

United States  
Power  
Squadrons®



# Operations Manual



dedicated to  
making boating  
safer and more fun

2018





**United States Power Squadrons®**

*Come for the Boating Education...Stay for the Friends<sup>SM</sup>*

# OPERATIONS MANUAL



## PREFACE

This version of the *Operations Manual* supersedes all previous editions. It contains detailed guidelines and information for all members of USPS. Actions and policies adopted by the Board of Directors and ratified by the Governing Board are included. These materials supplement USPS Bylaws and reflect updated and current data. A copy of the “USPS Gold Bylaws” can be downloaded using the link in the Table of URLs.

It is important that members, especially officers, be familiar with the procedures, programs, duties, methods of operation and time tables so that the organization functions more efficiently. The *Operations Manual* is divided into chapters, with a detailed table of contents preceding each chapter. All chapters, sections and topics are coded for easy reference. Chapters 21, 22, 23 and 24 are published separately in stand-alone format as the Secretary’s, Treasurer’s, Membership and Squadron Development Manuals respectively.

The *Operations Manual* is available on the USPS web site and may be downloaded to a disk and either printed or viewed on-screen. Topics of interest may be found by using either the Table of Contents, Chapter Table of Contents or the Adobe Acrobat Reader “search” function. Check Appendix A for more detailed information on locating information in our suite of manuals. The *Operations Manual* is a reference or research volume and as such is an excellent resource when members are taking the Operations Training program.

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Words and expressions in the *Operations Manual* that connote gender are to be construed as applying equally to both sexes unless the text implies otherwise. As appropriate, references to manual contents are indicated as [Refer to 2.6 on page 2-3] or references to that effect.

National department heads and committee chairs are encouraged to forward updated information to the OMCom chair. Changes relating to policy or procedure must be approved by a department head or committee chairs. Comments on perceived errors or omissions and recommendations for future editions are solicited from all members.



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## UPDATE LOGS

### Update Log for 2018

The 2018 release of the Operations Manual (OM) contains all known updates as of 01/01/18.

Since this is a comprehensive update and all noted changes have been made, all change bars in the Operations Manual have been removed. Any future changes subsequent to this release will be

noted and indicated by the use of a change bar in the respective location in the document. An example of a change bar is shown to the left of this paragraph.

Operations Manual Committee  
We do it Manually

### Update Log for 2017

**March ... Release 2017.1 ...** The Annual Meeting of the Governing Board which met in Orlando, Florida, on 25 February 2017, made substantial changes to the Department and Committee structure of the National Organization. We have attempted to make this section reflect those changes as noted in the Organization Chart that appears at the end of that chapter. If any discrepancies are noted, please notify the Operations Manual Committee so they can be corrected

**August ... Release 2017.2 ...** Chapter three had several minor corrections and some reorganization with the content remaining basically the same.

**September ... Release 2017.2 ...** Appendix F.1 was updated.

**December ... Release 2017.2 ..** Appendix G.6 was updated.

## TABLE OF URLS

The following Uniform Resource Locators (URL), also known as website addresses, can be used to locate information concerning various departments and committees within the United States Power Squadrons and other organizations outside USPS as referenced in the body of this manual.

| <b>Uniform Resource Locater</b>  | <b>For information on ...</b>         |
|--|---------------------------------------|
| <a href="http://www.usps.org">www.usps.org</a>   | USPS                                  |
| <a href="http://www.usps.org/national/om">www.usps.org/national/om</a>   | Operations Manual                     |
| <a href="http://www.weather.gov/om/marine/voluntary.htm">www.weather.gov/om/marine/voluntary.htm</a>                                     | Recreational Boating Safety and NWS   |
| <a href="http://www.usps.org/national/safety">http://www.usps.org/national/safety</a>  | USPS Safety Committee                 |
| <a href="http://www.usps.org/national/comnom">www.usps.org/national/comnom</a>   | Committee on Nominations              |
| <a href="http://www.safeboatingcouncil.org">www.safeboatingcouncil.org</a>   | National Safe Boating Council         |
| <a href="http://www.usps.org/national/eddept">www.usps.org/national/eddept</a>   | National Education Department         |
| <a href="http://www.usps.org/national/membership/memcom_state_courses.htm">www.usps.org/national/membership/memcom_state_courses.htm</a> | Membership Committee Approved Courses |
| <a href="http://www.usps.org/national/govprcom">www.usps.org/national/govprcom</a>   | Government & Partner Relations        |
| <a href="http://www.usps.org/national/rules/squadron_bylaws_model.html">www.usps.org/national/rules/squadron_bylaws_model.html</a>       | Squadron Bylaws Model                 |
| <a href="http://www.shopusps.org">www.shopusps.org</a>   | Ship's Store                          |
| <a href="http://www.usps.org/DB2000/DOWNLOADS.HTM">www.usps.org/DB2000/DOWNLOADS.HTM</a>   | DB2000 Software and Support           |
| <a href="http://www.usps.org/x/x.pl/x/x.cgi?../newpublic2/meritmarks.html">www.usps.org/x/x.pl/x/x.cgi?../newpublic2/meritmarks.html</a> | Electronic Merit Marks Support        |
| <a href="http://www.usps.org/national/membership">www.usps.org/national/membership</a>   | Membership                            |
| <a href="http://www.usps.org/x/x.pl/x/x.cgi?natsec/officers.html">www.usps.org/x/x.pl/x/x.cgi?natsec/officers.html</a>                   | Squadron Officers' Guide              |
| <a href="http://www.sailangle.com">www.sailangle.com</a>   | Sail Angle                            |
| <a href="http://www.usps.org/national/pr">www.usps.org/national/pr</a>   | Marketing and Public Relations        |
| <a href="http://www.usps.org/national/hq/documents/USPS_Bylaws.pdf">www.usps.org/national/hq/documents/USPS_Bylaws.pdf</a>               | USPS Gold Bylaws                      |

| <b>Uniform Resource Locator</b>   | <b>For information on ...</b>    |
|---|----------------------------------|
| <a href="http://www.usps.org/national/om/pdfs/jewish_holidays.pdf">www.usps.org/national/om/pdfs/jewish_holidays.pdf</a>                                    | Schedule of Jewish Holidays      |
| <a href="http://www.usps.org/national/rules">www.usps.org/national/rules</a>  | Committee on Rules               |
| <a href="http://www.usps.org/national/admin_dept/membenefits.htm">www.usps.org/national/admin_dept/membenefits.htm</a>                                      | Member Benefits                  |
| <a href="http://www.uspsboatinsurance.com">www.uspsboatinsurance.com</a>  | USPS Boat Insurance              |
| <a href="http://www.usps.org/index.html/images/Exec/Marketing/Branding_Manual.pdf">www.usps.org/index.html/images/Exec/Marketing/Branding_Manual.pdf</a>    | USPS Branding Manual             |
| <a href="http://www.usps.org/x/x.pl/x/x.cgi?treasurer/member/formspolicies.html">http://www.usps.org/x/x.pl/x/x.cgi?treasurer/member/formspolicies.html</a> | Dues, Forms, Policies and Budget |
|   |                                  |
|   |                                  |
|   |                                  |

## CHIEF COMMANDERS

|   |   |           |
|---|---|-----------|
| † <sup>1</sup> <b>Roger Upton</b> ..... | Boston .....                                  | 1914-1915 |
| † <b>Theodore I. Coe, JN</b> .....      | Huguenot.....                                 | 1916-1917 |
| † <b>C. N. Burnell</b> .....            | Boston .....                                  | 1918      |
| † <b>H. M. Williams</b> .....           | Huguenot.....                                 | 1919      |
| † <b>A. B. Bennett, JN</b> .....        | Potomac River.....                            | 1920-1923 |
| † <b>H. A. Jackson, N</b> .....         | Huguenot.....                                 | 1924-1925 |
| † <b>Dean Potter, N</b> .....           | Huguenot.....                                 | 1926-1927 |
| † <b>F. W. Horenburger, JN</b> .....    | Huguenot.....                                 | 1928      |
| † <b>J. Edwin Lawton, N</b> .....       | Potomac River.....                            | 1929      |
| † <b>Frederic W. Keator, N</b> .....    | New Haven.....                                | 1930      |
| † <b>Frederick L. Reid</b> .....        | Mid-Hudson, <sup>2</sup> Stamford .....       | 1931      |
| † <b>Benjamin S. Coe, N</b> .....       | Stamford, <sup>3</sup> Housatonic River ..... | 1932-1933 |
| † <b>William A. Earl, N</b> .....       | New York .....                                | 1934      |
| † <b>Harold H. Funk, N</b> .....        | Brooklyn.....                                 | 1935-1936 |
| † <b>Wesley E. Morse, N</b> .....       | Hartford.....                                 | 1937-1938 |
| † <b>Arthur Middleton, N</b> .....      | Potomac River.....                            | 1939-1940 |
| † <b>William K. Anderson, JN</b> .....  | Detroit .....                                 | 1941      |
| † <b>William L. Sayers, N</b> .....     | North River .....                             | 1942-1943 |
| † <b>Bertrand H. Perry, N</b> .....     | Annapolis, <sup>2</sup> Miami .....           | 1944-1945 |
| † <b>Charles F. Chapman</b> .....       | Huguenot.....                                 | 1946-1947 |
| † <b>F. Ritter Shumway, AP</b> .....    | Rochester.....                                | 1948-1949 |
| † <b>A. N. Clifton, N</b> .....         | Springfield.....                              | 1950-1951 |
| † <b>Herbert R. Prior, N</b> .....      | North River, <sup>2</sup> Clearwater .....    | 1952-1953 |
| † <b>Kenneth B. Champ, JN</b> .....     | Fostoria.....                                 | 1954-1955 |
| † <b>William C. Wolfmuller, N</b> ..... | Bayside.....                                  | 1956-1957 |
| † <b>Lester C. Lowe, JN</b> .....       | Los Angeles.....                              | 1958-1959 |
| † <b>Richard S. Weber, JN</b> .....     | Detroit .....                                 | 1960-1961 |
| † <b>Charles M. Bradley, JN</b> .....   | Absecon Island.....                           | 1962-1963 |
| † <b>Walter J. Sutcliffe, N</b> .....   | Northern New Jersey.....                      | 1964-1965 |
| † <b>Hugh Hutchings, N</b> .....        | Sequoia.....                                  | 1966-1967 |
| † <b>Emery E. Ellis, JN</b> .....       | Ashtabula .....                               | 1968-1969 |
| † <b>George R. Hodell, N</b> .....      | Houston .....                                 | 1970-1971 |
| † <b>Walter R. Cosdon, JN</b> .....     | Los Angeles.....                              | 1972-1973 |
| † <b>William C. Lucey, N</b> .....      | Evanston.....                                 | 1974-1975 |
| † <b>Robert L. Woods, N</b> .....       | New Britain .....                             | 1976-1977 |
| † <b>Harold E. Spoelstra, N</b> .....   | Portland .....                                | 1978-1979 |
| † <b>James H. Pou Bailey, N</b> .....   | Raleigh .....                                 | 1980-1981 |

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1. Indicates deceased

2. Squadron affiliation when Chief Commander

3. Squadron name change

|                |                                   |  |           |
|----------------|-----------------------------------|--|-----------|
| †              | <b>Raymond A. Finley, Jr., N</b>  | Lackawanna                                 | 1982-1983 |
| † <sup>1</sup> | <b>Bruce M. Steere, N</b>         | Dallas                                     | 1984-1985 |
|                | <b>Richard W. Miner, N</b>        | Mt. Clemens, <sup>2</sup> Birmingham       | 1986-1987 |
| †              | <b>William D. Selden IV, N</b>    | Richmond                                   | 1988-1989 |
| †              | <b>James T. Stewart, N</b>        | Skokie Valley                              | 1990-1991 |
|                | <b>Gillette E. Gordon, III, N</b> | Diablo                                     | 1992-1993 |
|                | <b>Joseph L. Kennedy, N</b>       | St. Petersburg, <sup>2</sup>               | 1994-1995 |
|                | <b>L. M. Barnes, III, N</b>       | Rocky Mount                                | 1996-1997 |
| †              | <b>Arthur H. Farr, N</b>          | Rocky River, <sup>2</sup> North Coast Ohio | 1998-1999 |
|                | <b>Lance J. Jensen, SN</b>        | Bellevue                                   | 2000-2001 |
|                | <b>Theodore H. Smith, SN</b>      | Grosse Pointe                              | 2002-2003 |
|                | <b>G. Leslie Johnson, SN</b>      | Diablo                                     | 2004-2005 |
|                | <b>Ernest G. Marshburn, SN</b>    | Tar River                                  | 2006-2007 |
|                | <b>Creighton Maynard, SN</b>      | Fort Worth                                 | 2008-2009 |
|                | <b>Frank Dvorak, SN</b>           | Bellevue                                   | 2010-2011 |
|                | <b>John T. Alter, SN</b>          | Raleigh                                    | 2012-2013 |
|                | <b>Robert Baldrige, SN</b>        | Baton Rouge                                | 2014-2016 |
|                | <b>Louie Ojeda, SN</b>            | Ponce                                      | 2016-2018 |

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1. Indicates deceased

2. Squadron affiliation when Chief Commander

## WHAT IS USPS?

The original power squadron was an element of the Boston Yacht Club created by Roger Upton to organize those members who owned power-driven yachts. Members prided themselves on their ability to execute complicated maneuvers, patterned after the Navy, and exchanged ideas on the improvements to their relatively novel motorized craft. As more and more engine-driven craft became available, the concept's popularity grew. In 1914, the organization became a national one with the founding of United States Power Squadrons.

An early feature of USPS was the conducting of classes among its members in the basics of piloting and seamanship. Over the years, more and more subjects were added until, today, there are eleven highly specialized courses available to members. Teaching the public also became a key program in USPS, not only for basic boating as today, but even teaching naval officers the fundamentals of navigation during World War II.

The administration of USPS has also evolved from a small group of squadrons to today's highly organized structure of local squadrons assigned to regional districts. The national organization, once headquartered in New Jersey, now has its headquarters in Raleigh, North Carolina.

### The Squadron

Each local squadron is headed by a **commander** (the equivalent of president), who oversees a staff of five department heads, or **lieutenant commanders** (vice presidents), each responsible for a specific aspect of squadron activity. These six **flag officers** comprise the squadron's **bridge**.

The lieutenant commanders are heads of departments within the squadron, and each department is comprised of a number of committees to carry out the business of the squadron. The executive officer, second in command, heads the executive department, whose various committees are responsible for what may be described as the “external” affairs of the

squadron. These include, for example, public relations and cooperative charting.

The administrative officer, third in command, supervises committees concerned with “internal” affairs, such as membership involvement and meetings arrangements.

One of the most important positions in a squadron is that of the educational officer. His responsibility is to supervise those committees which conduct the squadron's educational classes, from *Seamanship*, the first course a member normally takes, through celestial *Navigation*. While this is a staff, rather than line (command), position, the educational officer ranks third in the squadron hierarchy.

Finally, there are the secretary and treasurer, who function much as they do in any organization, keeping the records and finances of the squadron in order.

Bridge officers of a squadron are elected by the membership for one year. They may serve up to three terms, but it isn't common for the commander, executive officer and administrative officer to do so. More often, the commander retires, the executive officer and administrative officer are promoted, and a new administrative officer is elected.

In addition to their work on committees, members of a squadron meet periodically in a social setting to have lunch or dinner and to participate in a business meeting. There, members can learn what's happening in all areas of squadron activity and participate in discussions about it. Once a year, most squadrons hold a “commander's ball”, a more formal affair, often in conjunction with a change-of-command ceremony called a “change of watch”. Other group activities include cruises, rendezvous, picnics, potluck suppers, predicted-log contests, sailing races and chart-verification outings, among others.

Although a certain amount of business is

conducted at membership meetings, the majority of it is handled by an **executive committee**, comprised of the bridge officers and three or more members-at-large, elected by and from the membership. This committee, like most boards of directors, handles routine decisions, but the more important ones are ratified by the members, as would the stockholders of a corporation. The executive committee usually meets once a month in an informal setting, perhaps at one of its member's homes.

**Standing committees**, such as the budget and law committees, report to the executive committee, whereas **general committees**, such as the auditing and nominating committees, report directly to the membership.

Not many squadrons have a building they can call their own, yet some do. There are pros and cons to this investment, but the main advantage is providing a central location where members can feel at home, much as one does at his yacht or golf club. Depending on the building's size, classes can be held and membership meetings and dinners organized. Most squadrons, however, hold classes in local schools or auditoriums and convene their dinner meetings at local restaurants.

Perhaps the most important aspect of squadron life, ordinarily the key reason for joining in the first place, is taking member courses. Although no one is required to take a course after joining, most members immediately enroll in *Seamanship*, the first **advanced grade** course. Following that, they progress to *Piloting*, then to *Advanced Piloting* and ultimately to the two celestial navigation courses, *Junior Navigation* and *Navigation*. Along the way, a member may take some or all of the **elective courses**: *Engine Maintenance*, *Sail*, *Weather*, *Marine Electronics*, *Cruise Planning* and *Instructor Development*, in no particular order. The last of these, *Instructor Development*, gives the member, who is not normally a teacher by profession, a sufficient background in the teaching techniques and fundamentals of public speaking so that he or she can eventually return to other members the knowledge gained while taking courses or as a squadron officer.

Then too, there are a number of **supplemental programs** which can be taken individually or with a group. These include subjects such as scuba diving, marine insurance, amateur radio, radar operation and a wide variety of others.

When a member successfully completes an advanced course, he or she is awarded a **grade**, such as “seaman” for passing *Seamanship*. His certificate is also annotated to reflect this accomplishment. The ultimate goal for many members is to complete every course offered by USPS, all advanced and elective courses, and thereby achieve the grade of **senior navigator**. With that comes the **educational achievement award**. Those who haven't the time or inclination to pursue so rigorous a program often stop with *Advanced Piloting* and, if at least three elective courses are also passed, earn the **educational proficiency award**.

Work is the backbone of a squadron, for without members' participation in this effort, the squadron could not function. There are many ways a member can contribute, depending on his time and inclination. Perhaps he or she can spare an hour or so a month to help the calling committee, contacting members to inform them of the next meeting. Then again, some members have enough time to teach a course, usually devoting some triple the time the actual student does. There's something for everyone, and the main reward is knowing that one has done his share.

But besides the self-satisfaction, there's an official yearly reward for one's efforts, the **merit mark**. The term comes from a small gold bar that one may wear on a USPS uniform. As awards of merit marks increase, the member is deemed to be a **senior member** after five merit marks and a **life member** after 25. Life members are exempt from paying national dues.

### The Districts

The squadrons in USPS, currently numbering approximately 350, are organized into 32 districts for the purpose of better coordination and communication between the local and national levels. Strictly speaking, the only “members” of a district are its assigned squadrons, although

squadron members often think of themselves as members of their district as well.

Each district has its own bridge, comprised of the same officer categories as a squadron. The head of the district is the **district commander**, and his bridge consists of **district lieutenant commanders**. Each supervises a department patterned along the lines of the local squadrons, except that the committees within these departments serve principally as liaison between the squadrons in the district and the corresponding national committees.

The district comes into play most visibly at **district conferences**, held twice each year, usually in March and October. At these all-day conventions, squadrons have an opportunity, through a wide variety of seminars dealing with local committee work, to exchange ideas among themselves, to glean the latest information from “national” and to send forward to national proposals which may benefit the organization as a whole. There is always a representative of the national organization on hand at a district conference.

Squadron commanders report to their district executive officer. They, along with the district bridge officers and a few others, are also members of the district **council**, the district equivalent of the squadron's executive committee. Some district councils meet more often than others, but all meet at least twice a year, usually just prior to a district conference.

### The National Organization

Too many squadron members believe they belong to a local squadron and that's it. On the contrary, every member belongs to United States Power Squadrons, a national organization of approximately 28,000 members. To administer this organization, there is a national bridge, just as at the district and squadron levels, comprised of exactly the same types of officials. The leader of USPS is the **chief commander** and his bridge is comprised of **vice-commanders**. Essentially the same committee structure found at the local level is also found at national, and it is here that most of the programs of USPS are formulated.

Assisting with the business of USPS is the national headquarters in Raleigh, headed by a paid manager and staff of about 18 employees. Headquarters deals with the everyday activities of printing and distributing course material, maintaining records of membership and performing other tasks that keep the organization running.

Once each year, there is an **Annual Meeting** of USPS, where representatives of every member meet to hear first hand the latest developments in boating recreation and to deal with business affairs which affect the entire organization. It's similar to a stockholders meeting. In addition to voting on the slate of officers for the next year, this multi-day convention also includes seminars on virtually every aspect of squadron endeavor and frequently, an “exposition”, appearing much like a trade show whose booths are organized by committee activity.

**Governing Board** meetings are similar to the annual meeting, however their purpose is to conduct business between annual meetings. The agenda could include election of officers due to vacancies, officer reports, et cetera. This rather large Governing Board is composed of every squadron commander, every district commander and educational officer, every national committee chair and about 90 members-at-large elected from throughout USPS at the annual meeting. At-large members are nominated by each District and elected at the Annual Meeting. The Annual Meeting is conducted usually in February and the Governing Board usually in September. Locations for both meetings are selected throughout the country.

