exhibits 4-7).

#### **G. RESERVATIONS AND REGISTRATION**

The District Conference Coordinator makes the reservations for room accommodations for all official guests as may be requested by the DCO, and for all the EXCOM. When the contract is signed, the District Conference Coordinator then makes reservations. The hotel/motel should be asked to send out confirmations. *All* other Auxiliaries must, make their own reservations directly with the Hotel/motel. The hotel/motel usually provides one or more suites (bedroom with sitting room) free of charge in exchange for the business volume

afforded them by the presence of the District Conference Meetings. Assignment of these rooms will be made by the DCO who will consider the specialized needs. In planning room assignments, it is helpful if the VCO'S, RCOS', and District Conference Coordinator's rooms can be located within reasonable proximity (same wing or floor) to that of the DCO. The DSO-MA's room assignment should be close to the location of the Materials Center.

Each person attending the meeting must make their own conference reservation. This applies to the District Board, Staff, VCP's, as well as others who plan to attend. The DCO will advise the host DCP(s) of the number of official guests attending the banquet (See Exhibit 5).

Included on the Registration Form (Exhibit 4) should be the "uniform of the day" and a tentative schedule of activities. This gives those planning to attend the meeting some idea of what is planned and when it is scheduled. Also included should be information on any outside activities and training being set up for those persons not planning to sit in on the Board Meeting. The departure and anticipated return times and locations for any outside activities should be included. If the activities are to extend through noon, a suitable location for a lunch break should be a part of the planning. The registration form should also contain adequate instructions on how to get to the District Conference location, and a telephone number for the hotel/motel. Check to see if the hotel/motel has an 800 telephone number. A small sketch map should be included. The Hotel/motel may have handouts describing their facilities and copies of these sent to each DCP have proven helpful. (Exhibit 5 & 6 )

Be sure to include the cut-off date on the registration form. This encourages people to send in their reservations early. Attendees get a confirmation number from the hotel.

The Conference announcement and registration form must be approved by the DCO and should then be sent to all members of the district. A copy of the registration form is also to be sent to the DSO-PB for inclusion in an appropriate issue of district newsletter. The DCO assumes responsibility for inviting special guests.

The Commodore shall prepare a program schedule for the district conference. (A sample program is shown in Exhibit ).

## **H. MEETING ROOMS**

The District Conference Coordinator will see that ice water, glasses, hotel pencils or pens and notepads are provided for the tables at each meeting. A host division member should be assigned the task of monitoring the various meeting room temperatures and set-up.

Coast Guard Regulations do not permit smoking in any space controlled by the Coast Guard.

Arrangements for the following meeting rooms should be considered:

1. District workshops, dates and times should vary, about 40-45 persons attend. If scheduled, the DSO-MT can provide details. The number of workshops offered will determine the number of sessions. The sessions should be held during the morning and afternoon, and should be designed to encourage the general membership to attend the various meeting functions and to participate at the district level. Meeting rooms need to be as well equipped as "no added cost" will allow. At a minimum, each room should be equipped with hard to transport items i.e.: movie screens, flip charts, etc. All meeting rooms need to have ample electric outlets, telephone jacks for internet access at no charge or arrangements made for easy hook-up at nominal charges. Each workshop room should be equipped to meet the needs of the instructor.

2. EXCOM meeting, about 8-10 persons attend. This meeting can usually be held in the Commodore's room. The VCO can advise if a special room needs to be designated.

3. Captain's meeting, about 30-35 persons attend.

4. Staff Officers Meeting, about 20-25 persons attend.

## **I. DISTRICT MEETING ROOM SET-UP**

The room selected for the Friday and Saturday Board Meetings must be large enough to accommodate the Board, the Staff, and the spectators. The tables, spacing, and chairs should be sufficiently roomy to avoid crowding. The Board and Staff have considerable paper to handle during the session, and it is better to provide too much room than not enough (Exhibit).

The District Conference Coordinator will have the tables, chairs, etc. set up by the hotel staff to assure that the room is completely ready no later than 1.5 hours before the meeting begins. It is obvious that much of the preparation must be done on Friday night. (A Chart showing the desired physical arrangement is shown in Exhibit). It may be well to duplicate this chart for the assistance of the hotel personnel. Help is needed. Friday Fun Night is the Host Division's responsibility for room set-up.

Table skirts will be used for head tables and staff tables for Board meeting.

The District Conference Coordinator (Secretary) will have the district sound system available and appoint someone familiar with public address systems to set up and operate. In most cases the hotel will set up the sound system according to what is ordered. Minimum requirements are three mikes (one at the speaker podium, one in the center aisle and one hand held wireless mike).

Some of the items which should be in place

1. A podium with PA system is in place and operating at the head table.

2. Three chairs placed alongside Bridge for Staff Officers and DCP's to sit before giving their reports.
3. Ice water, glasses, etc. are appropriately placed.
4. Table for DSO/SR in place with electricity.
5. Place markers appropriately distributed.
6. Use a standing podium to side of bridge for non-bridge reports.

#### **J. COMMODORE'S SATURDAY BANQUET**

The Commodore's Saturday Night Banquet food and seating arrangements must be coordinated with the DCO. ***Only sit-down dinners are acceptable.***

A podium with microphone will be needed at the center of the head table. Depending on the number of official guests and other officers attending, one or two "Honor Tables" can be used located at the front of the room for guests, past prominent Auxiliaries, and selected other visitors. The D-AA will coordinate all this with the DCO (See Exhibit).

#### **K. MATERIALS CENTER**

1. A room to accommodate the operation of the Materials Center is required. Normally the room is complimentary, but this requirement must be handled with the hotel/motel in conjunction with early discussions on meeting rooms. The room should have at least 6-8 six foot tables, a large trash can, several chairs, adequate lighting, and be in close proximity to the meeting rooms. The room must have provisions for being locked during non-operating hours. The DSO-MA should select his own helpers to assist him on Friday and Saturday. If possible, these helpers should arrange to stagger their lunch breaks in order to keep the store available during all operating hours. They should plan to assist with the unloading and setting up of the store on Thursday and packing out on Saturday/Sunday.

#### **2. Safe Deposit Box**

A safe storage arrangement will be negotiated in the contract by the District Conference Coordinator for use in keeping store funds during non-operating hours. The District Conference Coordinator should query the hotel/motel management as to their facilities and procedures for use of such service.

## L. DISTRICT FINANCE OFFICER (DSO-FN)

The DSO-FN is responsible for handling all money pertaining to Conference registration.

Meal counts depend upon hotel requirements. The District Conference Coordinator should find out and notify DSO-FN. The DSO-FN then furnishes information when required. The firm count is the minimum we are expected to pay.

Payment to the hotel will be based on the number of meal tickets collected for each Serving, as that is what is agreed to be paid if the firm count is exceeded. The DSO-FN receives registrations, pays bills and refunds excess to Host Division(s)

The host division(s) is kept informed as to status of reservations. The DSO-FN provides receipt for Conference fees for each individual and placed in the ticket envelope.

The DSO-FN provides the D-AA with names of registrants for preplanning such things as "honors tables". The DSO-FN should have a list of pre-registered members of each division for use by Division Captains at introduction time.

The only persons authorized to charge to the district master account is District Conference Coordinator and DCO.

All conference bills are settled on the day (Sunday) after the conference.

## M. DISTRICT MEMBER TRAINING OFFICER (DSO-MT)

The DSO-MT is responsible for submitting a list of proposed workshops and the time required for each at least 120 days prior to the start of the conference. Ideas for workshop topics should be solicited from the District Board and Staff. The Commodore will give the final approval on the Workshops to be presented.

