
U.S. Department of
Homeland Security
**United States
Coast Guard
Auxiliary**



**National Response Directorate
2018 Surface Operations
Workshop**



Facilitator Guide/instructions

The mandatory 2018 Operations Workshop is a group activity that presents key policy changes or clarifications that must be thoroughly understood by crewmembers. The facilitator will provide detailed explanations of slides containing these clarifications and changes that go beyond merely reading slides. Those detailed explanations are found in the “Notes” section of each slide, at the bottom of each slide.

If facilitators have any questions about the slides or notes during their pre-presentation review of this document, they should contact the Response Directorate before attempting to facilitate this workshop.



WARNING

Do not tamper with or amend the content of this workshop. Do not remove any slides or change the text of a slide. The content being presented has been approved by the Auxiliary National Executive Committee after review by the cognizant USCG command. Additional material may be added as a back end addendum.

The Facilitator is encouraged to add additional slides and information that is key to their AOR (Area of Operations), or directed by local DIRAUX or CG Stations/Sectors.



Welcome

Do not tamper with or amend the content of this workshop. Do not remove any slides or change the text of any slide. The content being presented has been approved by the Auxiliary National Executive Committee after review by the cognizant USCG command.

Additional material may be added by the facilitator and is encouraged to cover local conditions and directives from your local Stations/Sectors/DIRAUX.

As participants you are also encouraged to note any specific conditions in your AOR that other Coxswain/Crew should be aware of to improve safety or assist in the successful completions of patrol missions





Welcome

- Policy Review
- Enhance Safety
- NOT a replacement for TCT
- Do NOT ALTER
 - But you can add local information to the end

JmcC2

(NOTE to instructors: Many of the slides contained in this deck have additional comments and notations that are included in the slide notes. These notes are also available in the Instructor Notes pdf file that may be found on the Response Directorate web site.)



MANDATORY

- Required for all Boat Crew
- Reported on the 7039 Workshop form
- Deadline: 30 June
 - If not complete, member goes into REWK
- If not complete by 31 December, REYR



Boat crew includes all crew, coxswains and PWOs

The 30 June date comes from the OPM manual [Auxiliary Operations Policy Manual 2.B.7] specifically:

B.7. Operations Workshops

Operations workshops may be mandated on an annual basis by Commandant (G-OCX) or by the Director. When operations workshops are mandated, the requirements apply to all personnel participating in surface operations and programs requiring them to be aboard surface facilities. Auxiliarists must complete such workshops prior to June 30 of the year in question in order to participate in operational missions. workshop attendance credit remains valid through May 31 of the year following.



Ground Rules

- This Workshop should be Interactive, NOT all Lecture
 - Ask Questions
 - Answer questions
 - Share experiences
 - Share Insights
- Participate
- Participate
- Participate



Personal Protective Equipment (PPE)

- Policy:
 - R&SS manual
 - ALCOAST 231/15
- DIRAUX/OTO issue regional guidance
- PFDs can no longer be shared
- PPE inspection-Biannual Requirement
- PLBs-Monthly Testing
- Maintenance Procedure Cards (MPCs)
 - Posted on Response website



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Remind members of testing PLB in the first 5 minutes of any hour monthly but NOT more frequently that once per month

Inspections must be done by Auxiliary members who have been trained to do so by active duty members designated by OIA or by the OTO. If you need PPE inspectors speak to your SO/DSO-MT or your OTO in the Directors office

If the PFD is issued to you, you are responsible for it and should not loan it out. The Ready Locker concept has been in place for a while so that in cases where trainees, or others need a PFD, or a PFD is damaged & a temporary replacement is needed, the Unit can provide it for temporary use from the ready Locker.

Detailed instructions for PPE inspectors are in the Maintenance Procedures Cards posted in the members only section of the Response Directorate web site. These cards are updated regularly so be sure inspectors are using the most current version.