To deal with the day-to-day business of USPS, there is a **Board of Directors**, comprised of the national bridge and the most current past chief commander willing and able to serve. The committee regularly meets in Raleigh and often uses electronic tele-conferencing to save travel expenses. Members are responsible for the immediate day to day needs of USPS. The functions and responsibilities of the Board of Directors follow the bylaws of USPS.



## MISSION STATEMENT

**The mission of United States Power Squadrons® is to promote recreational boating skills and boating safety through education, hands-on training and civic activities while providing fellowship for members.**

### *THE NEW USPS - A VISION FOR THE FUTURE*

*After nearly a century of offering introductory boating classes to new boaters and advanced education to public class graduates who become members, United States Power Squadrons has re-engineered itself to become the most recognized and respected provider of boater education and training in America. It has expanded its market, reaching out not only to new boaters but to boaters with all levels of experience in all sorts of recreational boats from kayaks and canoes to power and sail boats of all sizes.*

*A new initiative called USPS University offers educational programs designed as a total immersion learning process that blends classroom instruction, distance learning and on-the-water training. Instruction is provided by certified volunteers meeting rigid educational requirements and possessing years of practical experience. Subject matter ranges from the most basic to advanced training for offshore sailors and those seeking Coast Guard Licenses. Certified USPS University courses and seminars are recognized by boating experts around the world. As technology and regulations change, USPS continually adds new courses, seminars and skills training curricula to keep Twenty First Century boaters informed, aware and prepared.*

*The new USPS reaches out to provide education for members of boating groups all across the country, from fishing and hunting clubs to sailing groups and yacht clubs. When boaters across America need to polish their skills and update their training, they call United States Power Squadrons. This outreach program has added a whole new dimension to an already strong program of squadron activities. Just as it taught navigation to the Navy and Merchant Marine during two World Wars, the new USPS continues to provide government assistance keeping nautical charts up to date, reporting serious boating weather conditions and providing vessel safety checks for all recreational watercraft.*

*An integral part of the transformation of USPS was recognizing that the practical delivery of all USPS services, whether teaching, training or performing government and civic service, is done by USPS members working at the local level. To insure the success of those efforts, USPS has empowered its local squadrons to manage their own affairs to best meet the needs of boaters in their local communities. USPS districts now concentrate on providing assistance to their local squadrons and the national organization has been restructured to insure that it responds quickly and efficiently with a continual stream of new programs and products to address diverse needs at the local level.*

*A direct result of the recognition and respect USPS has earned for this major expansion of its educational and civic service programs has been its ability to add to its partnerships with other boating organizations and, through cooperative agreements, greatly enhance the benefits of USPS membership. Selected marinas recognize the value of educated tenants and offer lower moorage fees for USPS members. New programs have been developed with insurance carriers which provide enhanced coverage as a consequence of our safe boating record. The large membership equates to significant buying power and this is used to negotiate attractive discounts with national marine supply chains. Certain courtesies*

*from selected boat dealerships are sought, and on a local level, affinity group benefits from suppliers of goods and services continue to expand. The aim is to build a boating organization with the highest value to its members.*

***USPS will be a leading provider of recreational boating education on and off the water. Boaters will seek USPS to increase their boating knowledge, skills and enjoyment.***

*The new USPS represents a major transformation of a great organization for the Twentieth Century into a greater one for the Twenty First!*

## **Strategic Plan for Communications**

### **Goals**

- To expand and improve the efficiency of all forms of communication at all levels of USPS membership and with the public
- To leverage additional (non-traditional) communications channels for enhanced marketing initiatives to positively affect member recruitment and retention and better serve the public in its attempt to learn about USPS

The National Secretary's Department, in conjunction with collaborative assistance from other relevant committees, is responsible for the formulation and expansion of the communications capabilities of USPS on an ongoing basis, measurable by annual increases in all forms of communications.

### **Observations and Recommendations**

In pursuit of the stated goals and based on subsequent observations, the Planning Committee makes the following recommendations for a strategic communications plan that integrates all the organization's programs, public education and advocacy efforts in a way that will position the organization to be more proactive and strategic.

- Realign communication and information resources to ensure that members/squadrons are supported to guarantee success
- Develop and implement a customer (boating course students and VSC recipients) relationship process to build relationship with those who are already using USPS services
- Raise the profile of USPS among non-members who use watercraft

For the past twenty years USPS has tried to take advantage of advances in communication by shifting work from the paper paradigm to computer-based methods (consistent with society, business, government, et cetera). Much of this still ongoing process was put into motion before the [aging] membership had a chance to catch up to the magnitude of ever-changing computer software, associated processes and communication techniques. National, district and squadron departments and committees would benefit with a standardized plan including models of best practices for all communications options.

1) Create a comprehensive strategic communications plan including guidelines for efficient content and recommendations for use of channels: mail, telephone, email, text messages, forums, "blogs" and Web sites;

2) Establish standing email addresses for national and district officers (that is, chiefcommander@usps.org; nationalsecretary@usps.org, d10commander@USPS.org) to facilitate consistent means

of communicating with leadership. Standing addresses should be assigned as aliases for whoever is holding the office;

- 3) Prepare concise simple-to-use instructions for all electronic software emanating from USPS along with periodic seminars on practical operational usage;
- 4) Promote the use of the database of students from the public boating course, the seminars and the new “Internet / Unattached” members;
- 5) Create and promote the use of a database for the VSC recipients;
- 6) Change the focus of *The Compass* to one that is directed towards non-members;

Our website has continually become larger and more complex; it is not user-friendly to members or non-members. It needs simplification and standardization.

7) Conduct a “User Centered Design” initiative to establish foundation for a major [national] Web site overhaul with one home page that links two main Web sites: one for our members and one for non-members. Tailor both sites to take advantage of all available cutting edge communications technology. If this is beyond the capabilities of our own ITCOM, then there is even more reason to have a paid designer/administrator charged with the task;

8) Employ a Web site administrator whose job is to design (in accordance with the User Centered Design conclusions), create and maintain the USPS National Web site on an ongoing basis;

Various national and district committees have not met the challenges involved with 21<sup>st</sup> century communications and are frequently stagnated by silo thinking; this has worsened with only two national meetings per year. A real TEAM approach is lacking. Leadership roles at all levels in USPS would be made easier through enhanced communication and the availability of instant on-line advice and input from National departments and committees.

9) Promote existing forums (mail lists) and establish new forums (mail lists) for each department, standing and general committees, ad hoc initiatives and special interest groups involved in fishing, sail racing, paddling, DYI-boat care and maintenance, et cetera;

10) Establish and maintain “blogs” as an alternative to static department-head letters;

11) Establish and promote optional alternative electronic methods of holding committee meetings such as teleconferencing, webinars, simulcasts, et cetera, for all levels; and

12) Promote an increase in collaboration efforts among all committees by periodically sending representatives to other national committee closed meetings to solicit input, determine their needs and assist in improving and implementing their communication processes.

## **Strategic Plan for Education**

### **Goals**

- To provide members and the public with courses and seminars that will improve their boating skills and teach new technology-driven subjects as well as the older seafaring subjects
- To continuously improve the quality of instruction of classroom and on-the-water instruction
- To continuously upgrade and improve the quality and depth of content in the courses and seminars for classroom, on-the-water, hands-on activities and online instruction
- To coordinate opportunities for marketing and sales of educational products

The National Education Department, in conjunction with collaborative assistance from other relevant committees, is responsible for the formulation and expansion of the educational capabilities of USPS on an ongoing basis, measurable by annual increase in the amount and quality of service, product and sales.

### **Observations and Recommendations**

In pursuit of the stated goals and based on subsequent observations, the Planning Committee makes the following recommendations for the development of a strategic educational plan that integrates all the organization's programs and advocacy efforts in a way that will posture the organization to be more proactive in the development and distribution of educational products.

- Emphasize the newest technology, hands-on and on-the-water training, local knowledge and traditional sea-faring skills in our educational offerings
- Attract and better prepare our instructors
- Actively research and update curriculum
- Seek to increase our marketing capabilities

Advanced Grade and Elective educational offerings have been the primary reason for membership in USPS. These courses, our newly developed seminars and the public boating course must always reflect the newest technology. Greater emphasis on hands-on and on-the-water training experiences with qualified instructors should also incorporate older seafaring skills and local boating knowledge.

- 1) Review curriculum on a continual basis making improvements, deleting superfluous materials and making a seamless progression toward a meaningful and useful set of skills throughout all USPS offerings;
- 2) Develop materials and programs that address the individuals style of learning (visual, auditory, hands-on, et cetera) while publishing the materials in a variety of modes (print, electronic, video, Internet, et cetera);
- 3) Make available both classroom and specifically designed self-study programs (on and off line) for advanced grade, elective courses and seminars;
- 4) Develop a series of hands-on supplements relevant to advanced grade, elective courses and seminars;

With a shrinking membership the number of motivated instructors is dwindling. The remaining instructors have been unable to maintain the quantity or quality of instruction that is expected for success.

- 5) Create a higher standard for squadron instructors;
- 6) Develop an incentive program to reward instructors;
- 7) Incorporate a program for “student teaching” under the apprenticeship of a master teacher;
- 8) Create a series of refresher training courses to be given by every squadron or district every year to update the members on the most recent changes to rules and regulations in the main areas of safety. A downloadable PDF file would eliminate the cost of printing;
- 9) Prepare concise simple-to-use instructions for all educational electronic software along with periodic seminars on practical operational usage;
- 10) Open a “hot line” mailing list or blog for instructor questions and assistance;
- 11) Provide instructor training with scripts for sales and recruitment opportunities;

To remain relevant our educational offerings must fulfill the needs of our members and the boating

public. Continuous research with input from all possible sources leading to timely course modifications will postulate that USPS is the premier boating educational organization.

12) Develop a comprehensive strategic research plan to gather information (from mail, telephone, email, text messages, forums, blogs, periodicals, partner reports and web sites) for efficient content and recommendations for curriculum development;

13) Establish an educational visiting committee of four professional educators who are knowledgeable mariners to annually review and critique our educational programs to maintain quality and relevance.

14) Promote and use of the database of students from the public boating course, the seminars and the new "Internet / Unattached" members;

15) Create and promote the use of a database for the VSC recipients;

16) Promote existing forums (mail lists) and establish new forums (mail lists) for each special interest groups involved in fishing, sail racing, paddling, DIY-boat care and maintenance, et cetera;

17) Increase feedback from our partnering efforts with boating related businesses: insurance companies, dealers, brokers, retailers, et cetera;

18) Promote an increase in collaboration efforts among all committees by periodically sending representatives to other national committee closed meetings to solicit input, determine mutually beneficial needs and solutions to assist in improving and implementing the educational goals;

Changing from a dues-based organization to a market-driven organization will make the sales of our educational materials as our primary source of revenue. An increase in effective PR and marketing efforts is needed to raise the public's awareness of USPS and its desire for our products. A for-profit arm might better fulfill our revenue needs.

19) Raise the profile of USPS among non-members who use watercraft;

20) Shift more of the educational marketing emphasis from the new boater to the experienced boater. The majority of new boaters are paddlers; there are millions of registered boaters to target;

21) Develop and implement a customer (boating course students, online students and VSC recipients) relationship process to build relationships with those who are already using USPS services;

22) Incorporate sales and recruitment taglines in all PPT slides;

23) Pre-package a variety of related seminar CD/DVDs for discount sales;

24) Increase our partnering efforts with boating related businesses: insurance companies, dealers, used-boat brokers, retailers, et cetera;

25) Increase USPS presence at regional and national boating events including: boating and marine trade shows, in magazines and trade publications and on the Internet: Google, You-Tube, et cetera; and

26) Change the perceived relationship that a USPS course comes with instructors to one that implies instructors come with membership but all educational products are for sale.

## **Strategic Plan for Financial Stability**

### **Goals**

- To create and maintain a sound financial base which will support the mission of the United States Power Squadrons while providing funds for day-to-day operations including a reserve fund for capital expenditures; all for the benefit of the organization.

The National Treasurer's Department and Finance Committee, in conjunction with collaborative assis-

tance from other relevant committees, are responsible for the formulation and expansion of the financial efforts to insure the financial health of USPS, measurable by ongoing positive financial reports.

### **Observations and Recommendations**

In pursuit of the stated goals and subsequent observations, the Planning Committee makes the following recommendations in the following areas:

- Internal organizational expenses and revenues
- Dues related issues
- Partners and other external revenue efforts

Financial losses continue due to a declining membership with generational changes and related loss of dues revenue, a strong economic downturn with a shrinking market and increased competition for educational sales. A comprehensive strategic financial plan is needed to meet these challenges.

- 1) Develop short, medium and long-range financial plans;
- 2) Work to develop a strategy and execute a plan that provides the resources to support operating and capital expenditures for the benefit of the organization;
- 3) Develop internal opportunities to contain expenses and increase funds while maintaining quality services to the membership;
- 4) Revisit the reimbursement policy;
- 5) Reduce costs at National Meetings;
- 6) Develop strategies that lead to self-support for The Ensign and The Compass;
- 7) Consider one meeting per year with timely optional national simulcasts in regional areas;
- 8) Eliminate the costs for Area Monitors in the Merit Mark program;
- 9) Continue to seek and support cost containment in all areas such as online testing with an instructor/proctor for member course students and the local grading of course examinations;
- 10) Promote the increase in collaboration efforts among all committees by periodically sending representatives to other national committee meetings to solicit input, determine their needs and assist in improving and implementing their financial decisions;

Our reliance on dues revenue (membership) continues to lead us in a downward spiral as member perception and expectations continues to decline. Beneficial initiatives involving dues revenue are needed while seeking to remove our dependency on dues as a major source of revenue.

- 11) Work on the development of a cost-of-living dues link; possibly index dues based on a nationally published index until a predetermined sustaining level of non-dues income is achieved;
- 12) Investigate the financial implications of a decreasing scale of dues based on member longevity or merit marks. This might be funded by the elimination of the Life Member as a dues classification;
- 13) Work toward a program for Life Members encouraging them to donate all or a portion of the equivalent of their annual USPS dues directly to the Century Fund through credit cards;
- 14) Work out a plan to support the development of the Century Fund. Annually set aside a fixed percentage that accumulates and is used exclusively for member grants only;

Many Memoranda Of Understanding (MOUs) and partnerships offer little mutual gain to USPS. Independently and with other committees seek external opportunities to partner with businesses

offering financial benefits.

15) Work on the possibility of providing more USPS services to members such as discounts on equipment, fuel, docking, insurance, et cetera. (Our “buyers” club costs extra (dues) but gives discounts);

16) Develop a program of external sales of products online to the non-member including, but not limited to, all our educational courses;

17) Create a “for-profit” arm selling CDs, DVDs and other course related products at our boating classes, seminars, boat shows, vessel safety exams and through catalogues and online;

18) Using the student database of public courses and seminars and VSC recipients, send direct mailings to solicit donations, sell products and encourage membership;

19) Activate the Development Committee;

20) Activate the Corporate Membership program; and

21) Work toward a Partnering Program leading to ongoing outside fund raising.

## **Strategic Plan for Government and Partner Relations**

### **Goals**

- To be proactive on governmental issues and regulations, as well as partnerships, that impact USPS and the boating public.
- To assume a leading role in monitoring and responding to proposed recreational-boating legislation.
- To expand recreational boating and governmental alliances to increase the awareness of USPS in the boating community and the general public.
- To continue to garner educational and organizational memoranda of understanding.
- To increase training and communications efforts at district and squadron levels.

The National Executive Officer and the Government Partner and Relations Committee, in conjunction with collaborative assistance from other relevant committees, are responsible for the formulation and expansion of the government and partner relations capabilities of USPS, measurable by an annual increase in functional relations at all levels.

### **Observations and Recommendations**

In pursuit of the stated goals and subsequent observations, the Planning Committee makes the following recommendations:

- Increase public awareness in all venues
- Define expectations and increase preparatory measures
- Seek opportunities and promote local efforts

The Government and Partner Relations Committee is primarily expected to work with outside organizations to build alliances and partnerships and increase public awareness of USPS.

1) Continue to secure appropriate, articulate State Legislative Representatives for all states who monitor and report on legislative issues, oversee compliance with existing memoranda of understanding and occasionally represent USPS in their respective state capitals.

2) Seek boater legislators to start an Adopt-a-Legislator program at the district and/or squadron level.

3) Procure mutually-advantageous partnerships and memoranda of understanding with major recre-

ational boating organizations, state regulatory agencies and marine manufacturers and dealers.

Squadron and district members need guidance and training to be better prepared to represent the best interests of USPS. Members should be kept current through regular communication updates.

4) Provide ongoing education and training to Legislative officers and Liaison officers at the district and squadron levels regarding ways to monitor, interpret and report on state legislative and boating issues, as well as foster a USPS presence in local communities:

- a) Write and publish the basic guidelines from the Operations Manual and the Liaison Manual on the GPRCom Web site;
- b) Provide on-line training and education through a chat room, blogs and mailing lists to exchange ideas and answer questions; and
- c) Encourage district/regional training that addresses national and local issues.

5) Expand the communications to include Web site messages and mailing lists to become a recommended view-regularly resource for all USPS members including:

- a) Information on USPS policies and procedures;
- b) USPS position statements on national issues;
- c) Breaking legislative news on a state-by-state basis;
- d) Best practices to apply locally;
- e) The successes and importance of current partnerships;
- f) Links to state legislative Web sites; and
- g) A complete listing of all other helpful information on the Web site.

6) Update and publish state and federal legislators' names and e-mail addresses by squadron geographic location. Notify members of the Web site in a linked sidebar listing;

7) Create an assigned district position that is approved to monitor, report on and lobby the state legislature on issues that affect USPS;

8) Promote an increase in collaboration efforts among all committees by periodically sending representatives to other national committee closed meetings to solicit input, determine needs and mutually beneficial practices and assist in improving and implementing programs;

Local alliances and partnerships can benefit the members of squadrons and districts. Once prepared, members of local units can make a positive impact within their communities.

9) Monitor homeland security issues and apprise national, district and squadron officers; and

10) Encourage the adoption and support of homeland security in specific locally identified initiatives throughout USPS.

Promote the formation of mutually beneficial local alliances and partnerships with local businesses and civic agencies to squadrons and districts.



## Strategic Plan for Leadership

### Goals

- To improve organizational ability to fill leadership positions at all levels of USPS through ongoing training focused on leadership skills and operations;
- To enhance leadership competencies (achieving results, leading and working with others and respecting self and others) in USPS leaders to better facilitate organizational success; and
- To increase member interest in leadership positions throughout USPS.

The National Administrative Officer and the Leadership Development Committee, in conjunction with other relevant committees, are responsible for the development and expansion of leadership capabilities within the USPS membership. This is measurable annually by an increasing number of participants in leadership positions.

### Observations and Recommendations

In pursuit of the stated goals and based on subsequent observations, the Planning Committee makes the following recommendations. Leadership development is the solution for taking the ordinary and moving it to the extraordinary. Simply put in the context of USPS, leadership development is a planned effort that enhances a member's capacity and willingness to lead other members and includes development in two areas: 1) leadership skills and 2) operational knowledge.

- Further develop the Leadership Development Workshop
- Increase the relevance of the Leadership and Operations Training Programs
- Encourage and market all leadership activity opportunities
- Create standards for leadership positions

The Leadership Development Workshop (LDW) was designed to instruct members in the art of leadership, that is, improve leadership skills. Based on contemporary concepts drawn from academic and corporate sources, the workshops train members to become more significant and effective leaders regardless of the organization, situation, and position held or desired. This is not the USPS Leadership Development course and does not take the place of it or the Operations Training course. LDW was developed by the National Planning Committee and its maintenance is now under the auspices of the Leadership Development Committee.

- 1) Promote a more active cadre to present Leadership Development Workshops at the national, district and squadron levels on an annual basis;
- 2) Redesign the LDW:
  - a) Modularize to allow flexible presentation;
  - b) Reduce the “face” time necessary; and
  - c) Increase the amount of practical USPS related activities.
- 3) Create an online version of LDW;
- 4) Investigate the use of a commercial Leadership Development Program (partner with a college, university, non-profit, et cetera) to minimize the maintenance required to keep program current;

Operations Training and Leadership Development are recommended training programs for all members. These programs are based on best practices of effective squadrons and teach members about how the organization is run and led. They are “organization-specific.” Because squadrons

are unique, the programs are flexible to support local needs. These programs are necessary but should not be considered substitutes for leadership development in the context of a planned effort to enhance leadership skills.

- 5) Redesign Leadership Development and Operations Training;
  - a) Combine into one course focused on operational knowledge needed to lead; and
  - b) Continually update job descriptions, manuals, materials and CD series.
- 9) Provide modern technology versions of the new combined Leadership and Operations Training program with user-friendly support materials (online, DVDs, et cetera) for use at district and squadron levels; and
- 10) Package new course as a Supplemental Course;

Squadrons continue to have difficulty filling mission critical positions (Commander, Education Officer and Secretary/Treasurer). Anecdotal evidence indicates squadrons with leadership depth (more members with good leadership skills) are better able to fill positions and more prepared to make progress toward objectives that support our mission. Squadrons that implement a comprehensive leadership planning process-with an associated training plan to support it-are the squadrons that demonstrate sustainable success. Efforts should involve regular, consistent training that results in a clear understanding of roles and responsibilities of various positions and continuity in leadership from year to year.