***The DSO-MT will notify members selected to give workshops and determine what equipment will be required and the desired room layout. The hotel should be informed of the desired room arrangement. The presenters will also be asked to appoint an Aide to assist them.***

The DSO-MT will send the DCO/VCO a list of the workshop titles, the Instructor selected and the Instructor's brief (75 words) description of the material to be covered no later than 60 days prior to the start of the conference. This information will be included in the conference Announcement (Flyer). The Division Captains will receive a copy.

The District Conference Coordinator should tell the DSO-MT what equipment is available from the hotel and the DSO-MT gets the rest. The DSO-MT informs the

D-AD of the desired classroom arrangement (in writing) at least 80 days prior to the conference.

If needed, the DSO-MT should coordinate with the Audio Visual Committee for necessary equipment for use in the Workshops. Spare bulbs and an extension cords should be included. Visual aid backups should be ready and in place. Be sure that all cords on floors for the Workshops and main District Board Meeting are taped down. Equipment can be stored in the Conference Administrative Center overnight and when otherwise not in use.

The DSO-MT will construct boxes to collect all workshop critiques and sign-up rosters. The Instructor's Aide will be responsible for collecting and depositing them in the box.

A preprinted critique form will be provided all members attending each workshop. The DSO-MT will summarize the critique sheets and copy the workshop leader, the DCO and VCO. (Exhibits 9-12) CEU forms should be provided when appropriate.

Be sure each workshop room has a screen if requested. Also make signs for the workshop room doors indicating title and time of the workshop.

There should be at least four-five classrooms available at each conference for workshops and other meetings.

## **N. PAST CAPTAINS' ASSOCIATION (PCA)**

1. Is responsible for conducting an orientation meeting for first-time Conference Attendees.
2. The PCA furnishes three sets of different colored ribbons blue to be worn by District Board and Staff, white for the host division(s) members and red ribbons to be worn by first timers. All members are encouraged to warmly welcome these first-time attendees. These ribbons will be distributed to those who pick up their registration packets at the Registration/Information Table.
3. The PCA hosts a luncheon with guest speaker on Friday of the District Meeting. President of the Past Captains Association (PPCA) selects the menu for their luncheon. It is forwarded to the DCO who passes it along to the District Conference Coordinator. The PCA is responsible for selecting the speaker for their luncheon.
4. The DSO-FN keeps the PPCA informed as to status of luncheon reservations.
5. The business meeting of the PCA is held immediately after the luncheon.
6. The Past Captain's Association may be responsible for the Memorial Service.



## SECTION II - HOST DIVISION DUTIES

### A. ON-SITE CONFERENCE COORDINATOR

The Division Captain should appoint an On-Site Conference Coordinator - OSC and a Conference Committee. The Coordinator should be a highly organized person who is capable of efficiently directing the activities of the various Conference Subcommittees.

The OSC should meet with the Division Captain twice before the District Conference. At the second meeting the local committee chairpersons should also attend.

The OSC should appoint, as soon as possible, a person to head the following committees, as needed for the function. Schedule quarterly meetings until the last quarter then monthly meetings, weekly meeting the last month and phone as necessary.

### B. CONFERENCE COMMITTEES

Forming your Conference Committee is very important. The more people who can help, the easier the job will be. A good way to solicit help is through your division newsletter or to go directly to the flotilla meetings and discuss with the members how vital their participation is to the host division. All flotillas should be represented on one or more committees. Tap into the expertise and experience of the members. After you have selected your conference volunteers, call a committee meeting and go over the list of special committees that will be needed. **Plan** your first meeting 4-5 months ahead of the conference date.

The following is a list of sub-committees for a typical conference. You may find it necessary to have more or less committees depending on your needs (SEE EXHIBIT 1).

General Chairman (Host Division Captain(s))

On-Site Conference Coordinator (to oversee sub-committees and report to the general chairman)

- Administration
- Article for District Newsletter
- Audio Visual
- Budget & Finance
- Communications
- Door Prizes
- Entertainment/Friday Fun Night Activity
- Goody Bags

- Helping Hands Committee
- Hospitality Room
- Local Information Desk
- Meeting Room Set-Up
- Morning Coffee
- Opening Ceremonies
- Raffle Ticket Sales
- Receiving - Shipping
- Registration/Information Table
- Special/Non-Members Activities
- Table Decorations
- Transportation
- Welcomer(s)

Many members will work on more than one committee and some will work only during the Conference. The Conference Committee should have several meetings (at least one a month for 4-5 months prior to the Conference). The Conference Committee experience is a great opportunity to build teamwork within the division by the individual flotillas working together. Be sure to have fun in the process.

NOTE: The Host Division may recommend possible conference sites to the District Conference Coordinator and/or DCO; however, they do not negotiate with the Hotel on any arrangements

The OSC should prepare a list of medical emergency phone numbers to have available for the Conference. Include instructions for nearest hotel phones available for emergency use and provide the location of exits to meet emergency vehicles if needed. A copy should be available at the registration . If any of your district members in attendance are EMTS, physicians, or nurses, provide their names and ascertain if they will help until emergency equipment arrives.

The week of the conference, a joint meeting should be held with all of the hotel staff that is to be involved: hotel coordinator, catering, banquet supervisor, reservations, room service, etc.

Following this meeting there should be a meeting for the OSC and Committee Chairpersons.

### **C. ADMINISTRATION COMMITTEE**

Tasks:

- Arrange for setup and breakdown of the Administration Center.
- Provide one person Thursday through Saturday for clerical and copying services as needed. On Friday and Saturday have 3 persons available.

- Provide standard office supplies. Standard office supplies should include masking tape, scotch tape, strapping tape, one three-hole punch, stapler, staples, staple remover, paper cutter, scissors, and paper clips.

The Administrative Center should be located in a room near the meeting rooms.

This room may be used for storage of equipment and materials if there are no other rooms available; therefore, it must be kept locked when no member of the Administrative Committee is present.

Additional help may be obtained by advance request from the Helping Hands Committee Chairperson.

#### **D. ARTICLE FOR DISTRICT NEWSLETTER**

The Host DCP is expected to write a brief article concerning the forthcoming district conference for inclusion in the District Newsletter. This article should give information on what there is to see and do in the area, and something about the actual meeting location, including a map showing how to drive to the hotel/motel. It should be sent to the DSO-PB for use in the District Newsletter edition to be published immediately prior to the meeting. The Host Division prepares the flyer advertising for Friday Fun Night. This should be sent to the District Newsletter along with the article for inclusion. Remember that the article and advance registration form must be approved by the DCO/VCO prior to publication, so sufficient lead time must be provided.

#### **E. AUDIO VISUAL COMMITTEE**

Tasks:

- Arrange for pickup and return of all Auxiliary and rental equipment to the 'owner'.
- Ensure that the equipment is in working order for each use.
- Have extension cords available and extra replacement bulbs.
- Provide at least two persons to set up Audio Visual equipment, as needed.

Equipment should be stored after each use in the conference office or an assigned room.

Additional help may be obtained by advance request from the Helping Hands Committee Chairperson.

We prefer not to use the personal property of any Auxiliarist due to possible damage or loss.

## **F. BUDGET AND FINANCE**

The DSO-FN will be available at the Registration Table to handle the late conference registrations- The DSO-FN should provide “change” for cash sales of the Friday Fun Night Activity tickets.

