From: Commandant of Midshipmen, U.S. Naval Academy

Subj: OPERATING PROCEDURES FOR TEAM BILL

Ref: (a) COMDTMIDNINST 1710.14S
(b) COMDTMIDNINST 7041.1M
(c) COMDTMIDNINST 1020.3D
(d) COMDTMIDNINST 4653.1S

Encl: (1) MIDN Volunteer form

1. Purpose. To promulgate standard operating procedures for the U.S. Naval Academy (USNA) Mascot Team. To provide authoritative guidelines for the conduct of all USNA Live Mascot Team-related activities by midshipmen assigned to the USNA. This instruction shall standardize and regulate all Mascot Team functions executed by USNA to include club organization, responsibilities and activities. These regulations are a supplement to any guidance provided by the live mascot caretakers. The USNA Mascot Team will abide by all Extracurricular Activity (ECA) rules and regulations set forth in reference (a). These operating procedures focus on safety, standardization of care, and personal accountability in order to optimize proficiency in live mascot care and training; and to prevent accidents, illness and injuries to live mascots, midshipmen, and others.

2. Background. The USNA Mascot Team, here-after referred to as Team Bill, is a unit established for the entire academic year for the extended care of the USNA living mascots for the Academic Year. USNA has utilized live goats as its mascot since the late 1800s and thus the tradition of live goat mascots is one of the oldest at the Academy. Live mascots are now a rarity in college athletics and the public interest in the goats remains strong. In order to ensure the safety and security of these animals, the location of the goat residence and the names of the goat caretakers will not be noted in the press and will not be publicized. The goat residence shall remain safeguarded to the fullest extent possible. It is imperative that Team Bill members understand their responsibilities and roles, and support a healthy, safe livestock lifecycle. The following information is provided to set the policies and operating procedures for care of the live goats supervised by contracted caretaker.

3. Scope and Applicability. This instruction applies to 8th Company. Team Bill will be established and active throughout the academic year, though primary duties are executed during
the football season. Team Bill is subject to ECA movement orders and excusals per reference (d).

4. **Mission.** Allow Midshipmen to facilitate a positive public view of the Navy Mascots, supervise the mascots’ safety and care at public events, and interact with the general public in a professional and personable manner. The Team is supervised by the Officer Representative (O-REP) and will establish roles and responsibilities to execute Team Bill duties with attention to detail, positive public image and expert goat care.

5. **Organization & Responsibilities.** Team Bill is organized and run by appointed midshipmen in the 8th Company with livestock experience under the direction of the Company Officer and the civilian goat caretaker. The chain of command for critical decisions is as follows: Team Bill, Caretaker, Company Officer, ECA Officer, Commandant Operations Officer, and when required the Commandant of Midshipmen. Principally, the administration and operation of Team Bill is managed by the midshipman staff. The O-REP and caretaker provide leadership and guidance as needed to support the Team Bill mission. These supervisory agents will assist midshipmen with leadership opportunities, strong learning environment and effective organization to ensure the care, safety and security of the academy’s living mascots. The Midshipmen Welfare Fund (MWF) will assume overall responsibility for the efficient operation of the caretaker as the Contracting Officer Representative on the contract and ensure payment of resources needed to sustain the live mascots and other support per reference (b).

**Note:** The Goat caretaker may recommend dismissal or sanction of any Team Bill members if they are unable to uphold professional and compassionate standards. A copy of the contract should be sent to the ECA Officer to keep on file for seven years.

a. **Midshipmen.** Team Bill should consist of midshipmen who have experience handling and caring for livestock. If a midshipman is mishandling or not caring for the goats, their membership can be revoked at the discretion of the caretaker and Company Officer. The caretaker will train Team Bill on proper care of the goats. All members are expected to assist the caretaker in caring for the goats throughout the academic year. Team Bill should check in with the caretaker weekly post football season to see if any goat-related assistance is needed (i.e. hay pick up & storage) or any requested goat appearances are scheduled. For goat appearances, Team Bill is expected to be present and be the face of USNA with professionalism. In the event a goat must be replaced, Team Bill will research available goats. Team Bill shall consist of no less than six midshipmen members. Members will be required to sign enclosure (1) to be left on file with the ECA Officer. All Team Bill member jobs include but are not limited to: washing, exercising, trimming hooves, transporting, shearing, facility maintenance.

(1) **Team Bill President.** The President will generally be an elected first class midshipman who understands the care and responsibility of the goats and will assume overall responsibility for the safe and efficient operation of Team Bill. The President will:

(a) Function as head of Team Bill and report to the Company Officer.
(b) Have overall responsibility for the safety, internal operations, and communication for and with Team Bill.

(c) Oversee accountability of all team staff and members.

(d) Request football game field passes through Commandant’s Operations Officer (CMDT OPS) to accompany goats onto the field.