- 11) Require new members to attend leadership development offerings (LD/OT and LDW if appropriate);
- 12) Recognize graduates of leadership training like educational accomplishments;
- 13) Establish squadron-level funds to facilitate squadron member attendance at district leadership development training events;
- 14) Create video and documentation for squadron leadership training: “So You Want to be a Squadron Leader” (or District Leader or National Leader);
- 15) Create a district-level committee to provide hands-on trainers to attend squadron meetings and help squadrons with the new watch year - perhaps in partnership with the membership “ambassadors”;
- 16) Work with districts to identify “best practices” for district conferences as training and development opportunities;
- 17) Establish district-level funds to facilitate potential district leader attendance at national leadership development training events;
- 18) Promote an increase in collaboration efforts among all committees by periodically sending representatives to other national committee closed meetings to solicit input, determine mutually beneficial needs and solutions that assist in improving and implementing the leadership experience and goals;

New members are asked to assume bridge positions without the advantages of serving elsewhere in the organization (committees, executive committee). This often results in frustration as new officers find themselves ill-prepared to do their job.

- 19) Require committee membership prior to duties in leadership positions;
- 20) Require some tenure in a committee before assuming chairmanship responsibilities;
- 21) Encourage outgoing commanders to continue as members of squadron Executive committees to serve as “mentors” to incoming commanders;

- 22) Require committee chairs to assume a mentoring role within the committee; and
- 23) Develop a self-evaluation tool (report card) to assess the success of a chair and the committee in achieving its goals.

## **Strategic Plan for Membership**

### **Goals**

- To maintain the membership with an annual target of a positive net growth
- To expand and enhance the reasons for membership and for active participation
- To change organizational and communications network structures

The National Administrative Officer and the Membership Committee, in conjunction with collaborative assistance with other relevant committees, are responsible for the development and improvement of the membership experience. This is measurable by realizing a positive growth in membership, in benefits and in the distribution of membership materials.

### **Observations and Recommendations**

In pursuit of the stated goals and based on subsequent observations, the Planning Committee makes the following recommendations:

- Redefine membership and recruitment strategies
- Develop proactive retention methods
- Improve and promote internal organizational and communication skills and procedures that enhance the member experience

Opportunities exist to increase membership by removing barriers, increasing membership options and properly preparing members to maximize recruitment opportunities.

- 1) Develop and implement a professionally led strategic plan for membership;
- 2) Eliminate remaining barriers to membership;
- 3) Streamline membership types;
  - a) Active;
  - b) Additional Active in a family unit;
  - c) Apprentice (ages 14-23 as individual or family unit);
  - d) Junior (ages 12-17 in a family unit); and
  - e) Corporate Member.
- 4) Develop a membership classification and program for a “financial-only supporter”;
- 5) Develop an Internet Membership program;
- 6) Expand the Power of One Program to include all of the following;
  - a) Recruitment;
  - b) Verified one year of mentoring, completion of a course, or an earned merit mark; and
  - c) Renewal of the second year.
- 7) Develop materials to prepare members in using a scripted recruitment (sales) presentation for the public (mandatory for PBC and seminar instructors / presenters, VSEs and membership committee members). Training sessions to be presented at district seminars;

8) Research the demographics of the community including the top 2-3 boating segments, prioritize and then design the “squadron experience” (classes, meetings, communications, activities) to attract that audience;

9) Develop a program to attract and integrate paddlers into membership;

Retention remains as one of our biggest challenges. The perceived value of membership must be increased. To become the go-to boating organization we need a better member induction program and more desirable activities and benefits.

10) Develop a socialization program to help integrate new members; create “WOW moments”;

11) Survey new members to ascertain their assimilation satisfaction into the squadron;

12) Improve member activities on and off the water to promote member satisfaction;

13) Improve and increase member benefits;

a) Institute a better system for recognition with five year colored-star pins or name tags;

b) Find an alternative for Life Member recognition; eliminate the dues waiver;

c) Internally market the value of education in teaching, learning, safety and confidence;

d) Develop tiered discounts on educational materials and seminars dependent on the number of merit marks;

e) Internally market the intrinsic value of volunteer work to improve and protect recreational boating and the local waters;

f) Establish alliances/partnerships that increase member purchasing discounts; and

g) Partner with community groups and offer special individual Community Service awards.

14) Offer partnerships to local businesses, marina owners, boat dealers, et cetera, that include a plaque and a one-year Honorary Membership. Promote member patronization of the establishment.

The shrinking squadron membership leaves fewer members to assume the current leadership roles. Longer-term members are increasingly burning out; while many new members are vastly unaware of expectations and receive little support. The Internet enables us to directly communicate with the squadrons, eliminating the reliance on national reps and district go-betweens.

15) Simplify the governance of the squadron and develop effective training materials;

16) Create a course for Leadership needed for a full certificate;

17) Restructure the communication system to better utilize direct communications to squadrons and districts;

a) Create a mailing list for all squadron and district commanders and the squadron counterparts of national committees;

b) All national messages would go directly to the mailing list;

c) District chairs would be expected to directly assist in squadron problems, present leadership, recruitment and retention seminars and report to the National counterparts; and

d) National counterparts would be expected to maintain monthly contact with their district chairs for input, feedback and support.

18) District MemCom Reps should poll their squadrons to ascertain best practices in recruiting, involvement, retention, benefits, et cetera, and share these on the mailing list;

19) Districts should focus on planning/data/sales/marketing support for squadrons and facilitate

regional or market-based partnerships; that is, media markets;

- 20) Create an HQ paid position dedicated to Recruiting and Retention;
  - a) To study and compare recruitment, retention and benefits programs of other non-profits that can be implemented in USPS;
  - b) To develop a national recruiting plan; and
  - c) To track non-renewals and Internet members.
- 21) Promote existing forums (mail lists) and establish new member forums (mail lists) for special interest groups involved in fishing, sail racing, paddling, DYI-boat care and maintenance, et cetera;
- 22) Establish and maintain “blogs” as an alternative to static department-head letters; and
- 23) Promote an increase in collaboration efforts among all committees by periodically sending representatives to other national committee closed meetings to solicit input, determine mutually beneficial needs and solutions that assist in improving and implementing the membership experience and goals.



## Chapter 1

### USPS HISTORY

Seldom does the complete story of an organization's founding survive the passage of time. We grope for much of the information and the gaps which remain in the minutes; manuals and magazines have to be filled with assumptions and memories of early associates. But this much is certain, in the list of founding fathers the name of Roger Upton of Boston and Marblehead, Massachusetts, stands pre-eminently. It was the projection of his thoughts, spirit and a reflection of his enthusiasm that would reach beyond the limits of any dream: a national organization to be known as United States Power Squadrons. But to begin, we must go back in time to the world of boating at the turn of the century.

Recreational boating in the early 1900s was largely confined to sailing craft and a sparse number of larger steam yachts generally manned by professional crews. Commercial ships of the day were all steam-driven, steam propulsion became king by the close of the twentieth century. Sailing schooners were fast becoming relics of a bygone era while internal combustion engine, gasoline-driven crafts were coming into their own but with little enthusiasm on the part of out-and-out sailors. Yacht clubs taught and promoted the spirit of sailing, and as motor driven yachts joined their fleets there were few activities for them. Yachting was still for the sailors, and the new breed of powerboat men found scant fun on club cruises and almost none in racing.

Laws of the United States governing navigation applied only to steam vessels. Governed by a board of steamboat inspectors, crusty, old, sea-going men, these inspectors had little use whatsoever for the small internal combustion engine yachts. It was their fervent hope to gain control over these boats by placing them under the very same rules which governed ocean liners and other steam-powered vessels. Through education, the founders of USPS set out to protect power yachts from these steamboat inspectors and to forever remove the stigma of ignorance and foolhardiness

which they and professional sea captains and seamen had bestowed on their owners.

How long the idea fermented for a club-within-a-club to embrace a select group of "gasoliners" who would develop such forms of cruising and racing as the new types of yachts would allow, we will never know, but in the summer of 1911 Upton spread his thoughts before a small group of colleagues. With acceptance of his ideas, Upton was elected rear commodore of the Boston Yacht Club in 1912 and was placed in charge of the unofficial power boat division of the fleet. A self-taught navigator and stickler for doing things right, he soon kept the division's 36 members busy with studies, cruises, races and drills modeled after U.S. Naval maneuvers. To quote from one of his articles, "*To my mind the organization can be of use to yachtsmen for three major reasons: **first**, improvement in navigating ability of power-boat owners; **second**, promotion of acquaintance and social intercourse by the power-boat owners; **third**, the fitting of power-boat owners to be of possible use to the Navy in time of war so that they might be received as volunteers should they so desire.*"

The social side of the organization included monthly dinners at which ship and tow captains, marine inspectors and other prominent persons were guest speakers. From these activities grew confidence in and a change of attitude toward the new breed of yachtsmen. Their quest for recognition was unintentionally improved during the summer of 1912 when twenty vessels from the Boston Yacht Club power boat division were invited to accompany the sailing yachts on their annual cruise to Portland, Maine. The power boats cruised in squadron formation with an elaborate system of maneuvers executed by means of flag signals. During the cruise, a screeching nor'wester blew, and many of the sailing yachts were dismasted or otherwise disabled. It was then that the worth of the power yachts was quickly established as they sped under Upton's command to the rescue by towing all disabled craft safely to port. No losses were

reported. To quote the September 1912 issue of *Motor Boating Magazine*, which dramatized the rescue with a six-page photo story, “*The fellows of the Powerboat Division provided meritorious service and emerged from the ordeal crowned with glory.*”

It was 14 October 1912 that a letter from Rear Commodore Roger Upton, petitioning the Boston Yacht Club to officially establish the power boat division was read by the executive committee. As minutes of that meeting disclose, the executive committee granted Commodore Upton’s petition unanimously. It was at the annual meeting in January 1913 that the name was changed to “Power Squadron,” the name passed on to the organization, and the club within-a-club was officially recognized. Its officers and rules were printed in the 1913 Boston Yacht Club Yearbook. Officers were Roger Upton, commander; C. N. Burnell, lieutenant commander; and Nathaniel L. Stebbins, a noted Boston marine photographer, secretary.

A distinguishing power squadron pennant was designed to be flown above the yacht club. It featured a red field with centered white star at the hoist; the center third was white and the outer end, blue. Only when a prospective member was able to pass what now seems to have been a fairly difficult examination in advanced piloting subjects was he authorized to fly the streamer.

So ends the birth of the idea and its development into an active movement, but actually, this is only the beginning.

Sometime in January of 1914, the Power Squadron of the Boston Yacht Club called a conference of many yacht clubs throughout the country to determine if the “power squadron” idea could be developed among them and a national body was formed; those already active had come to realize that the movement was destined to grow beyond its present limits. Only some clubs along the Atlantic Seaboard attended, as could naturally be expected, but among them the officials of existing squadrons found a surprisingly great enthusiasm. Who attended and what was discussed, or where the meeting was held is not known as no minutes exist. But, it evidently showed plainly enough that it was

ready for nation-wide action. Accordingly, a second conference was called where final work was accomplished.

How quietly great movements start, destined in time to reach beyond the limits of one’s dreams. How quietly, like the first slow stirring of a ship upon the ways, this gleaming new hull slid down to her launching is shown in the simple, one-page recording of the birth certificate.

At the second conference to consider the question of formation of power squadrons, held at the New York Yacht Club on 2 February 1914, at eight o’clock in the evening, the following vote was passed and signed by the delegates whose names are set against their respective clubs or associations.

“That we, the undersigned, duly authorized delegates of the club or association set against our respective names do hereby associate such clubs or associations together as a national organization to be known as *United States Power Squadrons*, and we bind our clubs to abide by the rules and regulations adopted by said United States Power Squadrons.

- Yachtsmen’s Club of Philadelphia; C.L. Lagen, Commodore
- Power Boat Squadron of New Haven, Conn.; J.N. Champion, Commodore
- Larchmont Yacht Club; Francis M. Wilson
- Atlantic Yacht Club; Theodore D. Wells
- Corinthian Yacht Club of Philadelphia; C. Longstreth
- Rhode Island Yacht Club; William St. Streeter, Commodore
- New York Motor Boat Club; C.F. Chapman
- Hudson River Power Squadron; Franklin P. Pratt
- Lynn Yacht Club; A.D. Grover
- Knickerbocker Yacht Club; William E. Spencer
- Harlem Yacht Club; R.S. Haydock
- Portland Yacht Club; Holman F. Day, Rear Commodore
- Savin Hill Yacht Club; Charles A. J. Smith
- Kennebec Yacht Club; Charles E. Hyde
- Hudson River Yacht Racing Association; Worthington Scott



- Sachem's Head Yacht Club; W.C. Stringer
- Baltimore Yacht Club; Dwight F. Mallory
- Seawanhaka Corinthian Yacht Club; Elliot Tuckerman
- Indian Harbor Yacht Club; Frank Bowne Jones
- Boston Yacht Club Power Squadron; William A. Hopkins

The signatures of Messrs. Longstreth, Stringer, Tuckerman and Jones are affixed subject to ratification of their respective clubs.”

And that is all. Yet it contains what the national body prescribes we shall forever know: the names of the founding fathers.

At this same meeting, the organization was made complete by the election of officers and members of the Governing Board included:

- Henry A. Morse,
- Captain DeWitt Coffman, USN (Boston Navy Yard);
- Charles Longstreth,
- Frank S. Cornwell,
- Francis M. Wilson
- and members of the bridge.

Captain Coffman, USN, later Vice Admiral, served on the Governing Board for many years as the representative of the Navy Department. The Honorable A.J. Tyrer, Deputy Commissioner of Navigation of the Department of Commerce, was also an active member of the early Governing Boards. Franklin Delano Roosevelt, then assistant secretary of the Navy, had been so impressed with the activities of the Power Squadrons that he sent his aide, Captain William F. Fullam, to attend the meeting, and as was reported in the press, Captain Fullam praised the organization in the highest terms possible.

April 1914 proved eventful. At a meeting held at the Harvard Club of Boston, bylaws were approved by the Governing Board. The Atlantic Seaboard was divided into six districts for purposes of instruction, and boards of instruction and examination were appointed to administer over them. From the very beginning, the accent has been upon education although it differed in the early days from the present system. Then, in addition to

knowing the rules of the road, the compass, buoys, and chart bearings, a member was required to attend at least three squadron drills yearly to hold his membership certificate. When the member attended twelve, he became a privileged member and thereafter need only appear at one drill each year. Not more than six drills counted in any one year toward the member's qualification.

The United States Power Squadrons' Ensign was designed early in its history. It was the work of two of our organization's founding members: Charles Chapman and Roger Upton of the Boston Yacht Club.

Roger Upton wrote a letter about the establishment of the Power Squadrons, which was published in the US Naval Institute Proceedings for 1917, Vol. 43, Part 1, on pages 701-705 (1917). Upton's article has been digitized and is freely available using a search engine.

The thirteen stars and thirteen stripes in the USPS Ensign are taken directly from the United States Yacht Ensign, and thus they have the same meaning as in the Yacht and National Ensigns (that is, thirteen stars for the original states and thirteen stripes for the colonies). As Upton's article makes clear, the original idea was to have Power Squadrons' vessels operate as a form of naval reserve or auxiliary to the Navy and the Power Squadrons' vessels would be denoted by a special ensign. The idea was to have an ensign, that is, a flag of national character flown from the stern of the vessel. Accordingly, the established icons of the American nation, white stars in a canton, thirteen stripes, and red/white/blue coloring, would naturally be used. In short, the organization was creating an adaptation of the national flag.

On page 701 of the 1917 article, Roger Upton said,

“The idea advanced by the Navy Department was to have something on the lines of the Blue Ensign of England, which is used to denote naval reserve. Wherefore the design approximated our yacht ensign with the colors reversed and the stripes vertical instead of horizontal.” Upton noted that the design of the USPS flag made it impossible

to confuse with the flags of other nations.

Upton's article did not mention the design of the Customs Ensign (with its sixteen vertical red and white stripes) but this appears a logical source for the notion of using vertical stripes. Upton was clearly in possession of "Flags of the World" charts, et cetera, which included that flag, and as a yachtsman in the Boston area he could not have failed to have seen that flag. It also must be remembered that from the 1790's until 1892, the Customs Ensign was used by the revenue cutters as the ensign itself and not as a house flag or adjunct to the national ensign. The Customs Ensign has sixteen stripes because this was the number of states in the Union at the time of its adoption in 1799. Upton did not address the issue, but it would have been odd for the Power Squadrons to use the sixteen stripes. By 1912-13, the Nation had 48 states, and the number sixteen and the 1799 commemoration has no meaning to the Squadrons or to the larger Nation in general.

Upton and the USPS' founders also attempted to amend the yacht licensing law that had been on the books since 1848 which required all "licensed yachts" to fly the Yacht Ensign. The intent was to add a provision saying that yachts in the Power Squadrons would be allowed to fly the Power Squadrons' ensign in lieu of the Yacht Ensign. However, this attempt was unsuccessful, and the yacht licensing law remained unchanged.

Thus, the USPS flag was clearly conceived of as an Ensign, that is, a flag of national character, but over the years has been used as an organizational flag and not in lieu of the National or Yacht Ensigns. This explains why the flag's design has more national connotations than organizational ones.

Finally, given that the design of the USPS flag is derived from the US Yacht Ensign, one may ask the derivation of the design of that flag. Once again, the answer is the United States National Ensign. Immediately following the passage of the 1848 licensure act, the US Secretary of the Navy, by virtue of the authority delegated to him in the Act, requested the New York Yacht Club to submit a design. The design of the present yacht ensign

was submitted, and on February 21, 1849, approved by the Navy Department. The design of the Yacht Ensign was stated to be "the American Ensign" with a circle of thirteen stars surrounding a fouled anchor, in lieu of a star for each state.

In March 1915, the present USPS flag was adopted. General Orders No 11, issued by Flag Lieutenant Stebbins from Boston on 18 May 1915 is of interest as it authorized the flying of USPS flag with or without USPS pennant, which up to this time had been the distinguishing flag of the squadrons. During World War I, the Governing Board ordered that a pennant of somewhat different design from that of the original flown by squadron boats and the American flag be flown at the taffrail or gaff. Similarly, during World War II, Old Glory was flown in her proper place and USPS flag at the starboard spreader.

As the squadrons grew, both in number and size, the educational program developed to keep pace. There was a continuous revision and enlargement due to the adoption of many suggestions from members, and the constant labor of committees on which the most highly skilled yachtsmen served with enthusiasm.

By 1916 there were 500 members, and many of these were clamoring for abolition of the on-water-drill requirements. However, it was not until some years later that a general uprising against them caused decided official action and they were reduced to a subordinate position as a second qualification to a new *Junior Navigator* course. Shortly thereafter, through lack of interest, they were abolished, and further courses of study replaced them. In 1917, a navigator course was introduced. This was the course to end all instruction, comprising a detailed review of all courses the candidate had ever been taught from his entrance examination to the JN course. It also included a practical demonstration of boat handling.

As World War I threatened to engage our nation, all Americans became very active in the preparedness movement. The United States declared war on Germany on 6 April 1917, and with the coming of hostilities, Charles F. Chapman sent a letter to Franklin Delano Roosevelt, Assis-

tant Secretary of the Navy, volunteering the entire USPS instructional program for the training of men for naval coastal defense. Secretary Roosevelt accepted the proposal with gratitude. In New York City, four free nautical schools were established. Based on records, total enrollment exceeded three thousand students. Similar schools were organized by local squadrons in Boston, Detroit, Newburg, New Haven and Washington, D.C. Over five thousand men who attended these classes entered the armed services, and based in significant part on the quality of their USPS training, many were appointed officers. Squadron members themselves enlisted in the navy and many, because of their outstanding nautical education and background, soon earned commissions. A number of members were appointed by the Secretary of Commerce as "Navigation Inspectors" with duties on the water similar to those performed by the Coast Guard Auxiliary during World War II. These men were paid a dollar a year for their services.

Little effort was made to recruit new members in USPS during this period, and with many of the officers of the local squadrons in service, interest in USPS began to wane. With the coming of peace and the release from the navy, many of the members desired a rest from anything pertaining to the sea, so without this leadership, local squadron activities all but ceased. In addition, one of the principal objects of the squadrons had been, up to this time, to be of service to our navy in time of emergency. The emergency had now passed, and most members had all they wanted of small boat maneuvers based on anything connected with the navy. Conditions were not unlike those in most yachting organizations at that time. Interest was at a low ebb, and many yacht clubs and similar organizations went out of business. On 26 January 1918, Chief Commander Coe wrote the following in his annual report. "The demands of war have affected all social, fraternal and economic life, and our organization has not escaped the problems and handicaps which have arisen from this abnormal condition."