Through careful planning of the Conference, the Host Division should be able to break even financially, or possibly gain a reasonable amount for the Division treasury. Any profit is to be kept to a minimum; the meeting is not intended as a money maker, but costs to the Division are intended to be covered. (See Exhibit)

## **G. COMMUNICATIONS**

### Tasks

- Obtain hand held radios for designated Committee Chairpersons
- Establish base station for Committee
- Work with Transportation Committee to make certain each vehicle is radio-equipped
- Develop a communication plan
- Assign call-signs

### **G. COMMUNICATIONS (continued)**

If the Host Division(s) is going to use VHF-FM radios for communication in the hotel because of distances, get permission from the DIRAUX through the DSO-CM to use channel 83A or 23. Any Division hand held radios should be collected for use at the hotel during the Conference. Bring along extra battery packs and chargers. Check with the hotel to make sure the radios will not interfere with any of their equipment.

The Communications Committee and Audio Visual Committee should coordinate with the DSO-MT on the audio visual equipment needed for the Workshops.

## **H. DOOR PRIZES**

The Host Division(s) can arrange for some especially large, nice door prizes to be awarded at the close of the Saturday Commodore’s Banquet. Should the Host Division(s) elect to do so, the prizes can often be obtained without cost to the Division(s). The awarding of door prizes should not be lengthy. Only draw 5-10 tickets at the Banquet. The rest should be drawn and posted in the Hospitality Room or drawn on Fun Night- The Host Division(s) usually accepts donations for door prizes to be given at drawings. Arrange for purchase of door prizes in

advance so they will be on display during ticket sales. Provide for security of money collected and the door prizes at all times.

Accurate records must be kept of items received, full name and address of person or business to receive a thank you letter and Certificate of Appreciation. This committee will need to plan for storage of items and transportation to the hotel. These can be stored in the Conference Administrative Center Room.

Door prizes and goody bags are a local option, not a requirement. Presenting door prizes is time consuming so keep the number to a reasonable amount (no more than 5). Remember that any and all prizes must be in good taste and appropriate to the interest of the Auxiliary.

## **I. ENTERTAINMENT/FRIDAY FUN NIGHT ACTIVITY**

Tasks:

- Arrange for Friday night's entertainment.
- Assist with performers as necessary.

The hotel will need the specifications for the stage and dressing areas. Check with entertainers to see what their needs will be. Check with the entertainers for setup time and whether they have their own sound and lighting and if they require payment that evening.

The Helping Hands Committee may be asked to assist with the setup and breakdown for the entertainer's performance as necessary.

This activity is the total responsibility of the Host Division. The menu for the Friday Fun Night Dinner is the decision of the Host Division(s) in coordination with the DCO and VCO. Table service is encouraged but not mandatory. A Committee member should be prepared to perform as Master of Ceremonies for Fun Night if necessary. The Committee Chairman should know well in advance what stage arrangements and changing room areas will be needed by the entertainers so that the Hotel can be notified promptly. The hotel will then put them in place. The entertainment (if a band or combo) needs 2 ½ to 3 hours to set up after the stage is in place. They provide their own sound and light equipment. The music group will expect payment immediately after the performance.

If the Friday evening function is to be held away from the Conference facility, the Host Division(s) is solely responsible for all arrangements. Carefully plan the time and means for transportation. Check with the D-AD before planning an outside Fun Night. It may be the room rates and meeting rooms available were based on the expectation of people remaining at the hotel and possibly using the hotel restaurants and bars during the evening. Facilities available for our use are

based on the Hotels expected revenue from the Conference. The activity and cost to the members must be approved by the District Commodore before it is finalized and the flyer prepared (See EXHIBIT 14 ).

Reservations for Fun Night are made and paid to DSO-FN who pays the hotel or "site" bill and then pays the Host Division any reservation moneys collected above the actual cost subject to approval by DCO.

Whether the function is held at the hotel or at another location, the contract must still be reviewed and approved by the District Legal Officer.

## **J. GOODY BAGS**

### Tasks

- Write numerous companies
- Receive gift donations
- Obtain bags
- Arrange for bags to be stuffed
- Transport bags to hotel
- Hand over bags to Registration Committee
- Standby to handle any need for on-sight preparation

The Host Division solicits and collects "give away" items for distribution to attendees. Assemble the Goody Bags and supply them at the Registration Table. If desired, these items could be placed on a table near the Registration/Information. The items could include news on local information sources (i.e., lists of nearby eating establishments, sightseeing brochures, flotilla rosters for use at the Registration/Information Table, local road maps for reference, a list of nearby churches would be appreciated by those who plan to stay over on Sunday). There is no limit an the number of enclosures in the Goody Bags.

## **K. HELPING HANDS COMMITTEE**

### Tasks:

- Assist other committees with deliveries of various materials.
- Assist with setup and breakdown of District Materials Center, CG Exchange, and the Administration Center as needed.
- Assist with setting up the decorations.
- Assist as necessary with setup and breakdown of stage and dressing areas for Entertainment, if required.
- Assist any committee with additional helpers as needed.

- Provide helpers to be available each day for the unexpected tasks and whatever else may be needed on short notice. Remember, you do *everything*.

Helpers should check in each day at the Administration Center so we will know who is available in addition to those already scheduled.

Setup for a meal only allows approximately 1/2 hour to put the decorations in place so Helpers must be mustered and ready to setup quickly. Lots of Helpers may be needed for a short time for this task.

Have a backup plan for anything that can possibly go wrong, such as a sewing kit to sew on popped buttons or hang a banner.

## **L. HOSPITALITY ROOM**

The Host Division(s) provides a “hospitality room” for the duration of the Conference. The room is arranged for by the D-AD. The host division maintains the inventory of soft drinks, liquor, glasses, etc. (Be sure local liquor laws permit beer, wine, or other alcoholic drinks to be served.) There is a charge for beverages; The Host Division(s) furnishes snack items for the room. The District will reimburse the cost on ingredients if requested. The Host Division(s) furnishes the labor. It would be better to sell tickets instead of collecting at the bar. A few Host Division(s) members should be available in the Hospitality Room at all times to furnish information on the location of the rooms for the various conference activities, information on the local area, etc.

## **M. LOCAL INFORMATION DESK**

Tasks:

- Collect a set of local information sources, i.e., telephone books, restaurant guides, sightseeing brochures, maps, flotilla rosters, etc., for use at the Information desk.
- Provide at least one person to operate the Information Desk during the times specified.

The Information Desk (probably a table) will be located in the vicinity of the Registration Counter. The desk should be identified with a sign so our members will know what it is.

The person on duty should have local information sources at hand, be familiar with the layout of the hotel and be prepared to assist and direct the attendees as necessary.

## **N. MEETING ROOMS AND SET-UP**

The D-AD is responsible for arranging for meeting rooms and setup for District Workshops, EXCOM, District Staff Officers and Division Captains (see Sect. III, page 25 for further details). One to two people from the Host Division(s) will assist the D-AA in placement of arranging the name plates on the tables.

For the Division's Hospitality Room, the D-AD will reserve a room for 75 persons for the Host Division(s). Signs will help in directing guests to the Hospitality Room. Make sure you get permission from the hotel to put up temporary signs.