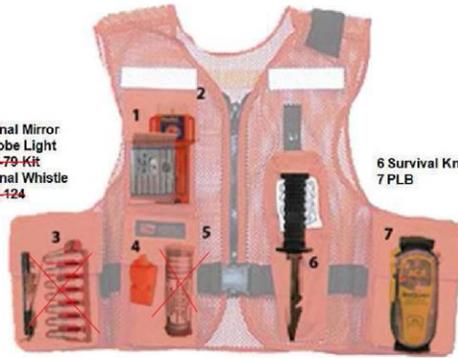
PPE (Continued)

- R&SS Officer
 - FC recommended, OIA designated staff officer to manage PPE issuance, training, maintenance
- Inflatable PFDs
 - ONLY PFDs listed in R&SS Manual are authorized
- PLBs
 - Monthly Test
 - ONLY test on monthly basis. Doing otherwise will harm the PLB battery



PPE – Survival Vest Carriage

- 1 Signal Mirror
- 2 Strobe Light
- 3 MK-79 Kit
- 4 Signal Whistle
- 6 MK-124



- 6 Survival Knife
- 7 PLB

****Pyrotechnics not carried in Auxiliary Boat Crew Survival Vests****



Serial Number Placement
(Underside of pocket flap)



Bowline with an Overhand Knot





PPE Reminders

- PFDs required for all crew
 - PPE must be stowed either in SAR vest, or in pockets of PFD or in an approved waist belt pocket with inflatable
- PPE must be secured with 36” lanyard with bowline and overhand knot
- Compliance date: 01 June 2016



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Not all crew will have SAR vests & it is permitted to use the PFD as long as all PPE is properly attached.

If you have been issued a SAR vest you **MUST** wear it with PPE properly attached to it. PFDs are required for **ALL** on board the vessel.

The SAR vest may be returned to the person who issued it or to a designated person, you do not have to use it.



PPE Reminders

- Auxiliary PPE is for Auxiliary use only
- DO NOT wear Coast Guard PPE
- Use only inflatable PFDs that are listed in the R&SS Manual
 - NO MANUAL INFLATION PFDs



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PFDs with Coast Guard Auxiliary name on the back must NOT be worn on private vessels/facilities when you are not in uniform and under orders

PFDs with Coast Guard on the back must NEVER be worn even if you are under orders. The reason is not so much the “USCG” stamped on it but the replica of the USCG ensign. The ensign (flag) is flown to show law enforcement authority and since we don’t have that we can’t wear the flag. The flag is the reason USCG law enforcement crews don’t wear badges.



NavRules

- Latest revision: August 2014
- Required for surface facilities
- Hard copies are available commercially
- Can be an electronic version but must be accessible in less than two minutes



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The NavRules book is now the Navigation Rules and Regulations Handbook, and that if carried electronically it must be downloaded and stored on the device, not accessed via internet or cell data



NavRules (continued)

- Download link on Response website:
- DIRAUX/OTO/OIA may have specific navigation requirements for your region
- Periodically updated, stay alert for changes



Training and Safety

Keys to Achieving Safety

- Training
- Procedures
- TCT
- Crew Qualifications
- Don't just be a member of the "12 Hour Club"
 - Always strive to exceed minimum training hours



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Train to proficiency, not just to meet minimum qualifications

Know and follow ALL standard procedures

Remind crew about TCT during crew briefing

Know your crew's qualifications, abilities, and restrictions BEFORE you leave the dock and make crew assignments accordingly

All crew must be current on their TCT (from last year or current year). Taking the 4 hour TCT in any year qualifies in place of the 1 Hour but the 1 hour does NOT qualify for the 4 hour requirement.



Mishap Reporting

- **ALL mishaps must be reported to the Order Issuing Authority (OIA)**
 - With or without injuries
 - Even if there is no damage
- **Mishap does not equal punishment**
 - Accidents happen. Reporting them does not always result in punitive action
 - Not reporting a mishap DOES lead to punitive action

Per COMDTINST_M5100.47.pdf - a Mishap is “An unplanned, unexpected, or undesirable event or series of events resulting in death, injury, occupational illness, or damage to or loss of materiel. “



Mishap Reporting

- Just what constitutes a mishap - there are multiple definitions depending on where you look
 - Any unplanned, unexpected or undesirable event causing injury (no matter how slight), occupational illness, death, or property damage/loss
 - **Anything** that interferes with or impacts the mission
 - Mishaps are **any** action, which causes property damage or injury to crewmembers



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Per COMDTINST_M5100.47.pdf SAFETY AND ENVIRONMENTAL HEALTH MANUAL - a Mishap is “An unplanned, unexpected, or undesirable event or series of events resulting in death, injury, occupational illness, or damage to or loss of materiel. “

A mishap is defined in other documents as - any unplanned, unexpected or undesirable event causing injury (no matter how slight), occupational illness, death, or property damage/loss.