At the fall meeting of the Governing Board in 1919, Chief Commander H.M. Williams reported that local squadron secretaries did not answer his letters; no dues could be collected; there was no

money in USPS treasury; USPS debt was \$450.00; and he recommended that the members of the Governing Board chip in and pay the debt and that USPS disband. Chief Commander Williams was not a defeatist, but he viewed the existing situation from a realistic standpoint, and his recommendation might well have been made to bring the matter sharply to attention with a view to obtaining immediate and definite action.

Vice Commander A.B. Bennett expressed the opinion that such action would be a mistake and that he was sure if certain changes were adopted, the squadrons could be revived. The changes he suggested were:

- 1) To change the certificate holder from being only a member of a local squadron, reached only through his local squadron secretary, to first being a member of United States Power Squadrons, thus making him answerable to USPS and secondly, a member of the local squadron;

- 2) To eliminate all boat drills and maneuvers. The war was over, and men were through with such activities;

- 3) To eliminate the restriction of membership to members of yacht clubs and admit any worthy man who passed the examination.

Inasmuch as the oldest institutions of man in the world were institutions of learning, USPS should stress education and nothing else.

Vice Commander Bennett suggested that the constitution be rewritten to include the above changes and submitted for adoption at the annual meeting, 28 February 1920. The Governing Board authorized Vice Commander Bennett to rewrite the constitution. At the annual meeting in 1920, Vice Commander Bennett was elected chief commander, and Rear Commander Harry Jackson was elected vice commander. James T. Bresnahan of the Potomac Squadron was elected secretary. The new constitution was adopted. There was no list of members, but the mailing list of *The Ensign* contained a thousand names. Chief Commander Bennett and Secretary Bresnahan then drafted a letter to each on the mailing list, informing them of the changes in the constitution, also that all unpaid dues had been waived and asking each one to sign on and pay one dollar dues for 1920. One hundred

forty two plus nineteen reinstatements signed on, a few from each of the former squadrons. These men were appointed as local boards of examiners and were urged to start classes of instruction to prepare men for the spring entrance examination. Much of this was done by letter, but the chief commander visited many groups and helped them to make a new start. It was a difficult task but one which ended in success for Chief Commander Bennett, the only chief commander to serve more than two years. At the close of his fourth year, there were over four hundred members, over four hundred dollars in the treasury and no debt.

New certificates were issued in 1920. The chief commander printed the names of the members on the certificates in old English, and this may also explain why certificate number 1 was issued to Charles F. Chapman whose membership date was among the earliest.

This was the organization which C/C Harry Jackson inherited in January 1924, and it received his enthusiastic and wholehearted care that meant so much in those early days. If credit for perpetuating USPS should go to any two men, it should go to this Bennett-Jackson team.

USPS grew slowly during these formative years, and by April 1931 the organization reported a total membership of only 840 in 12 squadrons. If the quantity of members was disappointing in the early thirties, the quality of instruction taught by members was not. With the introduction of *Advanced Piloting* in 1932, the advanced grades program was established. By November of that year, USPS had 1431 members in 13 squadrons.

In October 1933, the Committee on Rules presented a plan for changing the bylaws into a constitution and writing a new set of bylaws containing details for the operation of a squadron. These were approved the following year by the membership. The future looked brighter than ever.

The Governing Board, on 13 December 1938, approved the establishment of seven divisions consisting of thirty-three squadrons and the appointment of a rear commander to administer each

division. Later, the division designation was changed to "district". USPS had 4406 members by the end of 1938.

On 14 January 1939, the organization celebrated its twenty-fifth anniversary. Twenty-one squadrons were represented at a dinner-dance at New York's Hotel Astor, one of the largest and most successful affairs ever held by USPS. In honor of the occasion, President Roosevelt sent a letter of congratulations, praising the civic service. Later that year, the president accepted honorary membership in USPS bestowed upon him by vote of the Governing Board.

If 1939 was a milestone in history, it was also a year of tragedy. Once again, the world erupted into war. Less than 24 hours after the Japanese attack on Pearl Harbor, on 8 December 1941, Vice Commander William Sayers sent a telegram to President Roosevelt and to the Secretary of the Navy offering USPS support for America's war effort. For the second time in 24 years, President Roosevelt accepted this support with appreciation.

During World War II, over 3000 USPS members entered the armed forces, including C/C William Anderson, who was sworn in as a lieutenant commander, U.S. Navy Reserve. In February 1941 the National War Course Committee was formed which set standards in the instruction of navigation and related subjects. Also in 1941 the Special Courses Committee was formed which developed curricula in first aid, signaling, motor mechanics, air navigation, meteorology and seamanship. Classes boomed with instruction for service personnel, civilians and members, all eager to qualify for advanced ratings. Thousands of members served with the Red Cross, merchant marine and other war-related services, all contributing significant assistance to the nation. With the encouragement of USPS, more than twenty-five squadrons actively assisted the Coast Guard Auxiliary during this period. Friendly cooperation between the two organizations has been traditional ever since.

USPS grew during World War II, and by 1945 it had become apparent that a paid staff and office space were needed for the national secretary to meet increased responsibilities. A resolution was

adopted authorizing Secretary Charles Leach to employ such clerical help as necessary. A three-room ground floor apartment in Englewood, New Jersey, was rented for the storage of USPS supplies and records. Shortly thereafter, an office manager was hired for USPS, and with a staff of three, the clerical and storage needs of growing membership and educational programs were being served adequately.

*Seamanship* had been added as a special course in 1942. Other special courses followed in first aid, signaling, motor mechanics and weather in 1945. A class in Instruction Techniques was also launched in this period.

Due to the rapid growth from 1935 to 1945 it became apparent that administrative changes were needed. In 1945 the planning committee was formed under the direction of P/C/C Frederic W. Keator, N. The initial project was the development of a district organization; until then, the “rear commander in charge of district” served without any staff. A model district bylaws was prepared and adopted by District 1 to which Keator and several other planning committee members belonged. At the 14 April 1947 meeting these were approved by the Governing Board, on recommendation of the Committee on Rules. USPS more than doubled its size during the forties, and as the organization entered the fifties, the demands placed upon headquarters became even greater.

The bylaws provided for the election of the district officers by the delegates to the district conference, rather than the Governing Board. The officers included the district commander (reserving the rank of rear commander for the national organization), staff captains (forerunners of the executive and administrative officers), the secretary and treasurer (serving without rank) and appointed officers as required. The district council, composed of the district bridge and commanders of the squadrons of the district, met more frequently than the two conferences annually. The result was increased interest in district affairs, improved interchange of ideas between squadrons and improved performance of the district commander.

While the pilot district operation was being

tested, the planning committee developed a plan for the national operation to provide for the executive, administrative and educational departments, as well as the secretary and treasurer, each headed by a vice commander and assisted by rear commanders as required. There was also the need for a legal officer, financial officer and assistant secretary.

Contrary to the original concept, the squadron commanders had become a minority of the Governing Board outnumbered by 20% by members-at-large (one for each 100 members). This ratio was reduced to one for every 300 members (600 currently) and not to exceed the number of rear commanders.

The first elected district commanders were approved for sixteen districts and for unattached squadrons and personnel. The headquarters staff, which had increased to six, moved into a combination office and warehouse in the same community. Within five years these facilities proved inadequate so in 1958, USPS moved into even larger quarters in Englewood. The organization grew significantly during the fifties. In May 1959, the national secretary reported 45,000 members in 268 squadrons.

In 1960 the seed of the cooperative charting program was sown when the U.S. Coast and Geodetic Survey initiated a program to provide a series of specially designed charts for recreational boaters. In its first year the program produced fewer than 300 reports, but during the year ending 30 September 1992 nearly 60,000 revision data reports were filed representing more than \$15 million in supporting services and taxpayer savings.

Recreational boating was booming as USPS entered the sixties. A sail course was added in 1953, a marine electronics course was published in 1961, and by 1966, when Commander Chapman was awarded his fiftieth merit mark, the organization had recorded a membership of over 60,000 members in 348 squadrons.

In April 1973, on the sixtieth anniversary of USPS, Boston Yacht Club was presented a plaque to commemorate the origin of USPS in 1913. Also during that same year, in October, a plaque was

presented to the New York Yacht Club as a reminder of the place where the original charter of USPS had been formalized in 1914.

By 1974, the sixtieth anniversary, USPS had succeeded beyond the founders' fondest dreams. Membership exceeded 70,000 in 425 squadrons. A new headquarters building had been constructed in Montvale, New Jersey. However, because of a legal situation, in September 1975, USPS Governing Board voted to move its base to Raleigh, North Carolina. The relocation was completed, and operations were well underway when, in 1978, construction was begun on a modern office and warehouse. The new Raleigh headquarters was occupied by the end of the year. An additional two-story wing was added during 1990-91 to include a memorial library and up-to-date computerized procedures which would enable the staff to handle extensive printing requirements, control educational inventory and respond to virtually every kind of membership request.

Because of litigation in New York and New Jersey in the latter half of the seventies and early eighties over the issue of private status versus public accommodation, coupled with a sagging national economy registering high rates of inflation and unemployment, membership fell to the low 50,000s in 454 squadrons and 33 districts. Governing Board action at the September 1981 and the September 1982 meetings recognized two important and significant aspects of USPS participation. In 1981, members whose long service had earned them 50 merit marks were granted the status of Governing Board member emeritus and with it, lifetime voting privileges. In 1982, changes in the constitution and bylaws eliminated the male-only membership rule and permitted women to become active members. Although many women had long held a "woman's certificate," which entitled them to enroll in all USPS courses, it was apparent that boating had become a family-oriented endeavor, and the bylaw change also made family membership available. The first female active and family members were accepted in November 1982. A reduced dues structure was established to accommodate the change, and it was further established that only one copy of the national publication, *The Ensign*, would be mailed to an address shared by an

active and one or more family members. Concerning the publication, the editorial and publications activities were transferred in December 1982 from San Mateo, California, to USPS headquarters in Raleigh.

The educational department, constantly seeking improved course materials and better participation by members, introduced a new piloting course and added something new to the list of elective courses, cruise planning. A varied curriculum of supplemental courses were also made available including a skipper saver program which can be presented by a USPS member to any interested group. To assist boating enthusiasts who prefer TV instruction to classroom attendance, and for anyone else who desires a modern approach to the subject, USPS and the William Morrow Company produced USPS a boating course on video. A further indication of the latest techniques to improve membership knowledge is the Operations Training Program, and its offshoot, Leadership Development. When today's better-informed members are out to insure their boats, USPS now boasts its own marine insurance program with both low rates and sound coverage.

To celebrate the 75th anniversary of USPS, five large USPS ensigns traversed all of the United States and Canada, visiting every squadron and many units of CPS. Two special ensigns logged 1,000,600,000 miles in their journey over all seven seas on board the NASA shuttle, Atlantis, between 4 and 8 May 1989. Still another went to Moscow and a replica of the ceremonial ensign flew at the Greenwich meridian. Eventually, all ceremonial ensigns converged at the Governing Board meeting in Richmond, Virginia, on 16 September of that year. Part of the celebration included a visit by Chief Commander William D. Selden, IV, SN, to the White House where he looked on as President George Bush signed a proclamation honoring USPS.

USPS entered the 1990s inspired by the enthusiasm generated from the anniversary year celebrations. USPS began using a shorter, six session boating course. A video boating course was completed to be used in teaching the course. A new "Life Saving Award" was developed recognizing

members who saved the lives of others. Dues were reduced for “additional active members” in the same household. USPS helped the United States Coast Guard celebrate its two hundredth year anniversary in “Coast Guard City, USA”, Grand Haven, Michigan, and extended cooperation with the USCG Auxiliary reaching an agreement whereby each organization would accept the other’s basic boating course as the requisite for membership.

There were other significant commitments and changes as well, but none more meritorious or which displayed the unity of the organization’s personnel toward much needed additional space than “The Headquarters’ Building Fund” campaign. Membership voluntarily purchased deeded square inches of North Carolina real estate, purchased bricks for a special wall, bought silver or gold anchors, and even raffle tickets for talking toy parrots contributing more than \$450,000.00, more than enough to pay for the expansion, without any cost to USPS treasury.

In 1992 USPS had the honor of leading the parade of boats into the Miami, Florida, harbor as replicas of the three Columbus caravels made this their first of 21 ports-of-call as part of the five hundredth anniversary of Columbus’ discovery of America. More than 230 sailing vessels from around the world celebrated by gathering together 5-14 June in the harbor of Old San Juan. The armada enjoyed the gracious hospitality of the Puerto Rican squadrons before making its way toward New York Harbor for the Fourth of July Tall ships Festival where USPS had an important part.

USPS offered broadened coverage in a new On-the-Water Insurance Policy which will have a long term impact in attracting students and member retention. The administration then approved a unique youth program partnership with USCG Auxiliary in a cooperative effort to prepare and teach the same youth course, namely *Boating Safety*, to any age group with the target audience, ages 10 - 16. A new no-fee affinity credit card was offered, and more significantly, USPS Constitution was repealed and new USPS Bylaws were approved, combining the constitution and bylaws. USPS adopted a new *USPS Pledge*.

Of major significance during 1995, the Caribbean squadrons became District 33, and in October 1995, headquarters listed 59,746 active members of whom 16,060 were women, about 27% of the membership. For fifteen years women had been eligible for membership in USPS, and their numbers have grown steadily. Women continue to make impressive strides in both educational and administrative areas.

In 1997 USPS adopted the slogan T.E.A.M., “Together Everybody Accomplishes More,” which challenged the membership to greater heights. Policy changes now permitted boating courses to be conducted in squadron-owned or leased facilities. Significant bylaw and policy changes were also made to move USPS from a strictly “invitation” type of membership procedure to one that allows membership by “application” with a means to determine membership interest while retaining selectivity. A new marketing committee was established to redefine USPS as the premier educational boating organization world-wide. To help solve one identity problem, USPS Bylaws were changed to allow squadrons the option of adding “Sail and” to the squadron name.

USPS celebrated its 85th anniversary with enthusiasm. There was the Voyage of the Ensign II, beginning in San Juan, Puerto Rico, at the 1999 Spring Governing Board meeting and concluding in Orlando, Florida, at the 2000 Annual Meeting. Five commemorative USPS ensigns, with a send-off by colorful fireworks, traveled thousands of miles from squadron to squadron to be welcomed home with music and a never-to-be-forgotten laser demonstration of lights. There had been dinners, boat parades and rendezvous all across the nation. These ensigns are now on display at USPS headquarters in Raleigh, North Carolina.

USPS commissioned an historic USPS painting with a limited edition of 2000 signed and numbered prints depicting a 1915 scene in Marblehead Harbor. The renowned marine artist Donald Demers presented the painting to USPS at the anniversary party held at the Boston Yacht Club where USPS history began so many years ago.

A new ensign was also designed, not only to

celebrate the 85<sup>th</sup> anniversary of USPS but also to recognize the arrival of the new millennium 2000.

With the advent of a new millennium, we achieved some significant milestones, set new goals and reorganized to meet the needs of existing members and attract new ones. To meet the needs of our membership there have been many changes and updates to bring USPS into the electronic age. One example is DB2000, a computer program designed to give an accessible up to date database for squadrons, districts and national to use in maintaining records, submitting forms and providing contact information. Over the years DB2000 has been updated to allow electronic merit mark and historian report submission, education department updates, officer slate submission on OD 1 and 2. This action saves storage, postage and eliminates paper waste for national. USPS now also has web access at the national, district and squadron levels for most of our members.

To reduce expenses and be friendly to our environment, USPS now offers many newsletters and *The Ensign* on-line as well. Also, to streamline operations, USPS reduced the number of national meetings from three to two per year. As well, the national auditing committee was eliminated as it was determined that the independent auditor must duplicate most if not all of the committee efforts. Other ways to modify operating expenses are being investigated.

The USPS bylaws have been amended and rewritten over the years to incorporate a Board of Directors to conduct business for USPS. The model bylaws for squadrons and districts have also been made available on-line to speed up the process of changing/updating existing bylaws. Structural changes and consolidation of committees with

overlapping or obsolete missions have been implemented to make USPS more efficient, allowing USPS to meet the needs of members. Two new committees have been added: the Marketing Committee to help in our endeavors to attract new members and to get USPS in front of the public, and the Environmental Committee to educate membership and publicize efforts both internally and externally.

The Education Department has also gone through some major changes and revisions over the years in an effort to bring members the most current and accurate information in the available courses for members. New for USPS are USPS University and seminars we can deliver to the general public. An on-line offering called America's Boating Course is also available for potential members to take. The Education Department is working on many other updates and offerings for the membership as well. The Executive Department also stepped forward bringing a new offering: Vessel Safety Checks; this was originally established in a working partnership with the Coast Guard Auxiliary. USPS has many working partnerships and memoranda of understanding with the boating industry, the Coast Guard, NASBLA and other organizations.

In 2004 USPS celebrated its ninetieth anniversary and in 2014 will celebrate 100 years. In 2008 we welcomed our first women life members.

USPS has entered the new millennium, is becoming readily accessible to the public and our membership and is looking to the future. As with all civic organizations we have experienced challenges and made changes to meet those challenges headon. Members are the backbone of the organization and our future.



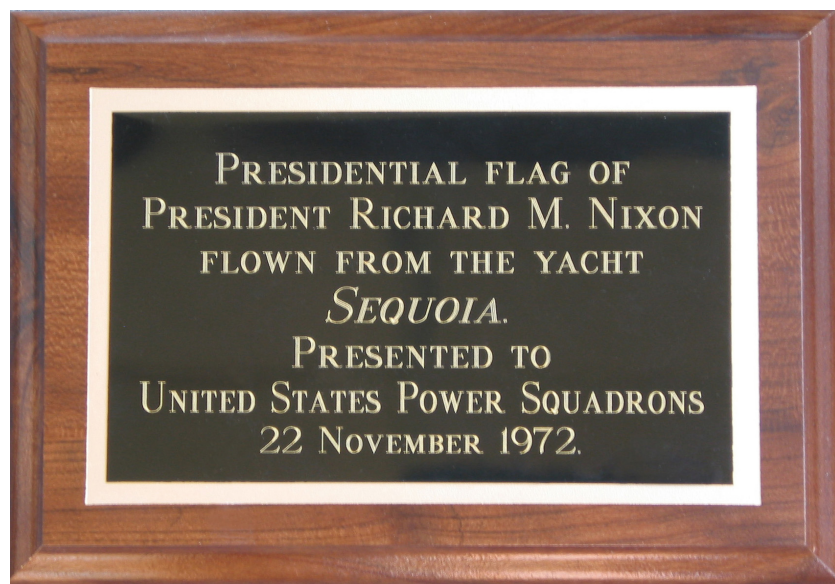
## UNITED STATES POWER SQUADRONS AND THE AMERICAN PRESIDENT

From the earliest days of the United States Power Squadrons as attested in our history in USPS History in Chapter One, the Squadrons have been a civic service oriented organization dedicated to Safe Boating through Education. Many American Presidents have recognized us for this effort over the years. We begin our narrative with Franklin D. Roosevelt accepting an honorary membership in 1939. Pictured with FDR is Charles F. Chapman, one of the founding fathers of USPS.



As World War I threatened to engage our nation, all Americans became very active in the preparedness movement. The United States declared war on Germany on 6 April 1917, and with the coming of hostilities, Charles F. Chapman sent a letter to Franklin Delano Roosevelt, Assistant Secretary of the Navy, volunteering the entire USPS instructional program for the training of men for naval coastal defense. Secretary Roosevelt accepted the proposal with gratitude. In New York City, four free nautical schools were established. Based on records, total enrollment exceeded three thousand students. Similar schools were organized by local squadrons in Boston, Detroit, Newburg, New Haven and Washington, D.C. Over five thousand men who attended these classes entered the armed services, and based in significant part on the quality of their USPS training, many were appointed officers. Squadron members themselves enlisted in the navy and many, because of their outstanding nautical education and background, soon earned commissions. A number of members were appointed by the Secretary of Commerce as “Navigation Inspectors” with duties on the water similar to those performed by the Coast Guard Auxiliary during World War II.

President Nixon also recognized USPS. During his term, the presidential yacht was named “Sequoia.” President Nixon presented USPS with a presidential flag that flew on that yacht.



THE WHITE HOUSE

WASHINGTON

November 22, 1972

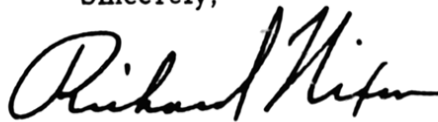
Dear Commander Griffith:

Earlier this year I wrote the Chief Commander of the United States Power Squadrons to express my deep appreciation for the outstanding work your members have done on the National Ocean Survey Cooperative Charting Program. I want to again thank you for that effort and to take this opportunity to commend your excellent safety education programs.

By instructing more than one hundred thousand boaters each year, the Power Squadrons have helped make boating safe as well as enjoyable. This is a proud achievement, and in recognition of your fine efforts, I am pleased to present to you a Presidential flag that has flown on the yacht, SEQUOIA. I understand the flag will be placed in your Headquarters Historical Exhibit, and I hope it will be regarded as a tribute to your important public service.