## **O. MORNING COFFEE**

The Morning Coffee Hour (formerly known as the Ladies' Coffee) will be hosted by the Commodore's significant other and will be held as scheduled by the District program. The Host Division(s) should coordinate this with the Commodore's significant other. Usually the Host Division will be asked to furnish information on local people and/or programs that might be of interest for a short presentation or program for the attendees. Usually arrangements are made for an appropriate activity or entertainment for 100 or more people in attendance. Confirm in writing that the coffee hour speaker will come and what time, etc. The hotel will provide coffee and refreshments according to specifications provided by D-AD and will set up the room accordingly. Table favors or decorations are usually distributed to all in attendance.

## **P. OPENING CEREMONIES COMMITTEE**

Tasks:

- Provide a Coast Guard Auxiliary or military color guard for presentation of the colors.
- Provide a military band or recording for music immediately prior to the opening ceremonies and for the National Anthem during the ceremony.

The opening ceremonies will take place promptly at time indicated in the agenda beginning with the presentation of the colors followed immediately by the National Anthem.

The color guard and band should be at the hotel one hour prior to the scheduled opening ceremonies for practice. Military music should begin approximately 30 minutes prior to the opening.

If an Auxiliary color guard is not available, ask the DIRAUX or the local Group Commander for assistance in obtaining a Coast Guard color guard.

The DIRAUX or the local Group Commander may also be able to assist in obtaining a military band for the opening ceremonies.

## **Q. RAFFLE TICKET SALES**

The Host Division(s) may conduct a raffle, if local laws and regulations permit. Raffle items can help raise funds for your Division(s). The more raffle items you have the easier it is to sell tickets. Sell tickets at all times and at several locations. The usual price of tickets is \$1.00 each or six for \$5.00 or come up with a ticket package. The amount collected from ticket sales should cover the cost of the items in the raffle. The money is used for contingency expenses; overruns, etc. There should be tickets and some one from the Host Division(s) to collect the money at the table. Provide an hourly drawing and post the winning ticket numbers on an easel near the raffle items display. Coordinate the drawing and awarding of prizes with DCO in advance of the Conference. It is the responsibility of the Host Division(s) to provide the raffle tickets.

## **R. RECEIVING AND SHIPPING COMMITTEE**

Tasks:

- Arrange for a location to receive conference supplies shipped by Coast Guard Headquarters, National Staff and others.
- Transport these items to the hotel.
- Package, label, and arrange for return shipping of necessary items.

## **S. REGISTRATION/INFORMATION TABLE**

A Registration/Information Table should be provided in a prominent location to handle the actual registering of the attendees. The Conference Registration area should be in close proximity to the main entrance and manned by members in proper uniform. The DSO-FN and/or the two ADSO-CRS will adequately staff the table on Thursday evening starting at approximately 1600 until 2100. All day Friday, 0730 - 1800, and on Saturday, 0730 until 1200, Registration, tickets and money for same is the sole responsibility of the Finance Officer. Envelopes with the District and Division sponsored event tickets included and the name of the person on the outside will be provided by the DSO-FN. It will be assumed that if an envelope is **not** provided for a specific individual that they have not paid the registration fee prior to the Conference. The ticket for the Past Captains' Luncheon (**if** prepaid) will also be enclosed (See EXHIBITS ).

The DSO-FN will provide a list of the people making advance registrations to the SO-FN(s). A typewriter should be available at the table to type name tags for

those registering at that time.

Late arrivals can get their tickets directly from the registration table during its publicized hours. A sign should be left on the table furnishing the late arrivals the name and location of the person(s) for contact.

The following are a few of the items which may be needed at the Registration/Information the following are the designations of responsibilities for (District or Host Division(s)):

- a. Name Tags (for other than Fun Night) (District)
- b. Friday Fun Night Tickets (Host Division(s))
- c. Commodore's Banquet Tickets (District)
- e. Door Prize Tickets, (Host Division(s))
- f. Raffle Tickets (Host Division(s))
9. Program Schedules (District)
- h. Sign-up Sheet for member training workshops(District)
- i. Sign-up Sheet for Friday/Saturday outside activities and information on these activities (Host Division(s))
- j. Information on nearby eating establishments (Host Division(s))
- k. Local road maps for reference (Host Division(s))

## **T. SPECIAL/NON-MEMBERS ACTIVITIES**

It would be helpful to have a list available for significant others or non-members of supplemental activities, such as, sightseeing brochures, shopping, tours, special guests, etc. Also, provide a listing of nearby churches, synagogues, mosques, etc. for each member. The name and phone number of or two nearby medical clinics or hospitals should be available for every conference attendee. These lists should be placed in the "goody bags" and made available at the Registration Table.

## **U. TABLE DECORATIONS**

Tasks:

- Provide and deliver all decorations to the hotel and for the appropriate function.
- Decorations may be needed for Friday Fun night and the Saturday night banquet depending on what is available through the hotel.

The Host Division(s) might want to provide decorations for the entire conference activities. This could include the Friday Fun Night activity as well as the Vice Commodores luncheon (VCO), PCA luncheon and the Commodore's banquet. District, however, does not require table decorations.

Note that set-up for a meal only allows approximately 1/2 hour to put the decorations in place so your Committee *Must* be ready to do its placement quickly. The Helping Hands Committee will be available to assist in placing the decoration for the luncheons and banquet as needed.

The decorations will be given away after each function by some sort of "*lottery system*" to the people at each table. The method for giving away the decorations is the choice of the Division(s), with the prior approval of the District Commodore. Make sure that enough extra decorations are provided to insure the people at the "*head table*" (if there is one) and/or VIP guests *will* receive one. Usually they are given to the wives or visiting VIP's if not accompanied by their wife.

## **V. TRANSPORTATION COMMITTEE**

This committee may operate out of the conference Administration Center.

Tasks:

- Provide a person in uniform at the appropriate baggage terminal to direct the arriving Auxiliarist or dignitary for whom transportation is being provided to the vehicle.
- Provide transportation (preferably vans) from airport to the hotel. Coordination with DIRAUX for the possible use of Coast Guard vans.
- Provide one vehicle and driver at the hotel for miscellaneous logistics.
- Provide transportation (preferably vans) from the hotel to the airport for departure on Sunday for the individuals for whom arrival transportation was provided.

A schedule of the arrivals for those who must be met at the airport will be provided by the DCO at least two weeks before the conference.

Committee members with airport duty should travel in pairs. One will be the driver and park or circle in the airport waiting for the pick up to arrive at a predetermined location. The other, the retriever, will leave the van and proceed

to the gate to meet the passenger. If the retriever does not know the passenger by sight, the retriever should pick-up the name sign in the administration office and hold it so the passenger will see it.

#### **W. WELCOMER(S)**

A Welcomer or two is needed to staff the Registration/Information Table who will answer questions, give directions, handle the Goody Bags, etc. Keep a small sewing kit and first aid kit (band aids, aspirin, etc.) on hand for sudden emergencies. The Past Captains Association should furnish three sets of different colored ribbons: blue to be worn by District Board and Staff; white for the Host Division(s) members; and red for those attending a conference for the first time. These will be distributed to those who pick up their registration packets. Everyone needs to be made to feel welcome and be provided with information regarding meetings, rooms, etc. Communicating other ***“things to do”*** the city may have for people who may arrive early or stay over would be appreciated.