Mishaps are classified as A, B, C, or D according to injury or damage incurred. Any individual or unit with first-hand knowledge of an accident or incident while assigned to duty must report all available information to the Coast Guard OIA. Mishaps classed as A, B or C shall be reported immediately, or as soon as is safe and practical, to the OIA. Mishaps classed as D shall be reported within 48 hours. Mishap classifications may be found in the Coast Guard Safety and Environmental Health Manual COMDTINST M5100.47(Series) Chapter 3.

In addition to prompt report of the mishap to the OIA, the Auxiliary Coxswain is responsible to ensure that a verbal and/or written report of the mishap is forwarded to the DIRAUX.

Notice the last 2 bullets regarding ANY/ANYTHING not anything “serious” it means ANY incident no matter how small. A simple slip and fall, with a bruised arm in an injury to a crew member and therefore a mishap. Also it may impact the mission by delaying it and by the resulting after effects of that very minor injury on the crew member when the mission gets underway. Possible lack of focus on the mission due to pain/discomfort, effect of the injury can become worse with time, etc.



Mishap Reporting

- Auxiliary Operations Policy Manual requires “any individual or unit with 1st hand knowledge of a mishap” to report these incidents
- Reports must be submitted to the OIA, DIRAUX and Auxiliary Chain of Leadership within 48 hours



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Mishap reporting is not just policy and a good idea, it is **MANDATORY**

The reference to reporting mishaps to the AUX COLM, as well as your OIA is consistent with well established requirements that we must report any occurrence or incident to our AUX leadership, whether it be a surface mishap, as in this case, or any information that our leadership should be aware of as a general good practice



Mishap Reporting

- We ask that all crews report mishaps religiously and without fear of criticism through their Chain of Leadership up to District & their OIA
- We also ask that all Districts report summaries (**no names**) of damage & injury mishaps to:

Rick Saunders– Division Chief Surface

rick.saunders@cgauxnet.us

Surface Operations Division

National Response Directorate



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Navigation Standards

- Every OIA has a set of Nav Standards for their AOR
- Contain vital information on the AOR
- To be provided to every Coxswain/Owner

Each CG command from small boat station to Sector has navigation standards for their crews- local hazards, problems or issues that must be known to crews. AUX crews should also have that information from the OIA or OTO.



Coxswain Responsibilities

- Obtain orders from OIA
- Ensure currency:
 - Of Facility Inspection
 - Of Crew certifications
- Responsible for ENTIRE crew
 - From pre-mission brief to debrief
 - Ensuring each member knows their role AND is capable of filling that role



Coxswain Responsibilities

- Designate primary lookout(s)
- Exercise DIRECT supervision when facility is being operated by crewmember
- Should NOT leave the helm station
- Ensure kill switches are used (when applicable)
- Ensure crew follows fatigue standards in Aux Ops Policy Manual



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Crew fatigue is critical to the GAR score and cause to shorten or cancel the patrol entirely. The Cox should always endeavor to stay at or near the helm in order to be alert and in good position to respond to issues. Unless relieved by a competent crew member. Common sense applies when it is advisable for the Cox to change his/her position (e.g. head calls).

Maintaining a proper lookout is not only required for safe operations it is the law per the Navigation Rules. Do not just ASSUME everyone will pay attention and lookout for dangers.



Crew Responsibilities

- Safety is paramount
- If you see something, say something
- Use your TCT
- Ensure you are well rested prior to getting underway



Important Reminders

- Mobile Devices
 - Use of Mobile Devices (phones, tablets, etc.) is PROHIBITED without permission from Coxswain (NEVER by the helmsman)
 - Proper lookout must be maintained at all times
 - If necessary, come to dead stop to use mobile device

If a facility is manned by a Coxswain and one crew, the facility must come to a full stop before the use of a cell phone or mobile device.

Important - cell phones can **never** be used by the person at the helm even if at dead stop.



Important Reminders

- Forms – Use the most current forms
 - SAR Incident Report – Current form dated 01 APR 10
 - Offer For Use Forms
 - 7003 (Vessel Offer For Use) – Current form dated 06/11
 - 7008 (PWC Offer for Use) - Current form dated 06/11



Patrol Reminders

- Maritime Domain Awareness on all patrols
- Proper Signage
- Uniforms
 - Consistency
 - Well Maintained
 - Properly Fitted
 - Represent the Coast Guard



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Re-enforce that everything you say and do as well as how you look represents and reflects upon the US Coast Guard and the US Coast Guard Auxiliary

Consistency of uniforms means that all crew are dressed in the uniform of the day, no exceptions. Sleeves are rolled up Apr 1 and down Nov 1, same as for the active duty (gold) side. May be modified by OIA dependent on local conditions. Clearly, common sense may require a change depending on the weather, etc. The spirit here is to avoid free lancing and maintaining military bearing with respect to uniformity of dress.