With my best wishes to all the members of the United States Power Squadrons,

Sincerely,



Rear Commander F. Willard Griffith, N  
National Historian  
United States Power Squadrons  
855 Rahway Avenue  
Union, New Jersey 07083

P/C/C Bill Selden, SN, watches as President George H. W. Bush signs a proclamation celebrating the 75th Anniversary of the United States Power Squadrons on 15 September 1989.



President Bill Clinton thanks us in 1999 for our cooperation to realize a common goal on our 85th anniversary.

THE WHITE HOUSE  
WASHINGTON

April 26, 1999

Warm greetings to everyone celebrating the 85th anniversary of United States Power Squadrons.

Since the founding of your organization, your members have joined together in a spirit of cooperation to realize a common vision. You can take great pride in your success, and I commend you for your unwavering commitment to mutual goals and to one another. By reaffirming your bonds and building on the trust you have developed, you are ensuring your organization's continued vitality in the years to come.

Congratulations on reaching this milestone anniversary, and best wishes for a wonderful celebration.

A handwritten signature in black ink that reads "Bill Clinton". The signature is written in a cursive style with a prominent dot above the letter 'i' in "Clinton".

President G. W. Bush sends his greetings on United States Power Squadrons Day and his appreciation of what we do for America.



**THE WHITE HOUSE**

**WASHINGTON**

May 4, 2006

I send greetings to those gathered for U.S. Power Squadrons Day.

Recreational boating has grown into one of our Nation's most popular pastimes, and as the summer approaches, millions of Americans will enjoy our country's beautiful waters. Since 1914, United States Power Squadrons has worked to make recreational boating safer for our citizens through its safety courses and other educational programs. The USPS also partners with the Coast Guard to offer vessel safety checks to individual boaters. By working collaboratively, USPS is helping reduce the number of boating accidents, incidents, and fatalities in our country and enabling more Americans to enjoy the great outdoors.

I appreciate the efforts of USPS and all those committed to advancing the safety of our citizens. Your hard work and commitment to excellence strengthen our Nation.

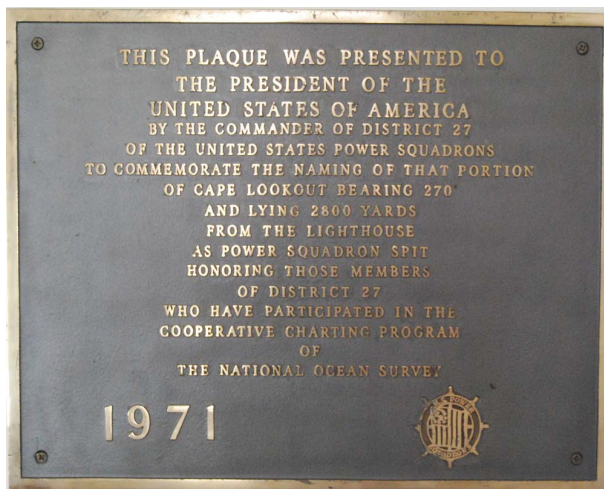
Laura and I send our best wishes.

A large, stylized handwritten signature in black ink, which appears to be "GWB".

## Power Squadron Spit

Forty years ago, a new name appeared on navigation charts of the North Carolina coast. The efforts of 20 Carolina squadrons of D/27 of the United States Power Squadrons® were recognized by the National Oceanic and Atmospheric Administration's National Ocean Survey and the United States Board on Geographic Names on 13 April 1971, by officially naming a spot of land on Cape Lookout, 2.5 miles north-northwest of the Cape Point, as "Power Squadron Spit."

This honor is in recognition of the USPS Cooperative Charting Program working in close coordination with the Marine Chart Division of the National Ocean Service. A commemorative plaque honoring the service of the twenty North and South Carolina power squadrons was affixed forty years ago to the Cape Lookout lighthouse, then owned and operated by the U.S. Coast Guard. Since then, the plaque has made many travels, finally finding its new home in rededication ceremonies by the Fort Macon Sail and Power Squadron at the U. S. National Park Service, Cape Lookout National Seashore Headquarters on Harkers Island in 2006.



The plaque was originally presented to President Nixon in Washington, DC, in 1972 by a delegation of Power Squadron members from Winston-Salem, NC. P/D/Cs Ronald Rau and Don Soefker were joined by C/C Walter Cosdon and officers from the National Ocean Survey for this presentation. The visit was followed by one to the office of North Carolina 5th District Congressman Wilmer

Mizell. The plaque's first home was the Cape Lookout lighthouse.

In the summer of 2002, Commander Dean Lee, commanding officer of the U.S. Coast Guard Group at Fort Macon, informed P/R/C Ken Link that he was removing the plaque from the Cape Lookout lighthouse as the Coast Guard was transferring management of this sentinel beacon of safety for ships plying the waters near the Cape to the National Park Service.

On 15 May 2004, members of the USPS again visited the Cape to rededicate themselves to the purpose of Cooperative Charting which focuses on reviewing marine charts and making comparisons between actual and charted depths, navigational aids and changes in topography so that corrections may be made to improve safety for mariners.

This rededication was headed by D/27 Commander Stephen Puckett. D/C Puckett thanked all who attended and commented that Cooperative Charting is part of the civic service arm of the USPS' three arms (education, public service and fraternity) which keeps USPS members active in their efforts to improve boating safety for the mariner. Members attending with D/C Puckett, were: National Executive Officer V/C Ernest Marshburn, SN, Rep. Jean Preston of the North Carolina House of Representatives, Bob Vogel, Superintendent of the Cape Lookout National Seashore and thirty members of D/27.

V/C Marshburn stressed the dedication of not only the members of D/27 but all members of USPS in their continuing efforts in the cause of Cooperative Charting. V/C Marshburn thanked Representative Preston and Superintendent Vogel for taking time from their busy schedules to attend this commemorative event. Rep. Preston thanked the Power Squadrons for its dedication to public safety, particularly boating safety and their support of recent legislation regarding personal watercraft use near the Cape.

On 30 March 2006, members of the Fort



Macon Sail and Power Squadron presented the plaque to the Acting Superintendent, Cherry Payne of the National Park Service, Cape Lookout National Seashore, at the Headquarters on Harkers Island. Acting Superintendent Payne promised to place the original plaque in the Light Keeper's Quarters when its renovation as a museum is finished.

From Left to Right: Chief Ranger Wouter Ketel, Resource Management Specialist Michael Rikard, Acting Superintendent Cherry Payne, 2006 FMSPS Cdr Robert Howd, JN, and P/R/C Ken Link, SN.

As promised, the plaque is installed in the Lighthouse Keeper's Quarters Museum at Cape Lookout National Seashore. This will be

the site of the 40th anniversary celebration of the naming of Power Squadron Spit on 10 September 2011 at 1400. USPS members everywhere can be proud of this recognition of their efforts and take pride in the naming of the spit of land as Power Squadron Spit.



## Chapter 2

### GOVERNING BOARD AND ANNUAL MEETING

|  |  |
|--|--|
| <p>[2.1] Governing Board</p> <p>[2.2] Voting procedure</p> <p>[2.3] Voting eligibility</p> <p>[2.4] Role of general members</p> <p>[2.5] Actions of the Governing Board</p> <p>[2.6] Board of Directors</p> <p>[2.7] Operating Committee</p> <p>[2.8] Annual Meeting</p> | <p>[2.9] Special meetings</p> <p>[2.10] Order of business</p> <p>[2.11] Actions unique to annual meeting</p> <p>[2.12] National Meetings Calendar</p> <p>[2.13] National Meetings</p> <p>[2.14] Corporate seal</p> <p>[2.15] Dissolution of assets</p> |
|--|--|

**2.1 The Governing Board.** The Governing Board (GB) serves the members (shareholders) of USPS. As provided in the bylaws, it reviews the policies and management of USPS, and approves changes to the dues and by-laws. The GB is composed of three classes of members:

- 1) Those who acquire membership by virtue of office held (i.e. members *ex officio*);
- 2) Those who are elected as individuals;
- 3) Members emeriti (members with fifty merit marks).

Members *ex officio* include the chief commander, vice commanders, rear commanders, district commanders, district educational officers, members of the national general committees, squadron commanders, past chief commanders and past vice commanders who have served a minimum of two full elected terms as such. Elected individuals are referred to collectively as “general members”.

No member is eligible for election to office by the Governing Board unless nominated (1) by the Committee on Nominations or (2) by petition signed by at least 25 members of the Governing Board and filed with the national secretary at least 20 days prior to the meeting of the Governing Board at which the election is to take place.

Other than chairs and assistants, members of Governing Board standing committees are appointed by the Governing Board upon recommendation of the chairs of the respective committees and upon approval of the chief commander. Other than chairs and assistants,

members of departmental committees are appointed by the chief commander on behalf of the Governing Board upon recommendation of the chairs of the respective committees as well as the head of the department in which the committee functions.

Notices of all meetings of the Governing Board, including a report of nominees, if any, by the Committee on Nominations, are mailed by the national secretary to each member of the Governing Board at least 30 days before each meeting. An announcement by the chief commander is sufficient notice for a special meeting for purposes of organization, election or appointment of officers, approval of committee members and chairs and implementation of policies or resolutions adopted by the preceding special meeting.

Minutes of Governing Board meetings are sent to each of its members. In addition, past vice commanders, past rear commanders and past district commanders are sent minutes upon written request. Others may subscribe individually [Refer to 5.53 on page 5-12]. These minutes are also available on the USPS web site and may be downloaded [Refer to 3.60 on page 3-27].

**2.2 Voting procedures** at all Governing Board meetings (annual, regular and special) are described in detail in USPS Bylaws. To vote, all members of the Governing Board or authorized alternates and delegates must be registered and in attendance at the time the vote is taken. The secretary is responsible for registration of voters.

The Committee on Rules advises the chair on parliamentary matters and passes on the credentials of delegates and proxies. At all Governing Board meetings one hundred fifty members constitute a quorum.

**2.3 Voting** at all Governing Board meetings is by its members plus delegates from the squadrons in the ratio of one delegate for each one hundred (100) active members, or fraction thereof, as of 75 days before the meeting. These delegates are appointed by the squadron. The squadron commander must certify the names of squadron delegates for such meeting. No alternates are authorized for such squadron delegates and no member of the Governing Board may be a delegate.

With the call to each meeting, the national secretary provides to each squadron commander appropriate forms for certifying each squadron delegate. Each squadron commander should provide this to each delegate who will exchange it for voting credentials. The national secretary appoints delegates to represent unattached members at USPS annual and special meetings.

If the squadron commander cannot attend a national meeting, his vote may be cast by an authorized alternate who is either (1) any other member of the squadron or (2) the commander of the district to which the squadron is assigned. Such votes are cast under the authority and conditions granted to the squadron commander. With the call to the meeting, the national secretary provides to each squadron commander an appropriate form for authorizing an alternate voter; the commander should provide the authorization form to the designee who exchanges it for voting credentials.

If a district commander is absent from a national meeting, his vote may be cast by the executive officer of that district or, if neither is present, the administrative officer may vote in the commander's stead. Voting will be by voice vote or the chair may call for a division of the house or any registered voter may request a division of the house (with a majority vote of those present) and voting then will be by display of cards issued to each registered voter. The chief commander appoints

tellers in advance of any division of the house vote.

**2.4 General members** are elected at the annual meeting in the ratio of one for every six hundred (600) active members of USPS as of the preceding 1 October. They are nominated by the Committee on Nominations, usually upon recommendations submitted by the district commanders. No member is eligible for election to office at a governing board unless nominated (1) by the Committee on Nominations or (2) by a petition signed by at least 10 active members from each of at least six squadrons, such squadrons being components of not fewer than three districts, and filed with the national secretary not less than 15 days prior to the annual meeting at which such election is to take place. Below each signature on the petition the hand-lettered or typed name, address, certificate number and squadron affiliation of the signer must appear. Each general member has a personal vote, entirely independent of his district commander or squadron commander. Each is deemed a representative of the general membership of USPS, and each has the responsibility to keep informed on issues and is expected to attend at least one Governing Board meeting a year. General members meet before each Governing Board meeting to be familiarized with and discuss matters that will require their vote at the official session. They discuss and originate other matters affecting USPS.

**2.5 Actions of the Governing Board.** The Governing Board does the following:

- 1) Establishes specific department committees as necessary to carry out responsibilities assigned to the various departments;
- 2) Makes and amends bylaws and rules for its own governance;
- 3) Enforces authority given to it to advance the best interests of USPS, its district and its squadrons including disciplinary actions and/or penalties;
- 4) Holds regular and special meetings at the time and places of USPS annual meetings;
- 5) Establishes committees of the Governing Board and of the departments and makes appointments and establishes offices and designates rank for the holders;

6) Waives conferences, constitutes and reconstitutes districts;

7) Elects to office, other than those electable at annual meeting, chairs and assistants of committees of the Governing Board and of departments;

8) Admits persons to membership in USPS or delegates that authority;

9) Fixes requirements for transfer of members and resignations of members;

10) Promulgates specifications for and regulates the wearing of uniforms and insignia by USPS members and flags or pennants to be flown from vessels commanded by USPS members and may delegate such authority;

11) Publishes an official USPS magazine, a manual for guidance of officers and others and other publications;

12) Fixes all national dues and fees;

13) Authorizes certificates or other recognition to members who have passed prescribed examinations in special courses;

14) Reviews the record of the chief commander and, if deserved, grants a merit mark;

15) Receives resolutions from district conferences, properly submitted in accordance with Bylaws, as motions duly made and seconded. Such motions shall be referred, with the advice of the national executive officer, to a department, committee or officer of USPS for study and report at the next Governing Board Meeting held not less than sixty days in the future;

16) Rescinds actions adopted by the Board of Directors given provisions as specified in the Bylaws; and

17) Selects at its annual meeting an outside auditor licensed to practice public accountancy in North Carolina.

**2.6** The **Board of Directors** is comprised of the National Bridge and the most recent past chief commander willing and able to serve, such directors to be elected by the Governing Board at its annual meeting. The Board of Directors shall:

1) Regulate the management and policies of USPS, its districts and its squadrons;

2) Be vested with and have custody of all real and personal property and other assets of USPS;

3) Make and execute contracts and make expenditures provided the liability of USPS there-

under does not exceed reasonably anticipated uncommitted funds;

4) Adopt an annual budget, authorize budget reductions and transfers between budget accounts, and approve supplemental appropriations of not more than \$10,000 after receiving a report from the Finance Committee;

5) Control the educational policies and practices of USPS as administered through the Educational Department and its officers, including the award of grades and other recognitions of proficiency;

6) Revoke, withdraw or suspend squadron charters;

7) Conduct the business of USPS *except that the Board of Directors shall not:* (1) change the composition of the Governing Board or the Board of Directors; or (2) amend these bylaws;

8) Make temporary appointments to fill vacancies in national elected offices created since the last meeting of the Governing Board. Such appointments shall be for a term that expires at the meeting of the Governing Board next following the Board of Directors meeting at which such appointments are made; and

9) Directs and oversees the operations of USPS headquarters.

The proceedings of the Board of Directors are recorded by the national secretary. If a regular or special meeting of the Governing Board occurs less than 45 days following a meeting of the Board of Directors, the chief commander shall make known to the members present at such Governing Board meeting any matters of importance that have been voted upon at said meeting of the Board of Directors unless the minutes of the meeting of the Board of Directors are already in the hands of the Governing Board members.

**2.7 Operating Committee.** The Operating Committee was composed of the chief commander, the immediate-past chief commander, the vice commanders, the chair of the Committee on Rules, the chair of the Committee on Nominations, the chair of the Planning Committee, the chair of the Finance Committee, the chair of the Marketing Committee and the Law Officer. By action of the Governing Board conducted in Kansas City on 12 September 2009 and effective 06 February 2010,

the Operating Committee was dissolved. All functions and responsibilities were transferred to the Board of Directors.

**2.8** The **annual meeting** of the Governing Board is held early each year; a Governing Board is held midway between annual meetings. All meetings of the Governing Board are held at times and places designated by the Governing Board.

**2.9** **Special meetings** of USPS may be called at any time or place by the chief commander, by the Governing Board, or by active members. Notice of annual and special meetings is mailed to each member of the Governing Board no later than 60 days in advance. Any list of nominations by petition received by the national secretary is mailed to each member of the Governing Board at least 15 days before date of the meeting. Squadron commanders should notify their delegates.

**2.10** The **order of business** at all meetings of USPS is specified in USPS Bylaws. The order may be changed by the members or, if there is no objection by the assembly, by the presiding officer.

Each vice commander makes a departmental report at each national meeting.

At all national meetings *Roberts Rules of Order Newly Revised* governs in all cases in which they are applicable and not inconsistent with USPS Bylaws or adopted special rules of order. Questions of interpretation are answered by the chair of the Committee on Rules or his designee.

**2.11** The voting members of the Governing Board, including annual, regular and special meetings, are the members of the Governing Board and delegates representing the membership. These delegates may be instructed by their squadrons as to what position to take on a matter before the Governing Board. Certain actions may be taken only at the annual meeting or a special meeting called for a specific purpose. Among them are the following:

A) The bylaws of USPS may be amended by a two-thirds vote of those present and voting at any annual or special meeting of USPS or at any

meeting of the Governing Board, provided suitable notice is given;

B) The national bridge, the chair and members of the Committee on Rules, the chair and three-year members of the Committee on Nominations and general members of the Governing Board are elected at the annual meeting;

C) The annual presentation of awards is made to members, squadrons and districts in a wide variety of programs or activities in the furtherance of the objectives of USPS; and

D) Traditionally, special honors are presented at the annual meeting by the chief commander.

**2.12 National Meetings Calendar.** The National Executive officer, with the concurrence of the Chief Commander and the Board of Directors, is responsible for recommending to the Governing Board, for its decision, suitable times and places for conducting annual and Governing Board meetings.

The National Meetings Committee, under the direction of the national executive officer, evaluates prospective sites and hosting responsibilities for such meetings and furnishes its recommendations concerning selection. This committee is also responsible for the planning, scheduling and administration of arrangements for hotel accommodations, meeting facilities, exhibits, activity registration and publicity, including their costs, for all national meetings, in accordance with guidance furnished by the Board of Directors.

**2.13 National Meetings.** National meetings are normally scheduled at different cities around the country to reflect the diversity and interests of the membership. There is no geographic formula for specifying where or how often any meeting is to be held in a given region. Selection considerations include availability of adequate and suitable hotel and convention facilities at competitive rates, public transportation access, and recreational amenities. Either before or after selecting a site, the local district commander shall be advised of the site selection or interest therein so that the district of that area may assist the National Meetings Committee (NMC) as needed.

The local district may be required to assist with

social activities planning and implementation. Prior to making any commitments for social activities for members, spouses or guests, activities not part of the formal Governing Board meeting agenda, the local district must obtain the written approval of the chair of the National Meetings Committee. The nature of the activity, its timing and budget are considerations. Only the Chairman of the National Meetings Committee may execute contracts.

The local committee shall not have a bank account for the meeting. Upon approval by the NMC Chairman, all invoices will be paid by the NMC treasurer. The local district may be responsible for any expenditure commitments made without approval of the NMC Chairman.

**2.14 Corporate Seal.** The corporate seal of USPS is the ensign surrounded by a double circular rope border within which is inscribed, above the ensign, the words: *United States Power Squadrons* and below the ensign, the year 1914 (the year of the founding of the squadrons).

**2.15 Dissolution of assets.** In the event of dissolution or other termination of USPS, all of its assets are to be assigned by the Governing Board to a selected non-profit educational institution having similar objectives or, in the absence of such assignment, they will be divided equally between and assigned to U.S. Naval Academy at Annapolis, Maryland, and the U.S. Coast Guard Academy at New London, Connecticut. Each share is to be used in a manner and for a purpose within said academies as the then commandants direct.



## Chapter 3

### NATIONAL ORGANIZATION

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*A Chart of the National Organization appears at the end of this chapter.*

***Be advised that the Annual Meeting of the Governing Board which met in Orlando, Florida, on 25 February 2017, made substantial changes to the Department and Committee structure of the National Organization. We have attempted to make this section reflect those changes as noted in the Organization Chart that appears at the end of this chapter. If any discrepancies are noted, please notify the Operations Manual Committee so they can be corrected.***

**3.1 Classification of officers.** USPS has three classifications of officers: national, district and squadron. National officers include the chief commander, all national departmental officers, the chairs and members of the general and standing committees, the law officer(s), the chaplain(s), the flag lieutenant and aides to the chief commander. District commanders are national officers and at the same time they, together with officers elected by a district or appointed by a district commander, are district officers. Officers elected by a squadron or appointed by a squadron commander are squadron officers.

No person is qualified for nomination, election or acceptance of an office unless he is an active member in good standing at that time.

**3.2 Types of officers.** There are two types of officers, those elected by the membership and those appointed by authorized officers on the national, district and squadron level.