## SECTION III - COW COMMITTEE DUTIES FOR COW

### A. UP-FRONT PLANNING.

1. **WHY A CHANGE-OF-WATCH?** The purpose of an Auxiliary Change-of-Watch is to install the newly elected officers and to recognize the accomplishments and service of the outgoing officers. The annual Change-of-Watch is often the only formal gathering of Division and Flotilla members during the year. The ceremony itself is patterned after the Coast Guard's formal, time honored Change-of-Command ceremony. When done successfully, the COW can have an energizing effect on the incoming officers, give the outgoing officers a sense of accomplishment and appreciation, and give everyone else a positive impression of your unit. However, when the COW is done without the proper planning, or when it lacks basic courtesy and protocol, members will leave with a negative impression of the unit, and especially its leadership, regardless of the accomplishments the unit has achieved during the previous year.
2. **PLANNING.** Good planning precedes all successful COWs. Since most suitable restaurants/catering halls are booked many months in advance, a COW Committee needs to be established as early in the year as possible.
3. **COW COMMITTEE.** Some divisions like to rotate the COW committee among the flotillas, others keep the same committee members each year, and some select the committee members from volunteers each year. A combination of these methods is probably the best. Your chances of success will be increased if the committee is:
  - (a) Made up of at least one member who was intimately involved in the previous COW.
  - (b) Rotated to a new flotilla each year and/or have several different flotillas represented in the decision making of the committee.
  - (c) All volunteers who are willing to do the work needed.
4. **MASTER OF CEREMONIES.** The COW Committee should select the Master of Ceremonies, based primarily on the person's comfort level with public speaking. It is also helpful if this person is knowledgeable with Coast Guard ranks and Auxiliary titles. It could be the committee chair, but often is not.
5. **INVITATIONS.** Usually, the Division Board decides upon the number of and identity of those who are to be invited as guests. This list is subject to change each year depending on funding of the unit, however, the number of guests usually will not change from year to year. If you are inviting

guest, always include their spouse in the invitation. It is best for flotillas to wait until the division list of guests has been finalized, at which time the flotillas should be free to invite any guests of their choice.

- (a) As soon as the date has been selected for your COW, the Division and District elected officers should be notified. This can be done informally; the purpose is to permit them to avoid making conflicting plans for that date. District officers in particular have very busy schedules during the typical COW season, and the more advance notice given, the better the chance they will be able to attend.
  - (b) Once the details of the affair have been decided upon, the formal invitations should be mailed to your “honored guests”. The unit leader or Chair of the COW Committee should in the form of a letter sign this invitation. **(See Enclosure 1)**. Specific information regarding the event should be included within the letter, unless it is specified on the registration form itself. If you will be using a reservation form, do not include the prices on the form you’ll be sending to those guests of the unit whom you do not expect to pay for their own meals, etc.
6. RESERVATION FORM. All prospective attendees should receive a registration form at least two months in advance of the event. The form should include all details of the event, cost, time, location and uniform requirements – include the fact that “appropriate civilian attire” is also acceptable. There have been many occasions when prospective attendees have not attended solely because they did not have the required uniform, and were not aware that civilian attire was acceptable. Always specify “Please respond by \*\*\*Date\*\*\* to: and list the name and address of the individual to receive the reservations. NOTE: If your form has a “tear-off” that is to be filled out and returned, make sure that important information needed by the attendee, such as uniform, location, time, etc. is not on that part of the form to be return.
  7. TIMING. The optimal time to hold your COW depends on the date of your elections and the expected weather conditions in your area. It is not necessary to wait until after 1 January to hold the event. In actuality, the committee will need some time after the conclusion of division and flotilla elections to compile the names of the incoming officers for inclusion in the printed program – if there is one.
  8. AGENDA. Approximately four hours is usual for any event. Normally, the formal activities are preceded by a cocktail hour, this informal time is important to the success of the affair. As it is the time that people who have not seen each other for some time have an opportunity to mingle. In addition, this is a good opportunity for visiting dignitaries to be introduced to members, and the only time they’ll have to mingle with others. **NOTE:** It

is important to have someone assigned to accompany VIPs, to prevent him/her from being cornered by a well-meaning member who might monopolize their time, leaving others with no opportunity to meet them.

- (a) At the conclusion of the cocktail hour, the Master of Ceremonies should welcome everyone to the COW, announce the Flag Salute, the Invocation and then asking everyone to take their seats. At this time, the honored guests should be introduced to the group.
  - (b) It is preferable to have the meal served at this time, and wait till the meal has been concluded to resume the official portion of the COW. However, it is perfectly acceptable to continue with the ceremonies and then eat if the restaurant/hall cannot accommodate the affair any other way. Remember to announce the ceremony about 5-10 minutes in advance to give individuals time to visit the facilities or conclude other business before it starts.
  - (c) The dinner will take about an hour, the COW ceremony another 1-1 ½ hours, leaving ½ hour for people to say their good-byes before the hall need to be cleared.
  - (d) If there were to be dancing after the conclusion of the ceremony, the time frame would be adjusted to accommodate the music.
9. PRINTED PROGRAM. A printed program is not necessary, but does add a nice touch to the occasion. If you have a printed program, keep it small enough that it doesn't take up too much room on the dinner table. A folded 8 1/2x11 cardstock program is the most popular, but rolled up parchment type paper tied with a ribbon, or some other design can be used if your affair is on the fancy side.
10. UNIFORM. Service Dress Blue, Alpha is the most common uniform for a COW, since the only difference between it and the Bravo uniform is the wearing of a white shirt instead of a blue one. If there is room on the registration form, it is suggested that you specify exactly what Service Dress Blue, Alpha is: **For Men** – C.G. Blue Service Coat and trousers, white shirt, C.G. Blue necktie, ribbons, breast devices and name tag. **For Women** – C.G. Blue Service Coat and skirt, white dress shirt, black tie, ribbons, breast devices and name tag.

## B. COW FACILITIES AND SET-UP.

1. LOCATION. Some of the best efforts go to naught if you find out too late that another activity is going on in the room next to yours, the rooms separated only by a thin folding wall. The dignity of your event is surely spoiled if loud music is playing during your pledge to the flag or invocation.

Try to find a hall where your event will be the only one going on at the same time. Even if the facility has no policy regarding smoking, it should be prohibited in the room where your event is taking place.

2. **CONTRACT.** The authorization to sign a COW contract is given only to the Division Captain (DCP), and cannot be extended to committee members. The committee members can scout locations, make preliminary negotiations and discuss prices. Once the facility has been selected, the contract must be approved by the District Legal Officer (DSO-LP) before it can be signed by the Division Captain and given to the facility. There are no exceptions to this requirement. See Section IV for detailed contract requirements.
3. **HAT TABLE / AWARDS TABLE.** A small table should be available as people enter the dining area where Combination Caps can be placed. It costs nothing, yet adds a nice touch to the COW. Another table should be placed near the podium to hold awards, gifts, etc.
4. **GREETERS.** Greeters should be stationed near the door to welcome attendees and to ensure everyone knows at which table they will be sitting.
5. **RAFFLE/DOOR PRIZES.** If raffle or door prize tickets will be sold at the event, they should be sold only during cocktails, dinner and during breaks. Tickets should never be sold during the ceremonies or speeches. Keep the drawing short.
6. **PLACE CARDS.** Whenever seats are assigned, place cards are required. The greeters should advise attendees of their table number, and the place card should be easily readable for guests to find their seats. Place cards can be written or typed, but should be legible and utilize proper titles.
7. **FLAGS / BANNERS.** Your unit will need to bring an Auxiliary Ensign and flag stand. Most catering halls have an American flag; however you should not rely on its acceptability. If you intend to utilize theirs, the committee must inspect it beforehand to make sure it's not smaller than the Auxiliary Ensign you'll bring.
  - (a) The American flag should be placed behind and to the right of podium or head table, in other words, on the left of the audience. All other flags, including the Auxiliary ensign, should be placed on the left of the podium, to the audience's right.
  - (b) If your unit has a banner, it can be hung at the entrance to the room, hung behind the podium, draped over the awards table, or draped over the hat table, wherever it would look best.