“Happen Upon Policy” Reminder

- If you discover a vessel during routine patrol that requests assistance and that vessel has not been in contact with the Coast Guard or a private tow service:
 - You may render assistance including tow if capable
 - Notify the Operational Commander, identity and location of vessel and where you will be towing them
 - If vessel is in danger and you are unable to safely tow, you may endeavor to safely remove persons from the vessel until additional help can arrive on scene



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You may tow if the vessel is in peril, or there are medical concerns.

You may not tow if a private salvor has been notified and is available in a reasonable timeframe in this case stand by until the salvor arrives. “reasonable” time has not been clearly defined so check with your OIA. Anything less than an hour would be considered “reasonable”



Review of “Happen Upon Policy”

- Notes:
 - Coxswain has ultimate decision on whether or not to assist vessel
 - Based on consultation with crew and GAR assessment
 - Inform CG SMC (SAR Mission Coordinator) of your intentions, not “ask for permission to tow”
 - The CG SMC may override your decision if warranted by an evaluation of the circumstances or if your facility is needed on a higher priority task



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If the boater called for help you may also pickup a tow in some instances if a commercial tower is not available in a “Reasonable” amount of time.

From the CG Addendum 4.11

When specific alternate assistance is not requested or available, mariners will be informed that a broadcast can be made to determine if someone in the area can come to their assistance.

Coast Guard resources or Auxiliary vessels may also be directed to respond if no alternate responder can do so within a reasonable period of elapsed time. Factors governing the elapse of a reasonable period of time for assistance to arrive on scene are discussed below, but such a period should not normally exceed one hour from first awareness of the case.



Assistance to Auxiliary Facilities

- Coast Guard resources or Auxiliary facilities may be used to help Auxiliary facilities in need of assistance at any time
- An Auxiliary Facility is defined as an Operational Facility having a current accepted offer of use whether under orders or not
- It is NOT just any boat owned by an Auxiliary member



Safety is Always Priority 1

- Remember safety of the crew, the public, and the vessel are more important than the mission
- PLB (Personal Locator Beacon)
 - Have it on your person at all times when underway
 - Check the battery expiration date
 - Keep it registered with NOAA (every 2 years)
 - As of 1 June 2016, all crew and coxswain on board must have and wear a PLB
- HAZMAT
 - Remember to steer well clear of ANY HAZMAT situation unless you have a certified HAZMAT responder on your crew



Please emphasize that safety is the top priority, and if the environment or other factors increase the risk...the GAR must be reviewed to determine what should be done to reduce the risk to an appropriate level. This includes aborting the mission if necessary.

*** All on board must be trained, equipped, and certified to handle Hazmat situations before you respond to this type of incident.



Provide SAR Response

- Do only what you & your facility/crew are capable of -
Safety of Crew Always Comes First
- Operate at safe speed for the sea conditions and local environment
- Observe all NO WAKE zones



Responsibilities of Facility Owners

- Facility properly equipped/maintained
- Notify the DIRAUX of significant changes
- Facility Inspection and Offer for Use valid for 1 year plus 45 days. Orders are no longer valid when offer for use expires
- Authorized operators when owner not onboard must be designated by name and member # on offer for use and entered in AUXDATA



Offer for Use Forms

- Electronic notices are sent to the facility owner(s), FC and SO-OP 45 days prior to the end of the one year date of inspection
- Owner have 90 days to get their facility inspected and turned into their DIRAUX office
- If not done prior to the 1 year 45 day expiration, AUXDATA automatically removes the facility from operation status
- Any patrols approved but conducted after that date are not authorized and must not be conducted



The last bullet means that even if the orders make it through the system, if the OPFAC inspection is out of date, the patrol cannot proceed.



I'M SAFE

Are you fit for your mission?

- I = Illness, Do I have an illness or symptoms of illness
- M = Medication, Am I taking prescription or over-counter drugs
- S = Stress - Am I under psychological pressure from the job? Worried about financial matters, health problems or family discord?
- A = Alcohol, Have I been drinking within eight hours? Within 24 hours?
- F = Fatigue, Am I tired and not adequately rested?
- E = Eating, Am I adequately nourished?