**3.3 Definition of flag office.** *Flag office* means any office which, by virtue of the rank associated, entitles the office holder to fly a specific rectangular flag: chief commander, vice-commander, rear commander, staff commander, district commander, district lieutenant commander, district first lieutenant, commander, lieutenant commander and first lieutenant. *Flag officer* means the holder of a flag office.

**3.4 Flag officers.** The chief commander, vice-commanders, rear commanders, district commanders, and staff commanders are the national “flag officers.” The chairs of national committees and assistant department heads serve with the rank of rear commander. This includes the budget director,

assistant national educational officer, assistant secretary and assistant treasurer. The assistants to chairs of national committees, including assistant historian, assistant law officer, and assistant budget officer serve with the rank of staff commander.

There are two assistant national educational officers; an assistant secretary and assistant treasurer. These officers assist their principals as required and in the principals’ absence act in their stead.

In the event the chief commander, the national executive officer or the national administrative officer is determined, by self-declaration or by a two-thirds vote of the Board of Directors, to be incapable of performing the duties of office because of illness or otherwise, the Board of Directors assigns the duties and powers of such office to the most recent past chief commander agreeable to serve. Such assumption of duties by a past chief commander shall last only until the earliest of (1) the next annual meeting of USPS, (2) the officer rescinds the self-declaration of incapacity; (3) the Board of Directors rescinds its declaration of incapacity; or (4) the next Governing Board meeting at least 50 days after the declaration of incapacity at which meeting the Board of Directors recommends to the Governing Board whether the period of incapacity should be extended or the office declared vacant.

If the Board of Directors recommends that the office be declared vacant and the Governing Board, by a two-thirds vote, concurs, an election is held to fill such vacancy. Candidates for such office are nominated by the Committee on Nominations or by petition signed by at least 50 members of the Governing Board and filed with the national secretary



prior to the calling of the election as an agenda item at such Governing Board meeting.

The district commander and district lieutenant commanders are district “flag officers”. Assistant educational officers, assistant administrative officers, assistant secretaries and assistant treasurers are district first lieutenants while committee chairs are district lieutenants.

The squadron commander and squadron lieutenant commanders serve as the squadron bridge. The squadron assistant educational officers, assistant administrative officers, assistant secretaries and assistant treasurers are first lieutenants. The squadron committee chairs are lieutenants.

**3.5 Bridge officers.** *Bridge officer* means the commander, executive officer, educational officer, administrative officer, secretary and treasurer on the national, district or squadron level.

**3.6 Elected officers.** All elected officers, all elected chairs and all elected committee members must be active members in good standing.

**3.7 Appointed officers.** All appointed officers and all appointed committee chairs must be active members, woman’s certificate holders or apprentice members. Every appointee shall hold office at the pleasure of the appointing power but not beyond the term of office of that person or body except to complete an assignment with the approval of the Board of Directors or equivalent body at the district or squadron level.

**3.8 Exceptions.** Except for members of committees with staggered terms or as otherwise provided in bylaws, all officers, committee members and appointees shall (1) be elected or appointed annually, (2) serve for one year or until their successors are elected or appointed, or if applicable, installed, and (3) begin their terms of office at the time at which they are elected or appointed, or if applicable, installed.

Except as otherwise provided in applicable bylaws, no member shall be nominated for or hold more than one flag office at any single level of USPS simultaneously except for a short *lame duck* period due to overlapping terms of office. More than one elective position other than flag office may be held if there does not appear to be a conflict of interest.

**3.9 USPS departments.** Operations of the organization are distributed over **five departments**: executive, educational, administrative, secretary's and treasurer's. At the national level each is headed by a **vice-commander** under the chief commander; at district level each department is under a district lieutenant commander serving a district commander, while in the squadron the department heads are lieutenant commanders under the squadron commander.

The national bridge consists of the chief commander and the five vice-commanders, the district bridge is comprised of the district commander and five district lieutenant commanders while the squadron bridge consists of the squadron commander and five lieutenant commanders.

The line of executive authority descends through the national executive department to the district commanders and through the district executive officer to the squadron commanders. The line of educational authority descends through the national educational department to the district and squadron educational officers and to the local boards. The authority of the administrative department descends from the administrative officer to the officers and committees of that department. The authority of the secretary's department descends from the secretary to the officers and committees of that department. The authority of the treasurer's department descends through the treasurer to the officers and committees of that department.

## Chief Commander

**3.10 Chief Commander.** The chief commander is the ranking officer of USPS. The chief commander presides at regular and special meetings of the membership, the Board of Directors and the Governing Board. The chief commander is an *ex officio* member of all USPS departments and committees except the Auditing Committee, the Committee on Nominations and the Committee on Rules.

He appoints and assigns duties to such aides as are deemed necessary and is commander of the fleet. The chief also awards USPS merit marks to active members who, during the current year, have made substantial contributions of personal effort benefiting or promoting USPS.

**3.11 Appointed officers.** The commander appoints other officers, each with specific duties: a chaplain, flag lieutenant and aides. The national chaplain, in addition to pronouncing the invocation

and benediction at meetings, is available for advice and counsel to all district and squadron chaplains who may wish suggestions as to ceremonies, prayers, and appropriate activities in their respective spheres [Refer to 11.55 on page 11-14].

The flag lieutenant may travel with, or for, the commander and assists in handling such details as will expedite the duties of the commander.

**3.12 Aides** perform a multitude of special assignments as directed by the respective commander, such as arranging for receptions, meetings, entertainment of distinguished guests and visitors, coordinating inter-departmental affairs, conducting surveys and collecting information, et cetera. The chief commander may assign aides to vice-commanders to further coordinate inter-departmental relationships and to expedite internal operations.

## National Executive Officer

**3.13 The Executive Department** is under the direction of the executive officer, who holds the rank of vice-commander. He is responsible for general supervision of the executive department as directed by the chief commander or the Governing Board, of districts and of activities which bring USPS in contact with the general public. He assists the chief commander and is an *ex officio* member of all committees of the executive department. In the temporary absence or incapacity of the chief commander, he performs the duties and exercises the powers of the chief commander. Activities assigned to the executive department are:

- District Commanders
- Cooperative Charting
- Environmental
- Marketing
- National Meetings
- Public Affairs (new committee)
- Safety

The chairs and assistants of these committees serve with the rank of rear commander and staff commander, respectively.

**3.14 District commanders** report directly to the national executive officer, who is responsible for the general supervision and coordination of district activities. The executive officer should be kept informed of developments in the districts which have national import and should be consulted by district commanders on all important administrative problems, particularly those which involve relations with other districts or with outside agencies. The executive officer is responsible for taking appropriate steps to ensure that periodic conferences are held in the districts and for advising district commanders on questions of national interest which should appear on the agenda of such conferences. The national executive officer reviews minutes of district conferences and brings to the attention of the Governing Board any resolutions or recommendations on which action by that body is required.

**3.15 The Cooperative Charting Committee (CoChCom)** is charged with the responsibility of

organizing and guiding USPS's public service participation in the Cooperative Charting Program, a joint activity between USPS and the National Oceanic and Atmospheric Administration (NOAA), U. S. Department of Commerce.

The intent of this program is to provide NOAA with data obtained by trained volunteer observers for use in the production of accurate, up-to-date nautical and aeronautical charts and related products. This service is performed by USPS in accordance with a renewable written agreement between USPS and NOAA.

Under the agreement, the National Ocean Service (NOS), NOAA provides current editions of charts, program-related NOAA publications and other related materials necessary for the conduct of the program. NOS also evaluates reports, awards credits for reports and publishes monthly credit reports reflecting program activity; provides related forms to USPS headquarters for subsequent distribution to USPS members; participates in the development and publishing of training materials and manuals; and prepares and/or contributes to the preparation of related articles.

The agreement stipulates that USPS is to maintain the coordinating mechanisms and procedures required for the conduct of its part of the program and that it will stock and distribute program-related forms and other material. USPS volunteers are to provide corrections, changes and recommendations for the revision and/or improvement of nautical and aeronautical charts and related publications; furnish the same type of information affecting maps, charts, and related publications produced by other federal agencies.

**3.16 Adopt-a-chart program** is receiving high praise and enthusiasm. The process of updating information on NOS nautical charts has moved ahead quickly in the past several years. With raster electronic charts and vector electronic charts, the goal has become weekly updates. Up to the present time, USPS effort has not been directed to ongoing, complete and systematic updating of fixed chart

areas. Such an approach is needed to bring and keep many chart areas up-to-date, especially those of interest to recreational boating.

Under the Adopt-a-Chart program, USPS squadrons, as an organization (not as individuals), make long term commitments (in years) to perform and report continuous, complete and systematic evaluations of all charted information (in comparison with actual observations) and new features pertinent to navigation on specific chart(s) or parts of charts. In other words, year after year, each squadron performs “fine tooth comb” examinations and reports on familiar chart areas.

When a squadron makes an application for participation in the Adopt-a-Chart program, it proposes the charts, chart or part of a chart it wishes to adopt. This request is made in writing to the R/C of the national Cooperative Charting Committee, and NOS reviews such proposal and makes the chart assignments.

Public acknowledgment of a squadron’s efforts is printed on the chart:

***Acknowledgment: The National Ocean Service acknowledges the exceptional cooperation received from members of the Blue Water Power Squadron, District #, United States Power Squadrons, in continually providing essential information for revising this chart.***

The work in Adopt-a-Chart program is primarily on the water, requiring the use of boats. However, on-land work is also required in coordination with on-the-water work. A written request from the squadron commander for a squadron to participate in the Adopt-a-Chart program is submitted to the district cooperative charting chair who will submit it to the chair of the national Cooperative Charting Committee. The request contains:

- A statement to the effect that the squadron’s executive committee has reviewed the request, voted on it and approved it.
- The number(s) of the NOS nautical charts, chart or part of a chart that the squadron wants to adopt. Where part of a chart is involved, a copy of the chart with the desired area outlined is attached to the application.

- An estimate of the number of squadron members (regardless of specific individuals), who will be involved in the program over a long period of time.
- An estimate of the number of boats that will be involved in the program over a period of time.
- Name, address, phone number and email address of the person to whom Adopt-a-Chart materials are to be sent.

**3.17 NOS Awards.** National Ocean Service recognizes the achievements of USPS members, squadrons and districts participating in the program through annual awards, honor roll certificates and embroidered patches. National awards are made on the basis of the percent of performance above honor roll requirements, which are established each year. The top national awards are the **coast survey award** (formerly the **admiral’s award**), number one **individual**, number one **squadron**, and number one **district**. Other annual national awards are number one **individual - nautical**, number one **individual - aeronautical**. The 75 top individuals nationally receive an embroidered patch the first time they attain that achievement and a star for each additional instance. Honor roll certificates are presented to all individuals, squadrons and districts who meet honor roll requirements.

The **Golden Eagle award** is presented annually by USPS to the district cooperative charting chair who has been most outstanding during the year in preparing his district for participation in the program.

**3.18 Environmental Committee.** The objectives of the USPS Environmental Committee include:

- Facilitating the education of members and boating students on aquatic environmental issues.
- Promoting beneficial aquatic environmental stewardship efforts by squadrons.
- Facilitating and publicizing squadron efforts and projects within USPS.
- Publicizing both squadron and national efforts and projects externally.

The committee works in concert with the Edu-

cation Department to ensure that adequate, up to date information, based on good science, is included in all USPS educational materials. In addition, collaborative efforts include the creation of new material addressing environmental concerns in the boating environment. The committee also circulates current information on issues and initiatives, including funding opportunities, through USPS publications, mailing lists, local/district/national event displays and the website. Resource information for educational material provided by non-USPS environmental outreach programs is also provided.

Many squadrons already have specific projects and participate in local environmental initiatives. The committee has the responsibility of informally documenting these efforts and publicizing them throughout USPS. This effort serves several purposes:

- Individual squadrons get recognition for their efforts.
- Squadrons not currently active in environmental issues can build on these efforts and ideas.
- Opportunities are provided for multi-squadron partnering efforts.

The Environmental Committee also works to provide nationally coordinated environmental initiatives for squadrons to utilize and establishes partnerships with appropriate government agencies, boating groups and environmental organizations.

By publicizing USPS environmental efforts externally, the Environmental Committee facilitates membership and marketing campaigns, funding opportunities and additional partnering opportunities.

**3.19 The National Marketing Committee (MARCOM)** helps the United States Power Squadrons® market the organization, the squadrons, and its programs to the public. The Committee role is to establish effective strategies, techniques, tools, and branding policies for all marketing and promotion activities throughout the organization. The Committee helps squadrons promote their activities and recruit members with written guidance,

consultation and recommended marketing materials.

**3.20 The National Meetings Committee** is responsible for obtaining all pertinent information from hotels throughout the country capable of handling national meetings and for tabulating such details as facilities, room costs, food costs, transportation arrangements and other items of concern. This information, together with the recommendations of the committee, is to be presented to the Governing Board for decision. Ample time must be allowed for advance planning of meeting sites.

Upon selection of a site, this committee is responsible for:

- A) Directions to the host district;
- B) Publicity in all available media;
- C) Arrangements with a hotel for all facilities, including:
  - 1) Adequate sleeping rooms for all who attend a national meeting;
  - 2) Space for exhibits at Governing Board and Annual Meetings;
  - 3) Space and audio visuals needed for all meetings;
  - 4) Plans for all USPS group meals and receptions;
  - 5) Arrangements for the Annual Meeting Banquet, including reservations, seating, music, entertainment, decorations and logistics.

USPS will indemnify a district against a financial loss incurred by the district when assisting with a national meeting. No funds will be committed without the approval of the Chairman of the National Meetings Committee.

**3.21 Public Affairs. (Formerly Public Relations Committee)** The **Public Affairs Committee (PACom)** was created by the action of the Annual Meeting of the Governing Board meeting conducted in Orlando, Florida, on 25 February 2017. It is a combination of the Public Relations Committee, the Government and Partner Relations Committee and the Program Partner Relations committees. Each of those committees was removed from its previous department if

necessary and relocated to the Executive Department.

During an organizational and migratory process, each of the three committees will function as a stand-alone committee under the direction of a Staff Commander. After some time, each committee will merge its function into a whole rather than function as an autonomous body.

The Public Affairs Committee conducts three contests to recognize outstanding squadrons in their pursuit of public relations efforts.

- The Charles F. Chapman Award (squadron scrapbook competition).
- The Carl C. Mahnken Commander's Cup Award (slide show, computer, *PowerPoint* and other presentation media).
- The Roger Upton Award (squadron video competition). Judging starts at the district level; first place winners from each district will advance to competition at the national level. There, they will be judged according to the guidelines established by the NMPRCom.

Entries for each contest are submitted to the district PRO for judging by **1 March** of each year. District winners are then sent to the appropriate NMPRCom representative for judging by **1 April** of each year and the top national winner in each contest is honored at a Governing Board meeting. Complete information on requirements and entry forms for these contests may be obtained from the D/PRO, on the NMPRCom web page or by calling headquarters.

**Charles F. Chapman Award** encourages squadrons to develop a scrapbook throughout the year and share it with all USPS in district and national competitions. The scrapbook should describe and illustrate the program with evidence of public relations activity. This graphic "evidence" can include items such as newspaper and magazine clippings, photographs, advertisements, press releases and printed visual material such as flyers and posters. The scrapbook serves as a record of achievement as well as a guide for future activity.

**Carl C. Mahnken Commander's Cup**

**Award** recognizes excellence among presentations that are developed and presented using slides (35mm live shots or computer-generated) accompanied by audio narration or those presentations that use slides produced and presented via computer using PowerPoint presentation software.

Sharing these informative presentations with the community through visits to clubs, meetings and civic groups is important to the vitality and longevity of USPS.

**Roger Upton Award** recognizes excellence among those presentations that are developed using videotape. This includes both a videotape program presented to an audience or broadcast via cable or network television and public service announcements (PSA) broadcast on network and/or cable television. These presentations are designed to be shown at meetings or public forums and usually contain detailed information about a subject and seek to explain concepts and ideas using a variety of images.

**3.22 Government and Partner Relations Committee.** The Government and Partner Relations Committee was moved to the Public Affairs Committee by the action of the Annual Meeting of the Governing Board meeting conducted in Orlando, Florida, on 25 February 2017. The tasks of the committee will eventually be absorbed by that committee and function as a whole rather than an autonomous body. Until this transition is complete, the committee will monitor and evaluate both proposed and enacted legislation affecting the boating community. Its primary duty is to bring legislative developments promptly to the attention of the Chief Commander, the Governing Board and the general membership.

NGPRCom consists of six teams: Administration, Grants/External Funding, Homeland Security, Lobbying, Partners/Liaison and State Legislative. In addition to its national assignments, the committee aids districts and squadrons on legislative and liaison matters. Both district and squadron legislative and liaison officers report to their respective executive officers. While districts and squadrons handle legislative and allied matters of a strictly local nature, the districts' legislative officers serve

as liaison between the national committee and the squadrons' legislative officers.

Only the National Government and Partner Relations Committee may grant permission for members to contact government officials on legislative matters in the name of United States Power Squadrons.

**The National Program Partner Relations Committee** was moved to the Public Affairs Committee on 25 February 2017 at the Annual Meeting of the Governing Board held in Orlando, Florida. The tasks of the committee will eventually be absorbed by that committee and function as a unit rather than an autonomous body. It is a committee consisting of a Chair and three Staff Commanders that serve as a liaison with non-government entities who have either a written or verbal agreement with USPS as a partner. It plays a very important role in the marketing efforts of USPS helping us expand our visibility and presence to the boating community at large.

**3.23** The **Safety Committee's** Mission Statement is: Minimize the loss of life, personal injury, property damage and environmental impact while maximizing the safe use and enjoyment of U.S. waterways by recreational boaters. The Safety process is one of "prevention through education, outreach and volunteer compliance" helping recreational boaters to gain a respect for the boating environment.

The Safety Committee pursues its mission aggressively through the Vessel Safety Check (VSC) program and cooperation with government and industry partners in promoting safety related initiatives. The committee maintains a web site as well as communicates through USPS and public media. Committee awards recognizing contributions to boating and personal safety and VSC performance are presented at the USPS Annual Meeting.

### **3.24 United States Power Squadrons' Safety Award**

**Information and Application.** The United States Power Squadrons, an organization of more

than approximately 38,000 members with a rich and proud heritage of service to boaters, is committed to the continued development and growth of boating education and safety. This commitment includes the recognition of individuals whose heroic deeds preserve and protect our maritime environment. Their courage is the legacy of our century and a beacon that will lead the way for future generations of dedicated citizen boaters.

**Background:** The "USPS Safety Award", created in March 2002, is presented to USPS members. It recognizes acts of courage, heroism, and devotion involving the preservation of our maritime environment including property, the environment, or the rescue of people or animals. It is primarily intended to give special recognition to those whose deeds would not otherwise qualify them for the USPS Lifesaving Award.

#### **Award Program Objectives:**

- Recognizes USPS members who engage in water safety related events that involve direct actions resulting in saving a human life.
- Promotes the sharing of boating or water safety stories.
- Provides a systematic, disciplined approach to documenting, conducting assessments, analysis and prevention training as necessary to prevent a recurrence of situations that would otherwise lead to property or environmental damage.

#### **Recipient/Conditions Eligibility Criteria:**

- Nominations for this award must be submitted by a United States Power Squadrons member.
- The incident in which the lifesaving occurred must be water/safety and/or boating safety related.
- The individual recommended for this award must have performed the act(s) outside of the regular scope of his or her job or assigned duties.
- The person making the recommendation must have personal knowledge of the event and/or a personal connection with the individual recommended.

**Guidelines** - Any recommendation shall include the following:

- The name, address, telephone number and email address of the person or group submitting the recommendation.
- The name, address, position/title and telephone number of the individual being recommended for the USPS Safety Award.
- A detailed description of the circumstances leading up to the event, including a description of the prevailing conditions causing imminent danger to individuals, property, or the environment.
- A detailed description of what actions were taken by the person or persons recommended for award to effect the rescue and what dangers to his own welfare or to the safety of his boat and/or crew were encountered while engaged in the action, including but not limited to the actions taken which directly or indirectly resulted in the rescue of individuals or the preservation of property or the environment.
- Documentation in the form of newspaper articles, news or home video, testimonials or other evidence validating the boating safety event and the actions of the nominee(s).

If the award is approved, the recipient must be willing to sign a release authorizing the award description or reason for the award to be published in the USPS national magazine, *The Ensign* and/or on the USPS national web site. All recommendations shall become the sole property of USPS.

#### **Submission and Award Process:**

- Recommendations should be submitted to USPS HQ, 1504 Blue Ridge Road, Raleigh, NC 27607.
- Received recommendations will be reviewed by the USPS Chief Commander and approved by the USPS Board of Directors.
- Following approval of the award by the USPS Board of Directors, the recipient shall be notified of the award and may determine at which meeting of the USPS Governing Board the award shall be presented and received.
- The award shall be evidenced by a certificate describing the actions taken by the recipient upon which the award is based.

### **3.25 United States Power Squadrons Lifesaving Award**

**Overview:** United States Power Squadrons is an organization of approximately 38,000 members with a rich and proud heritage of service to boaters and a commitment to boating education and boating safety. We honor unqualified dedication to the preservation of life. That courage is the legacy of our country and a guiding and protecting beacon for future generations of dedicated individuals.