8. SEATING. The COW committee should assign table seating. It is optional whether you want to assign seats or just assign tables. For the “honors” table(s), this option should be discussed with the unit leaders beforehand, as the leaders may wish to decide who will be seated with whom. If a flotilla invites someone as their non-paying guest, it is appropriate to seat that person with the flotilla, regardless of their “rank”.
9. HEAD TABLE. Your seating arrangements will be much easier if you do not have a head table. In fact, many VIPs prefer seating at regular tables, where they’re not “on display”, and can meet new people. One or more regular tables can be set aside as “honors” tables, usually those situated closest to the center front of the room.

### C. THE BANQUET AND CEREMONY.

1. COAST GUARD PERSONNEL. When the District Commander or Chief of Staff is not present (the presence of either is extremely rare at a Division COW), the Director of Auxiliary, regardless of rank, should be recognized as the direct representative of the District Commander. Thus, the DIRAUX should be accorded a seating position and speaking order recognizing that precedence, even though a higher-ranking officer, such as a Group Commander may be present. It is important to refer to all Coast Guard personnel by their proper rank and title.
2. INTRODUCTIONS. Because it may be difficult to “rank” the importance of your guests, i.e. does a Vice Commodore get introduced before a Commander who is a CG Group Ops officer? you may wish to make the introductions by service, i.e. “From the United States Coast Guard”, “From the Fifth Northern Auxiliary District”, “and Some Very Good Friends of our Division” (neighboring DCP, VCP, etc.) It is important that proper titles be used when introducing your honored guests. Coast Guard personnel should be introduced by their proper rank, i.e. “Senior Chief Bosuns Mate, Joseph T. Jones”, not “Chief Jones”, and Auxiliary Commodores (anyone eligible to wear one or more stars on their collar – with or without a Past Officer Device), should be referred to as “Commodore Smith”. Other members of the Auxiliary, including Rear-Commodores and Vice Commodores are addressed as Mr., Mrs., or MS as appropriate, i.e. “Mrs. Bonita Allen, Vice Commodore, Fifth Northern District”.
3. MUSIC / COLOR GUARD. Few division COWs include a band (or recorded military march type music) and a Color Guard, however they are certainly appropriate – if done well. If used, both should be thoroughly rehearsed in advance, so that the music can be heard at an acceptable level throughout the hall, and that the Color Guard knows the proper steps in their procedure. If you have a band, you will most likely incorporate the

National Anthem into the ceremony. When in uniform and indoor, it is appropriate to stand at attention during the anthem, and the passing of colors, with your hands at your side.

4. **FLAG SALUTE.** When the pledge of allegiance is given, everyone, whether in uniform or not, should stand and place their right hand over their heart. (This assumes you're indoors and not under cover, i.e. not wearing a hat at the time).
5. **INVOCATION.** An invocation is not required, but if it is given, it should always be non-denominational.
6. **INSTALLATION OF OFFICERS.** Although there is no "official" order for this portion of the ceremony, a time-tested order is as follows:
  - (a) Begin by having one of the VIPs read the Prologue for all new officers.
  - (b) Another VIP calls up the incoming DCP and VCP and swears them in.
  - (c) Another VIP calls up the FCs and VFCs and swears them in.
  - (d) The new DCP swears in the incoming Division staff, assisted by the new VCP who hands out their Certificates of Appointment.
7. **SPEAKING ORDER / AWARD PRESENTATIONS.** In order to keep speeches to a reasonable length of time, only the most senior officers of each unit should be asked to speak, i.e. Diraux, DCO, Group Commander, Station Commander, DCP. Other officers such as the VCO, RCO, and Station Exec can be asked to participate during the pledge to the flag, the invocation, awards and/or installation of officers, if desired. If you do not have Coast Guard facilities in your area, you may wish to ask the RCO and/or VCO to speak also. The number of speakers is not set in stone, but should be controlled for the sake of your audience. The speakers should be notified that they'll be asked to speak, and be advised how much time has been allotted to them in the program. Speakers should be called up in order of rank or office, from lowest to highest. A suggested order would be as follows:
  - (a) The Station Commander comes up to say a few words and present the SAR award.
  - (b) The Group Commander comes up to say a few words, and present a Group award, if any.
  - (c) The District Commodore comes up to say a few words and present an award to the Auxiliarist of the Year.

- (d) The DIRAUX comes up to say a few words and present any Coxswain, AUXOP or Coast Guard awards as may be appropriate.
8. REMARKS BY GUESTS. In the interest of time, dignitaries can be asked to make their remarks upon the conclusion of their portion of the awards ceremony, when they are already at the podium. As an alternative, the remarks can be held until the conclusion of the awards, and the dignitaries are then called up again. Whichever method you decide upon, it is incumbent that your speakers be advised of the selected method before they are called up. In addition, there may be occasions when you want to give time to someone that was not involved in the official program to make brief remarks to those in attendance.
9. CLOSING REMARKS. This is the opportunity for the outgoing DCP to thank the COW committee for their work, and to say a short farewell. Certificates of Appreciation &/or small mementos can be given to the staff at this time, however, as tempting as it may be, the DCP should not try to thank every individual by name that helped the division during the term of office. A private note is a more appropriate way to express your appreciation to specific individuals. You may wish to close the remarks by thanking everyone for attending and wishing them a safe journey home.
- D. AFTER THE SHOW IS OVER. At the very next division meeting, the COW Committee should make a report on the pros and cons of the event. Feedback should be solicited from the division board and staff and considered when planning the next year's affair. A "COW Folder" should be established and two copies should be maintained – one passed from DCP to DCP, the other from COW Chair to the next COW Chair. Included in the folder should be remarks from previous affairs, copies of invitations and programs, a list of previous honored guests, and possibly this document. The utilization of this folder will help ensure that your COW will be better each succeeding year.

# Enclosure # 1

U.S. DEPARTMENT OF TRANSPORTATION  
**UNITED STATES COAST GUARD AUXILIARY**

Address,  
Phone #  
(and fax # & e-mail address, if available)  
of the person extending the invitation

DATE

COMO John Q. Public, DCO (D #)  
Street  
City & State

## **SAMPLE INVITATION TO NON-PAYING GUEST**

Dear Commodore,

The officers and members of Coast Guard Auxiliary Division 16 are pleased to extend an invitation to you and Mrs. Public to attend, as our guests, our annual Change-of-Watch luncheon on Sunday, 5 December  
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The luncheon will be held at the Crystal Point Yacht Club, Route 70 and River Road, Point Pleasant, NJ. Details and uniform information are enclosed. For your convenience in responding, we have enclosed a pre-addressed envelope for your dinner reservations.

We sincerely hope you will be able to join us for this occasion.

Very truly yours,

Harriet Q. Jones  
Division Captain

Enclosure: Reservation Form/Reply Envelope  
Cc: Chairman, Div 16 COW Committee



## Section IV. Essential Contract Information for Elected Officers

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It is a necessary function for Auxiliary Unit Commanders to, from time to time, enter into contractual agreements, for such diverse purposes as securing space for training, meetings, boat & trade shows, change of watch, public education or other authorized Auxiliary activities. Many of the parties to such agreements have in their “standard contracts” language that the Auxiliary finds unacceptable and possibly detrimental to the Auxiliary and it’s individual units and members. This outline is designed to educate Unit Commanders (FCs, DCPs & DCOs) as to requirements and restraints placed upon contracts and license agreements that impact on Auxiliary Units. This outline is not meant to serve as an enabling device to circumvent the scrutiny and review of these agreements by the District Staff Office – Legal but only as a source of guidance to Unit leaders.