(2) Team Bill Operations. The Midshipman Operations will assume responsibility for the safe and efficient operation of Team Bill with regards to all activities including goat appearances and football games.

(a) Plan, submit, and execute a Movement Order or Excusal per reference (d) and will track attendance for each event appearance.

(b) Organize transportation for the midshipman with the help of the caretaker at least one week prior.

(c) Organize the midshipman to assist with prepping the goats prior to upcoming events.

(3) Team Bill Treasurer. The Treasurer will be responsible for overseeing the team’s reserve funds:

(a) Work with the MWF to maintain proper accounting of Team’s funds.

(b) Be trained by the MWF on procedures to use team funds.

b. Caretaker. The caretaker shall have property and facilities large enough to house the goats comfortably and adequate experience pulling a trailer. The caretaker shall have experience and knowledge of raising livestock, especially goats. A board committee consisting of the Company Officer, MWF Manager, ECA Officer, CMDT OPS, and the CMDT Supply Officer (SUPPO) will interview potential hires. The civilian caretaker will be contracted through Non-Appropriated Funds Contracting via MWF.

Note: The caretaker will be required to submit to a background check. The caretaker and household members shall not reveal mascot duty to anyone other than those living in their home to prevent goat-knapping. The MWF Manager will route an approved budget for the mascot care with assistance from Team Bill and caretaker. Any extra goat expenses should be brought to the Company Officer’s attention to coordinate with the MWF Manager.

a. Labor/housing. It is the caretaker’s responsibility to provide a stable and well-maintained area for the goats to live in an off-USNA residence, with multiple acres to roam. The caretaker shall invoice MWF for goat care per the contract’s terms and agreements. The caretaker will check on and feed the goats twice a day. The caretaker will ensure the goats receive enough physical activity roaming the pasture on a daily basis.
Note: Members of Team Bill should check in with the caretaker weekly to help care for goats if needed.

b. Supplies. The caretaker shall request available funds for goat necessities prior to purchasing, to include: treats, feed, medical supplies, blankets, etc.

c. Travel. It is in the best interest of the goats to not have them travel more than two hours from home. Long drives will induce stress upon the goats, and should be avoided. MWF will pay per diem and reimburse travel expenses for the goat caretaker to transport the goats to the CMDT OPS approved away football games. Local travel expenses to/from events and appointments are reimbursable for travel expenses by MWF when trailing the goat(s). The caretaker will transport the goats in their official trailer to and from appearances and appointments.

d. Veterinary visits. The caretaker will be responsible for arranging, communicating, and transporting the goats to the contracted large animal veterinary for routine and emergent veterinary appointments. The Company Officer will accompany the caretaker to these visits. The caretaker shall request an invoice to be paid by MWF for veterinary visits and prescribed medications. If hospitalization is required, USNA shall consider recommendations of the primary vet.

Note: Travel to veterinary appointments will be subject to reimbursable travel expenses.

e. Grooming. The caretaker shall request an invoice to be paid by MWF for all grooming, to include shearing and hoof care at the discretion of MWF.

f. Security Cameras. If requested by the caretaker, MWF may provide.

g. Trailer and insurance. MWF will be responsible for the insurance payments of the trailer. The goat trailer will be registered in MWF’s name. The caretaker is responsible for the upkeep of the trailer and all required maintenance. If service is required, the caretaker shall request an invoice to be paid by MWF. Only the caretaker may trailer the goats.

h. Visitation. USNA leadership may request to visit the goats via CMDT OPS approval and coordinate with the caretaker through the Company Officer. Team Bill will assist as needed at the residence for such visits.

6. Security. The goats are targets of interservice academy pranks. They have sustained stress and injury at the hands of service academies. Team Bill has primary responsibility for protecting the animals at public events and during ‘said school’ rival week. At the discretion of the caretaker, additional security support at the goat’s residence may be required to prevent kidnapping or other hijinks as interservice rivalries approach. Thus, the location of the goats is sensitive information. All parties affiliated with the goat mascots shall not release the name(s) of the goat caretaker(s) or the location of their residence to anyone at any time during or after their time of service as part of Team Bill. Particular care should be exercised with the exchange of
cadets spending a semester studying at USNA. Goat location is to be considered “classified” and “need to know.” If asked, an appropriate response is along the lines of: “The goats live in an off-base residence and are cared for by a civilian member of the Naval Academy family.”