**Background:** The USPS Lifesaving Award is administered by the USPS Boating Activities and Safe Boating Committee. This award is to recognize heroism and devotion above and beyond the call of duty involving individuals who engage in life-saving events.

#### **Award Program Objectives:**

- To recognize individuals who engage in activities directly resulting in the saving of human life.
- To promote the publication of life saving stories/events.
- To recognize specialized training, i.e. CPR, First Aid, Rescue, et cetera, which assists in the prevention of personal injury, loss of property and/or damage to the environment or the recurrence thereof.

#### **Recipient/Conditions Eligibility Criteria:**

- Nominations for this award must be submitted by a United States Power Squadrons member.
- The incident in which the lifesaving occurred must be water safety and/or boating safety related.
- A member of USPS may be nominated for the award regardless of where the activity occurred.
- The individual recommended for this award must have performed the act(s) outside of the regular scope of his or her job or assigned duties.
- The person making the recommendation must have personal knowledge of the event and/or a personal connection with the individual recommended.

**Guidelines** - Any recommendation must include the following:



- The name, address, telephone number and email address of the person or group submitting the recommendation.
- The name, address, position/title and telephone number of the individual being recommended for the USPS Lifesaving Award.
- A detailed description of the circumstances leading up to the event, including a description of the prevailing conditions causing imminent danger to someone's life.
- A detailed description of what action(s) were taken by the person or persons recommended for the award to effect the rescue and what dangers to his own welfare or to the safety of his boat and/or crew were encountered while engaged in the rescue, including but not limited to the actions taken which directly or indirectly resulted in the saving of life.
- Documentation in the form of newspaper articles, news or home video, testimonials or other evidence validating the boating safety event and the actions of the nominee(s).

If the award is approved, the recipient must be willing to sign a release authorizing the award description or reason for the award to be published in the USPS national magazine, *The Ensign* and/or on the USPS national web site. All recommendations shall become the sole property of USPS.

**Submission and Award Process:**

- Recommendations should be submitted to USPS Headquarters, 1504 Blue Ridge Road, Raleigh, North Carolina, 27607-3906.
- Received recommendations will be reviewed by the USPS Chief Commander and approved by the USPS Board of Directors.
- Following approval of the award by the USPS Board of Directors, the recipient shall be notified of the award and may determine at which meeting of the USPS Governing Board the award shall be presented and received.
- The award shall be evidenced by a certificate describing the actions taken by the recipient upon which the award is based.

## National Educational Officer

**3.26** The **National Educational Department** consists of the national educational officer (NEO), two assistant national educational officers (ANEO), ten national committees and all district and squadron educational officers. In addition, the NEO may appoint various teams and committees chartered to further the educational programs of the department. The national educational officer is an *ex officio* member of the national educational department and all its committees.

The national educational officer is elected by the annual meeting, on nomination by the Committee on Nominations or as otherwise provided in USPS Bylaws. The NEO holds the rank of vice-commander and is a member of the national bridge, the Board of Directors and the Governing Board. He directs activities of the National Educational Department, including preparation of course material and examinations and administration of the educational program of USPS.

The assistant national educational officer (ANEO) and committee chairs are elected annually by the Governing Board on recommendation of the national educational officer and nomination by the Committee on Nominations. They serve with the rank of rear commander and are members *ex officio* of the Governing Board. Each committee may have one or more assistants to the chair who serve(s) with the rank of staff commander, elected in the same manner as the chair. The assistant national educational officers serve without assistants. Committee members other than the chair and assistant chair(s) are appointed by the chief commander on behalf of the Governing Board upon recommendation of the committee chairs and national educational officer.

In each district there is a District Educational Department that operates under direction of the district educational officer (DEO) and assistant (if elected), in close coordination and cooperation with the national educational department committees, and under the direction of the NEO [Refer to 4.32 on page 4-9].

In each squadron there is a Squadron Educational Department that operates under the supervision of the squadron educational officer (SEO) and assistant (if elected), in close coordination and cooperation with the district educational officer and the corresponding national educational department committees, and under the direction of the NEO [Refer to 5.16 on page 5-5].

**3.27** Each of the ten **Educational Department Committees** is responsible for the development and preparation of course materials and examinations for the courses assigned to it and/or for the development and preparation of such other supplemental materials and programs as may be assigned to it by the NEO or ANEO. The committees and their responsibilities are as follows:

- **Basic Public Education Committee:** is responsible for *America's Boating Course* (offered in the classroom and via the Internet); *How to Use a Chart*; *Paddle Smart*; *Basic Coastal Navigation*; *Trailer your Boat* and such other courses, seminars, materials, and programs as may be subsequently assigned to it. This committee has as a squadron counterpart the *Local Board for Boating*.
- **Boat Handling Committee:** is responsible for the *Seamanship and Sail* courses; *Knots*; *Bends and Hitches*; *Anchoring*; *Crew Overboard*, *Sail Trim and Rigging*; *Rules of the Road*; *Fuel and Boating*; *Boat Handling Under Power*; *Advanced Powerboat Handling*; distance learning programs (that is, Internet based courses for members) and other such courses, materials, seminars and programs as may subsequently be assigned to it.
- **Boat Operator Certification Committee - On The Water Training Committee:** is responsible for on-water training activities. This includes the Boat Operator Certification Program, which certifies members for four different levels of boating proficiency: Inland Navigator, Coastal Navigator, Advanced Navigator and Offshore Navigator. It also included the Practical OTW Seminar, and other such courses, materials, seminars and programs as may subsequently be assigned to

- it. The committee also oversees the certified network that conducts on-water training and certification.
- **Educational Outreach Committee:** interacts with universities, community colleges, and other learning centers associated with recreational boating. It also plays a very important part in helping USPS expand our Internet course and seminar offerings. In addition, it works with USPS Marketing and Public Relations in promoting our courses and seminars with marine dealers, boat manufacturers, the public and other interested parties and other such matters as may be subsequently assigned to it.
  - **Electro-Mechanical Systems Committee:** is responsible for the *Engine Maintenance*; *Marine Electrical Systems*; *Marine Communications Systems* and *Electronic Navigation* courses; *Using GPS*; *Marine Radar*; *Using VHF and VHF/DSC Marine Radio*; the text of *Boatowner's Guide to GMDSS and Marine Radio*; *The Boatowner's Guide to Marine Amateur Radio*; responsible for MMSI Database and other such courses, materials, seminars and programs as may subsequently be assigned to it.
  - **Inland and Coastal Navigation Committee:** is responsible for the *Piloting* and *Advanced Piloting* courses; *Plotting & Labeling Standards*; *The Marine Compass*; *Predicted Log Contests*; and other such courses, materials, seminars and programs as may subsequently be assigned to it.
  - **Instructor Development Committee:** is responsible for the *Instructor Development Course*; teaching aids; teaching aids exhibits; Chapman Teaching Award Program; Instructor Certification Program; instructor manuals; and other such courses, materials, seminars and programs as may subsequently be assigned to it.
  - **Marine Environment Committee:** is responsible for the *Cruising and Cruise Planning course* and *The Weather course*; *Seminars: On-Board Weather Forecasting*, *Crossing Borders*; *Boating on Rivers, Locks and Lakes*; *Emergencies on Board*; *Thunderstorms/Severe Weather Forecasting*; and other such courses, seminars and programs as may subsequently be assigned to it.
  - **Offshore Navigation Committee:** is responsible for the *Junior Navigation and Navigation* courses; *Sight Reduction Methods*; *Introduction to Navigational Astronomy* and other such courses, materials, seminars and programs as may subsequently be assigned to it.
  - **Publishing Committee** responsible for:
    - 1) Assisting the committees with editing, graphics development, PowerPoint support, formatting of course and supplemental materials to be published; coordination with outside vendors contracted to provide editing, graphics and formatting services for Educational Department materials; and such other materials, services, seminars and programs as may subsequently be assigned to it;
    - 2) Tracking department financial results, expenses and inventory, ordering material, recording and publishing of minutes of departmental meetings; compilation and publishing of *Educational Department Manuals* and *Educational Department Notices*; coordination of departmental matters with the Operations Manual Committee; maintenance of the Educational Department website; computer generated examination production; and such other materials, services, seminars and programs as may subsequently be assigned to it; and
    - 3) Planning and control of the technical content of all USPS courses, materials and examinations in close coordination with the other departmental committees; the maintenance of grade equivalency between current courses and grades and new courses; identification of new subjects that should be incorporated into the USPS educational program; Boat Operator Certification; the *USPS Glossary*; the *USPS Graphics and Video Library*; and such other materials, services, seminars and programs that may subsequently be assigned to it.
- The **National Educational Leadership Committee** is an ad hoc advisory committee comprised of the ANEO as chair and the chairs of the 10 departmental committees [Refer to 3.27 on page 3-12]. It meets at the call of the Chair or the NEO to develop recommendations to the NEO on issues of EdDept policy and procedures, proposed new

courses, and other matters as may subsequently be assigned to it. In addition, this group, plus the assistant committee chairs meet periodically as the **National Educational Leadership Team**.

**3.28** The *Educational Department Manual* is a procedural guide developed and issued by the National Educational Department for Educational Department personnel. It is issued in three parts: Part I covers squadron educational activities and responsibilities; Part II, district educational activities and responsibilities; and Part III, national educational activities and responsibilities. Copies of the appropriate parts may be obtained from USPS headquarters or from the EdDept website by officers and chairs that require them. These manuals should be passed on to one's successor in office.

**3.29** An **Educational Department Notice (EDN)** is issued to notify squadron, district and national EdDept personnel and Board of Directors members of changes in course material or procedures until revised pages of this *Operations Manual* or the EDM are issued.

**3.30** **Awards** are presented at the Annual Meeting by the NEO as follows:

- **Charles F. Chapman Award for Excellence in Teaching**, to honor the five individuals selected from district nominees who have shown outstanding performance in instruction of USPS courses. A log in the Memorial Library at headquarters contains honorees' names, squadrons and award dates. The honor roll is published annually in *The Ensign*.
- **Educational Department Award for Outstanding Educational Achievement** is awarded to up to three squadrons selected for exceptional educational performance, based on number of different courses taught and the number of successful course graduates as a function of squadron membership.

**3.31 Teaching Aids Exhibition.** At the annual meeting, the Instructor Development Committee produces an exhibit of teaching aids to promote the exchange of ideas related to teaching aids among members. The committee arranges the display area and records all entries. It arranges for judging by the National Educational Department to select the

outstanding displays in each category of USPS courses and presents appropriate awards. Each member of the committee is assigned specific districts to encourage their commanders and educational officers to hold exhibits at their fall conferences and to collect entries for the national exhibit. Each district is eligible for awards for participation of all of its squadrons.

In addition to awards in each class, the **Bell Trophy** is awarded to the squadron whose entry is judged to be the "best in show." The **Morse-Dreher Certificate** is awarded to any squadron that has submitted entries in each of the twelve course categories. The **TAC Trophy** is presented to the squadron whose entry is judged the best of all entries that were awarded the best of show in its district exhibit during the year.

**3.32 Proposals for new USPS courses and materials.** Any member wishing to propose a new USPS course, seminar or other new material shall prepare an abstract describing the proposed material's scope and structure and a comprehensive draft outline of the proposed content. These documents are to be submitted to the NEO, with copies of the submission letter and documents being sent also to the applicable SEOs and DEOs.

The NEO will refer the proposal to the Publishing Committee for review and study. That group, in consultation with members of its choice who have expertise in the subject matter, will determine if there is sufficient and appropriate material for development of a new USPS course and will make its recommendation to the National Educational Leadership Committee (EdLeaderCom).

If the EdLeaderCom makes a positive recommendation for a new course to the NEO, and if the NEO concurs, the NEO will submit the proposal to the Board of Directors for its concurrence. Upon approval by the Board of Directors, the NEO will submit the new course proposal to the Governing Board for approval to proceed with development. Upon approval by the Governing Board, the NEO will assign a development effort to an appropriate existing course committee or to an ad hoc team of qualified members. For other (non-course) materi-

als such as seminars, books or guides, the NEO may authorize development.

**3.33 Squadron** [Refer to 5.16 on page 5-5] **and district** [Refer to 4.30 on page 4-9] **educational officers** (both elected and appointed) report to the

national educational officer on all matters relating to USPS educational programs' administration, including course content, student and instructor materials, instructor qualification and certification, instructional standards, examinations, reporting, and eligibility standards for officers and students.

## National Administrative Officer

**3.34** The **Administrative Department** is under the direction of the national administrative officer, who is responsible for the activities and committees assigned to the administrative department as directed by the chief commander or Board of Directors. He assists the chief commander and is an *ex officio* member of all committees of the administrative department. In the temporary absence or incapacity of the chief commander and the national executive officer, he performs the duties and exercises the powers of the chief commander. During the Governing Board meeting he meets with his committee chairs on a regular schedule in order to be informed of the progress of the various committees which he supervises. The national administrative officer in concert with his department chairs implements the internal affairs of USPS. The chairs and assistants to the chairs are nominated by the Committee on Nominations and elected by the delegates of the Governing Board.

As of the 2017 Annual meeting, the National Committees in the Administrative Department are:

- 1) Membership Committee
  - A) Recruitment
  - B) Retention and Revitalization
  - C) Squadron Activities
    - a) Port Captains
    - b) SERAT
    - c) Amateur Radio
    - d) Cruise and Rendezvous
    - e) Educational Cruise
  - D) Youth Activities
    - a) Sea Scouts
  - E) Member Benefits
  - F) Awards and Contests
    - a) Selden Member Involvement/Retention Award (MIRA)
    - b) Finley Sea Scout Service Award
    - c) USPS Youth Poster Contest
- 2) Squadron Development
  - A) Squadron Development and Revitalization
  - B) Leadership Development
  - C) Operations Training
  - D) Awards and Contests
    - a) BoatUS Distinguished Civic Service Award

- b) Leadership Development Program Award
- c) Operations Training Award

The chair and assistants to the chair of these committees serve with the rank of rear commander and staff commander, respectively.

**3.35 Membership Committee.** By approval of the Governing Board conducted on 25 February 2017 in Orlando, Florida, the Member Benefits Committee and the Squadron Activities Committee were transferred to the Membership Committee as subcommittees.

The Membership Committee Chair holds the rank of rear commander while the assistants to the chair, who are chairs of each sub-committee, serve with the rank of staff commander. All are elected at the annual meeting. The responsibilities of the national membership committee are:

- 1) To develop and introduce a structure for both gathering and disseminating to our members insightful and useful feedback and information from National to District and then to Squadrons which may include the newest and best practices of recruiting and retaining members;
- 2) To interpret and implement membership policies and procedures as set forth in USPS Bylaws and as prescribed by the Governing Board;
- 3) To encourage the squadrons to use the best practices of recruiting and retaining members;
- 4) To support and encourage squadrons to grow through a varied approach that promotes squadron and district membership growth through recruiting/membership retention programs, community outreach programs, and youth activity programs;
- 5) To plan and conduct membership programs at national meetings;
- 6) To monitor and evaluate squadron and district membership programs and performances and issue corrective suggestions when required;

- 7) To issue informative communications on a regular and timely basis, either through *The Ensign*, the electronic newsletter *The Compass*, member web pages, the in-house newsletter MEMCOMments, postings of messages and documents on the Membership Group site of SailAngle or by memoranda, to assist squadron and district membership committees to plan and conduct their membership programs;
- 8) To make available an up-to-date Membership Manual;
- 9) To recommend to the Board of Directors, through the National Administrative Officer, changes in membership policies and procedures to make them more effective; and
- 10) To furnish a report to the National Administrative Officer on a quarterly or as required basis.

**3.36 Member Benefits Subcommittee.** The national administrative officer administers several commercial programs beneficial to members which this subcommittee coordinates.

This subcommittee has been established to provide discounts and other useful benefits to our members. The benefits are to be used to attract new members and help in retaining existing members. Benefit details are located on the Member Benefits website. These details can be copied and pasted into squadron and district newsletters, email communications, promotional materials, et cetera. Though the website is the primary source for the current benefits and their details, a free brochure is available from headquarters or downloaded from the Member Benefits website that can be handed to all students, passed out at all squadron and district events, and any boat show, district booth or seminar. All members may use the benefit if so desired. There is no requirement for any member to use a benefit. A few vendors will mail items once or twice a year to a member's home. The member may take advantage of the special deal, or he may choose to Opt Out of any future direct mailings by visiting [www.usps.org](http://www.usps.org), Member Stuff, Your Member Benefits Announcement options and choose "No."

Increasingly, benefits available to members change almost weekly. USPS makes every effort to

provide more benefits to its membership. For the latest benefit summary, please check the member benefits web page located at [www.usps.org/index.php/departments/14000/14900](http://www.usps.org/index.php/departments/14000/14900).

**3.37 District Chair Member Benefits Committee.** The primary responsibilities of the District Chairman of the Member Benefits Committee are:

- A) To motivate all squadron Member Benefits Chairpersons in their efforts to identify and attain local squadron benefits; and
- B) To serve as liaison between the National Member Benefits Subcommittee and District Member Benefits Committee; which will consist of the Squadron Member Benefits Chairpersons.

The District Member Benefits Chairperson will be an appointed position with a rank of D/Lt and will report to the District Administrative Officer, Council and Conference.

In addition, The District Member Benefits Committee responsibilities are:

- A) To make all District members aware of the Member Benefits entitled to them as members of United States Power Squadrons;
- B) To identify and attain local benefits for the District membership;
- C) To make all United States Power Squadrons members aware of any benefits obtained at the local level which may be available to USPS members not residing in the immediate area;
- D) To attend group meetings with the Squadron Member Benefits representatives at the District Conferences;
- E) To help formulate, in cooperation with National and in conjunction with Squadrons, the general procedures for guidance of Squadron Member Benefits Chairpersons;
- F) To prepare article(s) for publication in the district newsletter as well as *The Ensign*, as requested;
- G) To prepare an annual committee budget and submit such budget to the District Administrative Officer;
- H) To prepare a written report at the end of the watch year or as requested by the District Administrative Officer.

**3.38 Squadron Chair Member Benefits Com-**

**mittee.** The primary responsibilities of the Squadron Chairman of the Member Benefits Committee are:

A) To identify and obtain local benefits available to United States Power Squadrons members;

B) To inform squadron members of benefits to them as members of the United States Power Squadrons; and

C) To serve on the District Member Benefits Committee under the supervision of the District Member Benefits Chairman and the District Administrative Officer.

The Squadron Member Benefits Chairperson will be an appointed position with the rank of Lt and will report to the Administrative Officer.

The responsibilities of the Squadron Member Benefits Committee are:

A) To make all Squadron members aware of the Member Benefits entitled to them as members of United States Power Squadrons. This can be accomplished by maintaining contact with the latest benefits through the National Member Benefits Website;

B) To identify and obtain local benefits for the Squadron membership;

C) To work together with other Squadron Benefits Chairpersons within the District to communicate local finds;

D) To attend District Conference meetings of the District Member Benefits Committee; and

E) To prepare articles for publication in the Squadron's newsletter.

**3.39 Squadron Activities Subcommittee** is responsible for the planning and implementation of the programs noted below which are applicable to all districts and squadrons. Each of these activities is intended to further encourage and enhance the boating activities of the membership.

The **Port Captain Program** is designed to provide a nationwide network of members who are experienced and knowledgeable about their boating areas and who are willing to provide this information upon request to members. Port captains can provide information and guidance on subjects such as waterway hazards, anchorages,

marinas, repair facilities and other shoreside services.

The committee encourages the formation of district [Refer to 4.37 on page 4-11] and squadron [Refer to 7.14 on page 7-6] **cruise and rendezvous committees**, which promote district and squadron on-the-water events. A significant goal is to inspire members and their families to participate in the functions of both their own squadron and that of other squadrons and districts so that increased fellowship and boating pleasure will be achieved.

The **Squadron Emergency Response Assistance Team (SERAT) Program** is a mechanism for a local Power Squadron to provide a team of volunteers to render assistance to local fire departments, law enforcement and other agencies in the event of a water related emergency and other water related non-emergency events such as the Tall Ships, boat races and major swim events. The duties are to provide a Team of qualified and experienced boaters with knowledge of local waters who are willing to donate time and effort to assist in providing this important service. This may include water rescue, water search and rescue, water related patrols and help in securing an area in the event of an emergency. Other non-emergency duties may include providing safety patrols at water related events, work in conjunction with other agencies with control of larger events.

SERAT relies heavily on the Educational program offered by USPS to advance within a SERAT unit. Additional training is also required as part of the SERAT program from the FEMA Incident Command System as well as CPR/AED certification. The higher educational requirements and addition training is very important when working with other agencies, many of whom are professionals in their field. It shows the commitment our members are willing to make to serve the community.

It must be understood that not just anyone can start a SERAT unit. The goal of the committee to provide the necessary tools and guidance to the Squadrons wishing to establish an effective SERAT unit. One of the most important tools available is the SERAT manual. This manual provides



the requirements and procedures for an effective SERAT unit. This manual can be obtained by contacting the SERAT Program Coordinator and may soon be available on the SERAT website.