Before proceeding, it should be understood that a contract or license agreement is not required for Auxiliary arrangements with individuals or organizations that provide space or services to the Auxiliary. If the provider does not ask you to sign an agreement, Unit commanders are not required to seek such agreements. However, if a Unit is presented with any type of contractual agreement you must be aware of and be in compliance with the contractual requirements set forth below.

### **LEASES are PROHIBITED!**

Auxiliary Units ARE NOT, under any circumstance permitted to enter leases for the use of Real Estate. Directors Offices are not permitted to enter such leases on the behalf of the Auxiliary. There is very little which cannot be accomplished by a license agreement in lieu of a lease.” Your DSO-L will assist you in preparing an alternative “license agreement” in circumstances where a Unit may be presented a “lease.”

### **Liability Provisions**

“Hold Harmless” or “Indemnification” clauses are unacceptable in Auxiliary contracts. Federal law prohibits Auxiliarists, acting in an “official capacity” from signing any legally binding agreement containing such language. A “hold harmless” or “indemnification” agreement essentially means that the Auxiliary would assume liability in advance for the negligent acts of the other party, like the owner of a building where you want to teach a BS&S class. Sometimes this clause even

extends to the negligence of third parties. This could mean, for example, that the Auxiliary would agree in advance to defend the owner of the building in a lawsuit where one of the attendees at a **BS&S** class negligently injured another student. The Auxiliary cannot agree to such hold harmless or indemnification clauses, for the reasons below.

The Auxiliary, when involved in official events connected with its mission, is an arm of a government agency, so it has the same legal status as the Coast Guard. 23 USC Sec. 831. The United States government may not assume liability for injury or damages except as provided by law in the Federal Tort Claims Act (FTCA), 28 USC Sec. 2674 (FTCA), nor may it release others from their own liability. Simply put, agents of the United States, including Auxiliary members acting in their official capacity, do not have authority to enter into such hold harmless agreements. Even if they sign an agreement with a hold harmless provision, that provision is invalid as to the government.

The United States is "self insured", meaning it does not "carry insurance". Liability is governed exclusively by the FTCA, and claims are handled pursuant to that body of law. It is most desirable to simply strike out the offensive language. Sometimes the licensor insists of some language speaking to liability issues. Please contact the DSO-LP for Guidance.

### ***Americans with Disabilities Act and Rehabilitation Act***

In 1973, the Americans With Disabilities Act and Rehabilitation Act were enacted into law. Federal organizations, when contracting for lodging must make certain that the lodging provider is in compliance with the requirements of the Act. Any contract for lodging entered by the Auxiliary must contain the following language:

#### **Americans With Disabilities Act and Rehabilitation Act**

The hotel warrants and represents that its premises, including, but not limited to its facilities, guestrooms, common areas and transportation services comply with the provisions of the Americans With Disabilities Act ("ADA") and the Rehabilitation Act of 1973 as amended and the Regulations promulgated thereunder, and that all of its premises and facilities will be accessible to and useable by individuals with disabilities who may attend or participate in the conference. The hotel further agrees to indemnify and hold harmless the organization, its officers, directors and agents from and against any and all claims, liabilities, losses, damages, suits, penalties, including, but not limited to, reasonable attorney's fees and costs arising out of claims brought against the organization, its officers, directors or agents, claiming that the premises failed to comply with the ADA and/or Rehabilitation Act and Regulations promulgated thereunder.

### **The Hotel and Motel Fire Safety Act**

The Hotel and Motel Fire Safety Act of 1990 became effective 25 September 1990. Its purpose was to save lives and protect property by promoting fire and life safety in hotels, motels and all places of public accommodation. It applies to all inns, hotels,

motels or other establishments that provide lodging to government employees or personnel. The Act prohibits the use of federal funds to sponsor or fund in whole or part a meeting, convention, conference, or training seminar in hotels or motels not in compliance with the Act. Accordingly, Unit commanders seeking a location for a meeting, convention, conference, or training seminar, where any Auxiliary or Coast Guard funds will be expended must make sure that the facility meets the requirements of the Act. Most of the larger accommodation facilities should be aware of the Act's requirements. If they are not, the DSO-L can provide them with guidance as to where they can find the Act's requirements.

Any contract for the accommodation of Auxiliary or Coast Guard personnel must contain the following language:

#### The Hotel and Motel Fire and Safety Act

The hotel represents and warrants that its premises comply with the provisions of the Hotel and Motel Fire Safety Act of 1990 (Public Law 101-391) and agrees to indemnify and hold harmless the organization, its officers, directors and agents from and against any and all claims, liabilities, losses, damages, suits, penalties, including, but not limited to, reasonable attorney's fees and costs arising out of claims brought against the organization, its officers, directors or agents, claiming that the premises failed to so comply.

#### **Allowance for "Force Majeure" contingencies**

The Auxiliary, by its very nature, is an extension of the United States Coast Guard. As such we must stand ready to respond and assist the Coast Guard in the event of natural disasters or similar crises. Additionally, a large portion of the Auxiliary's budget is dependent of Coast Guard funding, which, as we know, can vary significantly from year to year. Events could conspire to prevent a unit from being in a position to honor contractual commitments. Such unexpected events, of which the Auxiliary Unit has no control, are called "forces majeure." Wherever possible, Auxiliary Units should incorporate into their written agreements language, which would relieve the unit of financial liability, should such forces unexpectedly prevent the Unit from honoring its contracts.

#### **Other Cancellation Contingencies**

Along the same line of reasoning as the previous subject, wherever possible, licensees and agreements should reserve the Auxiliary's right to cancel the agreement upon thirty (30) days written notice. A notice period of "90 days" may be substituted if the agreement presenter balks at the 30 day cancellation period. A Unit commander must be fully cognizant of the potentially ramifications of breaching an agreement, especially as most units can ill afford to face the financial consequences of such a breach.

#### **Social Security/Employer Identification Numbers**

On many contracts, especially where a sponsoring school charges a general enrollment fee and then “pays” the course providers a percentage or fee, you will be asked to provide a “social security number” for tax reporting purposes. DO NOT use your own personal social security number or the IRS will hold you personally accountable for any taxes that may be due on the payment. The United States Coast Guard Auxiliary has its own “Employer Identification Number” (EIN) to use in such circumstances. This number is **52-1500576** and is to be used by all units of the Auxiliary where a Contract or License Agreement requires a SSN or EIN for “payment” or taxation purposes.

### **Proper Identification of the Unit & Elected Officer entering the Agreement**

The “contracting” party is not the Unit Commander as an individual. The elected officer enters a contract or agreement on behalf of the Unit they currently command. It is imperative that the correct designation is made on contracts or other agreements that a unit may enter in to. Remember.....it is the Unit that is entering the Agreement and not the Unit Commander as an individual.