7. Football Games. Team Bill should try to optimize a positive public face and actively engage with the public to share the Navy mascot experience at football games. The Goats entrance and field location at the stadium is at the direction of Naval Academy Athletic Association (NAAA) and or the ECA Officer. The goats will remain in their post for the duration of the entire game, including half time, weather permitting and with discretion of leadership and the caretaker. The goats may return to the trailer after the singing of the alma maters. Special goat appearance requests should be routed in writing via Team Bill to CMDT Operations for approval. While this part is labeled ‘Football Games,’ the same rules apply for OPS approved goat appearances. Locations for appearances should be evaluated prior to the event for the optimum area for Team Bill to be to maximize safety and interaction. In preparation for the approved public appearances, it is the caretaker’s responsibility with the assistance of Team Bill to load the trailer and prep the goats for event appearances, to include football games.

a. Prepping the goats. Generally done the morning of the game/appearance at the caretaker’s residence. Prepping actions shall consist of washing, brushing, wrapping horns, feeding, and preparing the trailer.

b. At public event appearances

   (1) Members of Team Bill will meet the caretaker/goat trailer at the predetermined location and time. Depending on the goat(s) health, the caretaker will determine the number of goats to attend.

   (2) When in public, at least two Team Bill members will handle each goat at all times, even when they are in the trailer. Live mascots shall never be unattended or unleashed at public appearances. Team Bill should never abandon the goats with the caretaker at an event, to include the pre-post game tailgate spot. The goats must be on their leash at all times, unless secure in a pen or in the trailer.

   (3) Feeding. Goats must feed continuously, therefore food and water should be available at all times. Treats may be provided at the discretion of the caretaker.

   (4) If at any time the goats appear to be in distress, Team Bill shall contact the goat caretaker immediately. The caretaker will decide what steps should be taken to alleviate the goat’s distress. Team Bill shall always put goat safety and health as the top concern at any event.

   (5) Waste Management. Goat defecation will be swept up immediately. Handlers are to sweep the goat waste into trash bags as expediently as possible at all events where mascots are present. Dispose of waste in a trashcan.

   (6) Safety. Team Bill members are responsible for goat and fan safety throughout public events by staying vigilant for all field activity and create a safe barrier/space for the goats from
photos and keep fans from getting too close to the goat faces and horns. Horn strikes, head butts and other hazards are random and unpredictable. All children must be supervised by an adult and a Team Bill member to prevent mishandling of the mascot or potential injury. Goat handlers will remain alert to all threats and take judicious, proactive steps to mitigate risk to the goats and themselves.

**Note:** Post football game period can find the goats over-stimulated, tired, and grumpy. Fans can be inebriated or overly assertive and create opportunity for injury to humans or goats. Team Bill must take notice of goat disposition and fan behavior, and exercise polite-but-strict control of visitors and fans.

(7) Post-event. The goat caretaker will release Team Bill members following the goats safe return into the trailer.

8. **Death of Goat.** In the event of a serious illness or old age, a panel consisting of the goat’s primary veterinarian, the caretaker, MWF, the CMDT OPS, and the CMDT SUPPO may decide the best route of action to take with the goat’s best interest at heart, and as suggested by the primary veterinarian, as well as the most economical to the government. Under no circumstances will the caretaker have to endure this process alone. Team Bill and leadership will accompany the caretaker during all processes as requested by the caretaker.

a. **Burial.** Inside gate 1, at the goat statue, all future mascots will be buried after cremation. A ceremony will be held to honor their service with USNA. Processions will be organized by Commandant Operations.

b. **Addition of a goat.** Goats are herd animals; therefore, it is inhumane to host a single goat mascot. In the event a goat must be replaced, a committee organized by the chain in command will be formed to select a new goat. While no breed is off limits to ensure longevity, the goat should come from an east coast breeder, as western and southwestern goats have not demonstrated sufficient health and survivability in Maryland. Historically, the goats have been donated by the Class of 1971.

9. **Review and Effective Date.** Per OPNAVINST 5215.17A, the Commandant Operations Officer will review this instruction annually around the anniversary of its issuance date to ensure applicability, currency, and consistency with Federal, Department of Defense, Secretary of the Navy, and Navy policy and statutory authority using OPNAV 5215/40 Review of instruction. This instruction will be in effect for 10 years, unless revised or cancelled in the interim, and will be reissued by the 10-year anniversary date if it is still required, unless it meets one of the exceptions in OPNAVINST 5215.17A, paragraph 9. Otherwise, if the instruction is no longer required, it will be processed for cancellation as soon as the need for cancellation is known following the guidance in OPNAV Manual 5215.1 of May 2016.

J. P. MCDONOUGH III

6
Releasability and distribution: This instruction is cleared for public release and is available electronically via the USNA Commandant Web Page, https://www.usna.edu/Commandant/comdtinst.php
Date: ____________________________

Ref: Team Bill

I, ____________________________, a member of 8th Company, understand my duties to enhance the public view of the Naval Academy, and to ensure excellent care and handling of the mascots. I further promise to not discuss the caretaker's address or name with any parties other than Team Bill and those affiliated with Commandant Operations. I promise to ensure the goats are taken care of to the best of my ability and will put forth the effort for the entire Academic Year unless released per the Company Officer.

Signature ____________________________ Date ____________________________

Cell Phone number ____________________________