This is essentially part of the GAR form process, and also consistent with TCT principles.



Operational Risk Management GAR Model

Green – Amber – Red

- Any single item 5 or above should raise a concern even if the total score is in the Green
- There should be NO zero (no risk) scores and even 1 should be rare for most crews
- Scoring the GAR is a collective effort of the entire crew not just the coxswain
- GAR is done before **AND** updated throughout the mission when **ANY** condition changes



Reinforce the need to update the GAR as needed throughout the mission.



Operational Risk Management GAR Model

Green – Amber – Red

- Use the standard form available on the National Response Department Web site at <http://www.cgaux.org/response/SurfaceOps/SurfaceOpsNews.htm>
- **Unless** your OIA mandates the use of another risk assessment tool



Before the patrol season begins, check with your OIA/OTO to be sure you are using the correct GAR form for your AOR.



Operational Risk Management GAR Model

Green – Amber – Red

Smart Phone Applications:

- GAR apps are available, including eGAR, and iGAR
- These apps have **NOT** been approved for Auxiliary use by BSX (Chief Director of Auxiliary)
- All GAR tools used, paper or electronic, must use the same scoring as the GAR form posted on the Response Directorate website (or as directed by your OIA)



Operating in Reduced Visibility

Follow all requirements in the NavRules

- Maintain that lookout as far forward on the vessel as possible (remember - safety first)
- Reduce speed
- Proper Horn Signals
- Nav lights on
- Radar on **and** monitored (at all times not just reduced visibility), if equipped
- Follow all district or OIA special requirements



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If there is any chance of fog or other visibility problems before the patrol, the GAR should reflect that condition and in most cases, the patrol postponed or canceled.

If you have radar, it should be turned on and monitored at All times not just at night or reduced visibility. Be sure to brief ALL crew on how to us it.

All of these actions are specified in the Rules of the Road, that is, **they are the Law**, not just good seamanship practices.



NIGHT OPS

- Is Radar required by OIA for night ops?
- Crew properly trained on radar use?
- Increased lookout responsibilities
- Reduce speed
- Ops/Position reporting requirements (different from daylight ops)
- Night Vision (check local OIA for any specific requirements)

Check the Response web site, “Safety Best Practices” button to access the “Night Operations Guide” for more detail.

Common sense dictates that conditions at night or reduced visibility are problematic. Although the Night Ops guide does not mention this issue, any prudent mariner will agree that enhanced communication during night ops is a good practice.



Operational Parameters - Communications

- External:
 - VHF Radio (25 Watt) is ALWAYS primary, cell phone secondary (Cell Phone MUST NOT be used by the helmsman)
 - Must have 2 way communications at **all** times, if not return to base
 - Maintain a radio guard. Use intervals as required by your OIA
 - If communications are lost, your orders may be voided



The 25 watt reference is a standard regulation designed to ensure that no transmitter exceeds this limit. Please check with your FSO-CM for more detail.

IAW FCC 47 CFR 80.148, 80.310, NTIA Manual 8.2.29.6.c(2)(e), ITU RR 31.18, 52.244 requires that channel 16 be monitored any time the radio is not being used to communicate. That means no sitting on the working channel, you must have a second radio on 16 or use dual-watch/scan when not transmitting.



Radio Communications

- In all radio communications, we are to act as professionals
- At no time shall we make reference to ethnicity, race, gender, sexual orientation or religious affiliations in radio transmissions
- This is a zero tolerance policy and must be strictly adhered to

Note: physical descriptions (race, gender, etc.) ARE acceptable in transmitting if you are working a SAR case and that information is pertinent to prosecuting the case and finding or assisting the boater.



Radio Communications

- It is often not what you say but how you say it, that demonstrates your professionalism
- Brevity and accuracy supports mission success and safety
- Remember that during a patrol, the boating public “hears” **you** as the voice of the US Coast Guard
- Practice and use proper radio procedures to achieve success, safety and professionalism



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Re-enforce that the we are seen and heard as representing the United States Coast Guard when we are out on patrol. Your radio transmissions can be heard by **all** within a range of 25 miles.



Radio Communications Proper Comms

Example: “Coast Guard Station Nassau Point, Coast Guard Station Nassau Point, this is Auxiliary Vessel 2159637 on 21A, Over.”

“Auxiliary Vessel 9637, this is Station Nassau Point, Over.”