For a District Level Agreement;

The District should be identified as  
“\_\_\_\_\_ District \_\_\_\_\_ Region,  
United State Coast Guard Auxiliary”

The Commodore, as signer, will be identified as  
“\_\_\_\_\_(DCO’s Name \_\_\_\_\_), Commodore  
\_\_\_\_\_ District \_\_\_\_\_ Region,  
United States Coast Guard Auxiliary”

For a Division Level Agreement;

The Division should be identified as  
“Division \_\_\_\_\_  
\_\_\_\_\_ District \_\_\_\_\_ Region,  
United State Coast Guard Auxiliary”

The Division Captain, as signer, will be identified as  
“\_\_\_\_\_(DCP’s Name \_\_\_\_\_), Division Captain  
Division \_\_\_\_\_, \_\_\_\_\_ District \_\_\_\_\_ Region,  
United States Coast Guard Auxiliary”

For a Flotilla Level Agreement;

The Flotilla should be identified as  
“Flotilla \_\_\_\_\_ Division \_\_\_\_\_  
\_\_\_\_\_ District \_\_\_\_\_ Region,  
United State Coast Guard Auxiliary”

The Flotilla Commander, as signer, will be identified as  
“\_\_\_\_\_(FC’s Name \_\_\_\_\_), Flotilla Commander  
Flotilla \_\_\_\_\_ Division \_\_\_\_\_,  
\_\_\_\_\_ District \_\_\_\_\_ Region,  
United States Coast Guard Auxiliary”

## **Signing Authority**

Remember, though designated subordinates may negotiate the terms or make arrangements for the use of outside facilities, only the current elected unit commander (i.e. District Commodore, Division Captain or Flotilla Commander) may sign such contracts after the approval of the DSO-Legal. Only Unit Commanders currently in office have contract signing authority. A “Flotilla Commander - Elect” for example, would not have contract or license agreement signing authority just because he or she will be in office when the class or event will actually take place. The Unit Commander currently in office is the only person authorized to sign a contract regardless of when the event or class will be held. **Under no circumstances may VCOs, RCOs, DSOs, Vice Commanders, Vice Captains, Sos, or Flotilla Staff Officers, or “Flotilla Commander, Division Captain or Commodore – Elects” sign contracts.** Contract signing authority cannot be delegated.

A District Commodore may not sign a Division or Flotilla level agreement. Likewise, a Division Captain may not sign a Flotilla level Agreement.

## **Processing the Contract/License Agreement Through the DSO-LP**

All contracts & license Agreements, regardless of the Unit level, **must** be submitted to the District Staff Officer. It does not matter if the contract currently before you is exactly the same as a previously DSO-LP approved document. The new contract/License agreement must be re-submitted to the DSO-LP prior to being signed.

Whenever possible, the original copy (not a photocopy) of the contract should be sent to the DSO-L for review and approval. Be sure to allow sufficient time for the DSO-L to review the documents and for the mail to return it to you. The minimum suggested time is to have the original contract to the DSO-L at least two weeks before it is due to be signed and turned in.

## **Department of Legal Affairs**

**APPENDIX "A"**

**ADDENDUM TO CONTRACT/LICENSE AGREEMENT**

Between

And

(Federally permitted substitute language for stricken liability paragraphs)

"The USCG Auxiliary, in carrying out the terms of this agreement, may be liable as an element of the USCG, for damage or loss of property, personal injury, or death caused by the acts or omissions of its members or agents, pursuant to the terms of the Federal Tort Claims Act, 28 USC 2671.11"

## APPENDIX "B"

### ADDENDUM TO CONTRACT/LICENSE AGREEMENT

Between

And

1. Americans With Disabilities Act and Rehabilitation Act

The hotel warrants and represents that its premises, including, but not limited to its facilities, guestrooms, common areas and transportation services comply with the provisions of the Americans With Disabilities Act ("ADA") and the Rehabilitation Act of 1973 as amended and the Regulations promulgated thereunder, and that all of its premises and facilities will be accessible to and useable by individuals with disabilities who may attend or participate in the conference. The hotel further agrees to indemnify and hold harmless the organization, its officers, directors and agents from and against any and all claims, liabilities, losses, damages, suits, penalties, including, but not limited to, reasonable attorney's fees and costs arising out of claims brought against the organization, its officers, directors or agents, claiming that the premises failed to comply with the ADA and/or Rehabilitation Act and Regulations promulgated thereunder.

2. The Hotel and Motel Fire and Safety Act

The hotel represents and warrants that its premises comply with the provisions of the Hotel and Motel Fire Safety Act of 1990 (Public Law 101-391) and agrees to indemnify and hold harmless the organization, its officers, directors and agents from and against any and all claims, liabilities, losses, damages, suits, penalties, including, but not limited to, reasonable attorney's fees and costs arising out of claims brought against the organization, its officers, directors or agents, claiming that the premises failed to so comply.

## **APPENDIX "C"**

### **ADDENDUM TO CONTRACT/LICENSE AGREEMENT**

Between

And

The Hotel/Licensor recognizes that the United States Coast Guard Auxiliary and its individual units are part of the United States Coast Guard and therefore subject to the directives, assignments and funding allocations of Commandant of the United States Coast Guard. Furthermore the Hotel recognizes that as an integral part of the United State Coast Guard, Auxiliary members may be called upon in mass to provide their services to the public in the event of a natural disaster or other similar emergency. If such unforeseen circumstances or other force majeure were to occur, the Auxiliary may be unable to honor the terms of this agreement. Under such unique circumstances, the United States Coast Guard Auxiliary shall have the option to cancel this contract without penalty regardless of any other contradictory language contained in the attached contract/license agreement.

## SECTION IV – ACRONYMS AND ABBREVIATIONS

In the Coast Guard Auxiliary, certain acronyms and abbreviations are used. Those used in the Guidebook are defined, as follows:

ADSO	Assistant District Staff Officer
ANSC	Auxiliary National Supply Center
CHDIRAUX	Chief Director, Auxiliary (Headquarters)
CM	Communications
CR	Conference Registration
D-AA	Administrative Assistant to DCO
DISTRICT CONFERENCE COORDINATOR	DCO Aide
DCO	District Commodore
DCP	Division Captain
DIRAUX	Director of Auxiliary (District or Region)
DIST	District
DIV	Division
DSO	District Staff Officer
EXCOM	District Executive Committee
FC	Flotilla Commander
FN	Finance Officer
IPDCO	Immediate Past District Commodore
LP	Legal Affairs
MA	Materials
MT	Member Training
PB	Publications
PS	Personnel Services
RCO	Rear Commodore
SR	Secretary/Records
USCGAUX	United States Coast Guard Auxiliary
VCO	District Vice Commodore
VCP	Division Vice Captain
VFC	Vice Flotilla Commander

## SECTION V – EXHIBITS

The following are the types of exhibits that districts may choose to include in their conference guide. Use of these exhibits will enable the "institutional memory" of the unit to be passed on to succeeding conference committees, thus ensuring that district traditions are continued without having to "rewrite the book" for every conference.

- Exhibit 1 - Set up of the Meeting Room and Equipment
- Exhibit 1A - Sample Place/Name Tag for Tables for Meetings
- Exhibit2 - List of Convention and Visitors Bureaus
- Exhibit 3 - Sample of First Conference Announcement Flyer\
- Exhibit 4 - Sample of Registration Form
- Exhibit 5 - Map To Hotel in Conference City
- Exhibit6 - Chart Showing Hotel Rooms in Conference City
- Exhibit7 - Copy of Last Conference Program and Information
- Exhibit7A-D - Schedule of Events
- Exhibit 8 - Workshop Previews Prepared for Conference Flyer
- Exhibit9 - Instructions for Completing Form T-CEU-3
- Exhibit 10 - Attendee Evaluation of Training Form T-CEU-3
- Exhibit11 - Sample Host Division Budget for Conference
- Exhibit12 - Friday Night Fun Night Flyer