“Station, 9637: (State your message to the station with clarity, using proper radio protocol and brevity) Over.”

“9637, Station, Roger, Out.”

Note: Practice Script (Radio procedures may be reviewed at this link:
<http://rdept.cgaux.org/documents/Comms/AuxRadioPatrol1.3.pdf>)



Please be sure that all understand the restrictions on using cell technology on OPFACS...especially the policy that prohibits using cell phones **alone** to maintain radio guard.



Towing

- Requires a high degree of awareness
- Many potential hazards
- Know limitations of facility, crew and towing components
- How the vessels are loaded will affect maneuverability
- Brief your crew and the disabled vessel's owner
- Always plan an escape route in case things go wrong – because they will and at the worst possible time

Most facilities do not have many opportunities to tow a distressed vessel other than in training an crew/coxswain currency signoffs. Briefing the crew on what will happen and in what sequence is a critical task for the Coxswain BEFORE attempting to connect the tow.



Towing (continued)

- Ensure a knife is always immediately available in case the towline needs to be cut in an emergency
- Ensure Aux crew has removed all jewelry prior to beginning the towing evolution (this should already have been done at/before the briefing)
- Ensure you ascertain whether there are any known hazards on the vessel to be towed prior to beginning the towing evolution (e.g. flooding, lines in the water, steering inoperable) and take steps to mitigate the risks imposed by them

Sailboats often present special problems for towing make sure you know how to do it safely



AOM Reminders

- All patrols should start and end with some standby time for pre and post u/w activities (Gar, briefing, de-briefing, etc.)
- Pre and post standby time is coded based on instructions issued by OIA/OTO
- Patrol orders are good for a 24 hour period from the first itinerary entry
- Request multiple orders for multiple days – do not combine
- Time in the itinerary must be consecutive with no gaps. One category ends at 1200, the next begins at 1200, **Not** 1201 or later



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The operational issues related to the reporting of pre and post u/w activities are well reported and noted. We recognize that a long term solution is required and that solution is in the pipeline.

Until a separate code can be created in the AOM software to account for stand-by time, the local OIA will designate a temporary work around code for this purpose.

Orders may overlap calendar days, when the 24 hour period is calculated past midnight. One set for one mission.



AOM (continued)

- Training missions (22A) do **not** require a QE to be on-board
- If on a QE check ride mission, use 22A and list the QE as required by your district and note in comments box the QE's name and actual time doing QE activity
- If a mid-patrol crew change, list all crew members and note times for each in the comments box. The coxswain and/or facility cannot be changed
- The IS officer will adjust the entries in AUXDATA



AOM (continued)

- When requesting orders, always check the last Facility Inspection Date
- If the patrol date will be 1 year & 45 days from the last inspection, a new offer for use must be submitted before the patrol. AOM will not allow order completion with an out of date inspection
- If the date you try to complete orders is over 13-1/2 months from the last inspection, AOM will not allow completion of the orders, even if the patrol date was within the 13-1/2 month range



AOM (continued)

- Meals are no longer automatically selected - must be selected manually for **each** member
- Select only the meals that were actually consumed during the underway portion of the patrol, not before and after
- Meals are not paid for standby time
- FINCEN does not pay for water, soda, snacks, etc.
- If you receive fuel or meals at no cost from the Coast Guard, check “Government Provided” box



AOM (continued)

- Do not claim make-up engine oil; it is included in your SAMA payment
- Fuel additives are 2-cycle oil, ethanol mitigation, injection cleaner, stabilizers, octane enhancer, etc.
- Include receipts as required. CG policy is \$75; Districts may require receipts at a lower amount to include any and all claimed expenses
- Per the Operations Policy Manual, patrol orders must be submitted within 30 days after completion of the patrol



Subsistence Payment Reminders

- Subsistence (meal) payments go to the Owner or Operator as selected on the order request
- The member receiving the subsistence payment is obligated to either
 - Turn the payment over to each crew member or
 - Provide a meal(s) to each crew member commensurate with at least the subsistence amount paid
- Subsistence payments are not to be kept by the owner or operator or put in a boat maintenance fund. This is what SAMA is for



Additional Reminders

- Any other special requirements from your local DIRAUX?
- How about your OIA?





Bravo Zulu!

Great Job!



Thank you for your participation in the 2018 Surface Operations Workshop.

Please share your thoughts about this workshop with us.

Send your comments to:

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Bruce Pugh DIR-Rd



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