The **USPS-CPS Amateur Radio Network** facilitates amateur radio activities between power squadron members with telecommunications capability. The network holds regularly scheduled sessions. The goal is to encourage participation, increase members' proficiency and assist in transmission of emergency communications.

The **Auxiliary Advisory** Program is responsible for dissemination of information to auxiliaries of squadrons. The unit reviews bylaws locally prepared and submitted through a squadron commander. If a squadron is considering sponsorship of an auxiliary, it should seek advice from this committee. An auxiliary may become recognized by meeting certain standards as to objectives, titles of officers, insignia, et cetera. An auxiliary may not duplicate or otherwise conflict with USPS titles, insignia, et cetera. An auxiliary may adopt a burgee approved by the squadron which may be flown from the bow of a yacht when under command of a member in good standing of that auxiliary.

There are no national or district auxiliaries. An auxiliary may be authorized by a squadron, but not by a district or by the national organization.

USPS will neither encourage, nor discourage, two or more auxiliaries in forming a joint organization for their mutual benefit. It is the feeling of USPS that any organization of auxiliaries beyond the local level ought to originate and be promoted by the auxiliaries themselves, if at all.

Any squadron which has a desire to have an auxiliary should submit all the information required in *USPS Revised Policy Regarding Auxiliaries* [Refer to G.7 on page G-6]. When the requirements have been met, the auxiliary advisory committee will issue a letter of authority to the squadron to form the auxiliary when:

A) Proposed bylaws of the auxiliary have been submitted and found to contain no provisions contrary to USPS Bylaws and provide that the

proposed auxiliary will take no action or engage in any activity contrary to squadron or USPS Bylaws or which in the opinion of USPS Board of Directors might be contrary to the best interests of USPS;

B) The squadron executive committee executes an agreement (attested by its secretary) that the squadron will revoke its recognition of the proposed auxiliary in the event that the auxiliary engages in any program or activity or adopts any bylaw which USPS Board of Directors considers to be contrary to the best interests of USPS;

C) The squadron agrees that it will not permit its auxiliary to conduct any program or activity indirectly which, if conducted directly by the squadron, would be contrary to USPS Bylaws.

A letter of authority to form a squadron auxiliary may be issued to any squadron and may be revoked by the Board of Directors for good cause. A certificate of recognition will be provided which a squadron may cause to be executed and presented to its auxiliary as evidence that the auxiliary is recognized.

In the event the authority for a squadron to form or to retain an auxiliary is revoked, the squadron must take immediate steps to withdraw its sponsorship of the auxiliary and the auxiliary must cease to represent itself as being a recognized auxiliary. Procedures for dissolution of an auxiliary are provided for in "Model Bylaws for Auxiliaries" located on the USPS website.

**3.40 Member Recruitment** has the responsibility of overseeing the various programs for recruiting and orientation of new members. Its members also provide a key communication link to districts and squadrons. Its major responsibilities are as follows:

- 1) To provide the districts and squadrons with the newest and best practices of recruiting and to encourage the squadrons to use these practices;
- 2) To create new approaches and plans for recruiting as well as updating old recruiting materials as needed;
- 3) To submit reports as required to the rear commander providing information on any new and creative programs, initiatives or ideas gen-

erated by districts or squadrons that support and enhance membership recruitment, retention or youth involvement initiatives;

4) To assist in the presentation of programs at both the national and districts meetings when possible; and

5) To work as needed with the Education Department on recruiting through ABC3 as well as online courses and seminars, Marketing Committee on promoting USPS and the Public Relations Committee on enhancing the public image.

**3.41 Member Retention** has the responsibility of overseeing programs concerning the renewal and retention of members. Its major responsibilities are as follows:

1) To provide the districts and squadrons with the newest and best practices of retention and to encourage the squadrons to use these practices in retaining members;

2) To link all USPS committees which provide programs that encourage member involvement in order to help squadrons realize success or revitalize as needed;

3) To publicize successful squadron retention programs using either *The Ensign*, the electronic newsletter *The Compass*, the membership web pages, the in-house newsletter MEMCOMments, postings of messages and documents on the Membership Group site of SailAngle or by memoranda;

4) To provide ideas and programs for civic service within squadron communities to enable members to participate in rewarding activities that aid in retention;

5) To create new approaches to retention and renewal of members and update old recruiting/retention materials as needed;

6) To submit reports as required to the rear commander providing information on any new and creative programs, initiatives or ideas generated by districts or squadrons that support and enhance membership recruitment, retention or youth involvement initiatives; and

7) To assist in the presentation of programs at both the national and district meetings when possible.

**3.42 Youth Activities.** Youth is the future of

any organization, and USPS is no different. Youth Activities is dedicated to reaching out to our nation's youth and providing a relationship maturing into lifelong affiliation with USPS and boating safety. The goals and purposes of Youth Activities are as follows:

1) Outreach to area schools to conduct safe boating activities and education;

2) Actively promote Sea Scouting, squadron sponsorship, and leadership to Sea Scout Ships;

3) Promoting safe boating through the USPS Youth Poster Contest;

4) Encourage apprentice membership of Sea Scout Ship Members maturing into adult membership and involvement;

5) Submit reports as required to the rear commander providing information on any new and creative programs, initiatives or ideas generated by districts or squadrons that support and enhance membership recruitment, retention or youth involvement initiatives;

6) Assist in the presentation of programs at both the national and districts meetings when possible;

7) Publicize successful youth programs using either *The Ensign*, the electronic newsletter *The Compass*, the Membership web pages, the in-house newsletter MEMCOMments, postings of messages and documents on the Membership Group site of SailAngle or by memoranda;

8) Maintain and update the Youth Activities website.

**3.43 The Cyber Squadron** was created to provide individuals a means to immediately join USPS online.

1) After filling out an application form online and submitting credit card information to pay the annual dues, new members are assigned a certificate number and registered to receive *The Ensign* and the electronic newsletter *The Compass*. The certificate number allows new members to take member courses and provides access to the members-only area on the USPS website. USPS will ship a new members' kit and membership card. Memberships dues are calculated by Headquarters for National, as well as the average district and squadron dues. The members are assigned to the Cyber Squadron, Code

6404. When they transfer to an established squadron, their membership dues are forwarded to the squadron and district.

2) When a member signs up online, contact information is sent to the four closest squadrons within a 100 mile radius of the member's ZIP code. Representatives of those squadrons will contact the new member and answer any questions he/she may have regarding membership and squadron activities. These new members are provided with an Internet web site address where they can request a transfer to the squadron of their choice. This transfer request is sent via email to the squadron for approval. The squadron's reply goes to Headquarters and if approved, the member is transferred to the squadron.

3) Cyber Squadron members are not limited to the four squadrons provided. They can visit the "Find a Squadron" page on the USPS website and locate a squadron which looks interesting. Using the contact information for that squadron, they can contact the squadron, have their questions answered and request a transfer in the same manner previously described.

**NOTE:** Certain squadrons may require the passing of a NASBLA "approved" boating course as a requirement for membership. USPS or NASBLA approved courses include: USCG Captain's License, a degree from the US Naval Academy, USCG Academy or US Merchant Marine Academy or any boating course carrying NASBLA certification.

**3.44 Cyber Squadron Public Contact.** The Cyber Squadron requires someone at both the District and Squadron levels to be the recipients of information on the new members. This person is called the Public Contact and is identified on the OD1/2 form annually after the respective Changes of Watch. There is only one public contact for each district and squadron and that position is normally assigned to the Secretary's Department.

**3.45 Membership Committee Awards and Contests.** Information and applications for all awards and contests are available on the Membership web pages.

1) **William D. Selden IV Member Involvement Retention Award (MIRA).** This award is presented by the Selden family in honor of P/C/C William D. Selden, SN. It was developed to encourage the submission of retention and involvement ideas to the National Membership Committee to accumulate retention and involvement ideas for dissemination to all USPS squadrons and districts. Squadron and district entries must describe a plan that was devised and utilized to solve a member involvement need that has produced measurable retention results. Before and after figures are welcome. The award is presented yearly to a squadron and to a district at the Governing Board. There will be a first, second, and third place winner. Squadrons and districts may submit as many entries as desired. Squadron Membership Committees, via the Member Involvement chairman, submit entries prior to the deadline of 15 May of each year to the District Membership Committee via the Member Involvement chairman, who in turn submits these entries to the National MIRA chairman.

2) **USPS Youth Poster Contest.** Created by P/C "Woody" Boarman, AP, and the Youth Activities Committee, its purpose is to emphasize safe boating to youth via a poster contest. It is conducted from 01 January through 31 December with judging at the Annual meeting for the previous year. The USPS Youth Poster Contest theme changes annually and is open to all children ages 6 -14 years old. There are three (3) age divisions: 6-8, 9-11, and 12-14. The most current contest theme and rules are posted on the Membership Committee web pages each year.

a) **Squadron contests.** First, second, and third place winners in each category will be announced prior to a district conference or rendezvous so that they may be entered into the district contest

b) **District contests.** All squadron poster winners are to be submitted to the district. District winners will be announced at either the spring or fall conference or rendezvous. First place winners in each age

category will be entered yearly for judging at the Annual meeting.

c) **National contest.** All first place winning district posters will be displayed at the Annual meeting. The grand prize winner and two runners-up in each division will receive awards and will be recognized during the Annual meeting conference. All participants at the National level will receive certificates of appreciation. It is suggested that all participants be recognized by their squadrons.

### 3) **Very Important Member (VIM) Award.**

This is a program that focuses on growing squadrons through a “one on one” effort, such as Each One, Reach One. Members who successfully recruit new members receive a pin provided by the National Membership Committee via their squadron commander. A “dangle” will be added when the new member renews his/her membership the next year. The award is presented throughout the year by the squadrons.

4) **Growth Award.** This award recognizes squadrons that show positive growth and at least an 87% retention rate from 01 January to 31 December. There are four divisions based on squadron membership: Division 1 = > 144, Division 2 = 75-113, Division 3 = 45-74, and Division 4 = < 45 members. The top three squadrons in each division are recognized at the Annual meeting.

**3.46 Squadron Development Committee.** The mission of the Squadron Development Committee is to support members, districts and squadrons in the formation of new squadrons [See Chapter 15] and provide support and help to squadrons at risk.

The Committee coordinates and disseminates information through *The Ensign*, the USPS Squadron Development Committee Website, helpful hints and newsletters. It is responsible for the collection and dissemination of information to stimulate activities that will assist all types of squadrons to grow and prosper. It is the duty of this committee to collect, examine and distribute such information

to all squadrons and districts within USPS.

Working with individual squadrons, district squadron development committees, and district commanders, it is the role of the committee to help identify both squadrons needing assistance and opportunities for the development of new squadrons.

### **Squadron Development Committee Awards and Contests.**

**The BoatU.S. Distinguished Civic Service Award,** presented by BoatU.S. at the Annual meeting, is designed to award the squadron and district that has best demonstrated outstanding civic service(s) in its community through USPS-represented member involvement. The top ten squadrons and top three districts will be recognized for their achievements; a trophy will be presented to the first place squadron and district. The instruction form and application are provided online at the Membership website. Contest year is 01 October - 30 September; the application deadline is 15 October.

**3.47 Leadership Development Subcommittee.** This committee is responsible for the development of programs, materials and guidance to provide USPS members with education and training relative to the organization and its activities at the squadron, district and national levels. Members of the committee serve as area representatives to districts and are prepared to assist districts when requested.

The **Operations Training Program** is a management tool which offers members the opportunity to learn about the workings of USPS, including the relationship among squadrons, districts and the national organization. It includes insight into squadron education, training, staffing, planning, conducting a meeting, USPS protocol and communications. The program, taught in designated modules, normally takes about twelve hours in class; however, there is no exam.

Each squadron offers the program at least once each year and encourages all members to complete it. It is a prerequisite for becoming commander,

unless waived by the district commander under extenuating circumstances.

The **Leadership Development Program** presents workable tools for a practical approach to leadership. It provides a means of identifying and choosing the proper course of action in using situational leadership and various leadership styles. The program consists of three parts: leadership, communication and motivation. This program normally takes about three hours in class; however, there is no exam. It is recommended that the program be offered at least every other year. The OT chair requests from headquarters on **forms OT-2** and **OT-3** certificates of completion for each member completing the Operations Training and Leader-

ship Development programs.

*Presenters Guides* for the OT and LD programs are available as tools for squadron chairs and presenters to aid and facilitate their presentations. Both contain important tips for each topic. OT and LD program manuals and forms may be downloaded from the LDCOM website; the *Operations Manual* which is used extensively in OT may be downloaded from the OMCOM website.

#### **Leadership Awards and Contests.**

This section is currently being written for inclusion at a later date.

## National Secretary

**3.48** The **National Secretary's Department** is under the direction of the national secretary who serves as vice-commander and is elected by the delegates at the annual meeting. The department organization includes an assistant secretary, elected by the Governing Board with the rank of rear commander. The national secretary provides the calls to the annual and special meetings, which contain the agenda and reports of various committees, including a report of nominees by the Committee on Nominations and the proposed bylaws changes by the Committee on Rules. The national secretary appoints the delegates to represent unattached members at USPS annual and special meetings.

In addition, as set forth in USPS Bylaws, the secretary is responsible for the following:

- Keeps a record of proceedings of USPS.
- Has custody of USPS Bylaws and the corporate seal of USPS.
- Keeps a record of each squadron's membership including grades attained, merit marks earned and other appropriate data.
- Keeps an accurate and complete list of all persons elected to office in USPS.
- Attests to and affixes an embossed or stamped impression of the corporate seal to any instrument when so directed by the Governing Board or Chief Commander.
- Sends out notices of meetings and nominations.
- Prescribes procedure for reinstatement of members as set forth in the *Operations Manual*.

**3.49** The secretary's department provides most forms and certificates used throughout USPS, prints several publications used by USPS and is responsible for the following:

- The *Directory of National, District and Squadron Officers*
- *The Ensign*
- This *Operations Manual*
- Checklist for USPS officers
- Minutes of Annual, Governing Board and Board of Directors meetings.

**3.50** The headquarters building, located in Raleigh, North Carolina, provides suitable space for the office staff, a library, a shipping department and warehousing. The clerical details of the secretary's and treasurer's departments are handled at headquarters. Squadron merchandise is packaged and shipped from that location.

Headquarters personnel maintain the individual membership records and the address files for *The Ensign*. Computerized mailing labels for squadron and district use are available at moderate cost.

All educational course materials are shipped from headquarters stock and examinations for the course are ordered from this office. All educational department activities are handled in accordance with directives issued by that department and detailed instructions for ordering and reporting appear elsewhere in this *Operations Manual* or are shown on various USPS forms.

**3.51** All routine correspondence is handled by the secretary's department. Mailings for many of the national committees are prepared and/or mailed from Raleigh.

**3.52** The national secretary is responsible for the same counterpart committees as in the squadrons and districts. The chair of each committee serves with the rank of rear commander while the assistants to the chair serve as staff commanders. These officers are elected by the Governing Board. The chair is a member of the Governing Board. The committees include:

- Communications
- Heritage and Protocol
- Information Technology
- Membership Services
- Operations Manual
- Ship's Store

**3.53** The **Communications Committee** (ComCom) is designed to promote wider and more comprehensive communication among all USPS members by providing information resources as well as newsletter and website advice to all USPS

editors and webmasters who request it. To the extent possible, USPS newsletters and websites should be of the highest quality as they are our public introduction.

Many members of the Communications Committee are designated as USPS squadron and district **Newsletter or Website Advisors**. All districts and squadrons are assigned Advisors. The Advisor list and contact information is available on the USPS website Communications Committee pages. Advisors are responsible for maintaining open communication with their assigned squadrons and districts throughout the year to provide ongoing internal evaluations, updates and suggest corrective measures to enhance the products.

**Newsletter Advisers** evaluate newsletters based on the standards established in the *Newsletter Evaluation Form* with the goal of maintaining compliance with USPS standards for newsletters. The *Newsletter Evaluation Form* is posted on the CommCom website pages. Newsletters that achieve this minimum standard may be nominated for an annual award titled the **Distinctive Communicator Award for Newsletters**. The squadron or district newsletter editor holds the onus of responsibility to notify the Advisor when a periodic newsletter is available on a website or to mail a hard copy of each edition through the year to the Advisor.

**Website Advisers** evaluate squadron and district websites with a goal of assuring maintenance of minimum standards as stipulated by the IT Com and the Communications Committee document *Website Evaluation Form*. This form is posted on the CommCom website pages. Generally, Website Advisors view all assigned websites quarterly throughout the calendar year. Website Advisors may inform webmasters of connectivity problems, currency of dated material or other technical faults that need to be addressed if the site is to remain viable for a recommendation to the **Distinctive Communicator Award for Websites**.

Distinctive Communicator Awards for Newsletters and Websites will be icons (a special graphic) available to be copied from the Committee website and displayed on the winning websites'

home page or on the newsletters during the following year. In addition, a certificate will be presented during the USPS Annual Meeting to the district commanders for each of their winning webmasters or editors.

While evaluation is ongoing, final award tallies will take place no later than 30 November of each year unless stipulated otherwise on the CommCom website or in the Newsletter or Website Evaluation form.

It is the intention of this committee to be fair and equitable in its decisions. Opinions and interpretations are formed by human beings who may not always agree. This may happen to USPS editors and webmasters who believe they have been unfairly treated in not receiving an annual award. If disputes occur, a designated panel will review the dispute and work with the committee chairman to obtain a satisfactory resolution.

The Communications Committee presents a "**Parade of Publications**" in conjunction with USPS Governing Board Meetings. The editors of Distinctive Communicator Award winning newsletters are invited to present copies of their publications for display and distribution at the "Parade of Publications" exhibit area. As an alternative, for electronic newsletters, editors may also elect to forward a site link to the Communications Committee Staff Commander for Newsletters prior to the meeting to provide directions to the squadron or district website page showing their newsletter. A printed composite of these links may then be available at the "Parade of Publications." Webmasters with winning web sites are encouraged to forward a link to their site directly to the Communications Committee Staff Commander for Websites so that a master list of winning websites may be available at the "Parade of Publications" as well.

Some members of the Communications Committee articulate directly with *The Ensign* editorial staff. In addition to other assigned duties, these members continue to provide content for *The Ensign* magazine.

Further, all squadrons and districts may appoint Ensign Correspondents. These members

solicit boating articles of noteworthy activities like cruises, rendezvous, public relations, cooperative charting efforts, and safety concerns from their members and submit them to *The Ensign* editorial staff for review and possible publication.

**3.54** The *Directory of National, District and Squadron Officers* is the national roster. This updated document is available each year and is sent to all members of the Governing Board. The contents include the current bridge officers and their addresses. The lists of past chief commanders, past vice-commanders and area monitors, as well as general members of the Governing Board appear in designated sections. Information as to national committees, district officers and squadrons' bridge officers can also be located. Addresses of all officers listed in the directory are recorded in an alphabetical section at the end of the publication. Another interesting feature found in the directory is information about the district location, assignment of squadrons in specific districts and squadron charter dates and membership records. The national roster is no longer printed but is instead distributed either on compact disk or electronically in Adobe Acrobat (PDF) format.

**Any roster or directory of officers, members and committees is to be considered strictly proprietary and not available to any outside individual, organization or agency. No member of USPS may use any such source for any purpose, public or private, outside the normal activities of USPS without approval by the Board of Directors.**

**3.55** The **Heritage and Protocol Committee** (HAPCom) was formed in January 2013 as a combination of the National Historian and Flag and Etiquette committees with additional Secretarial responsibilities. This committee is authorized three staff commanders who will be responsible for specific functions as follows:

**3.56** The **National Historian Subcommittee** was disbanded and reformed into the Heritage and Protocol Committee effective January 2013.

The **Historian Staff Commander** is responsible for the collection, preservation, indexing and

display of material and items of historical value to USPS, much of which is located in USPS headquarters.

The historian maintains genealogical records of squadrons and districts as well as a biographical record of all USPS national officers. The historian's staff consists of the historian committee members who are assigned oversight responsibilities to specific districts. These committee members are liaisons to the districts and assist the district historians in the performance of their duties.

The agenda must include coordinating with districts and squadrons on the significance of history reports to the squadrons. This will include seminars on how to prepare and submit these reports. Coordinating with other committees to organize and automate the process will be the key to the success of this process.

Included in the responsibilities of the Historian Staff Commander is a complete USPS history update.

**3.57** The **Flag and Etiquette Subcommittee (FECom)** was disbanded and reformed into the Heritage and Protocol Committee (HAPCom) effective January 2013.

The **Flag and Etiquette Staff Commander** is the guardian of the traditions of the sea and of USPS. The Staff bears responsibility for matters of procedure and protocol, ceremonies, uniforms and proper display of the several flags, burgees and pennants.

The Staff investigates subjects as assigned and reports to the National Secretary through the Chair. He responds to questions from districts, squadrons and individual members on any of these areas. The message is: *Let's do things right.*

The Staff is responsible for publishing the learning guide, *How to Fly Flags*, a collaborative effort of USPS, USCG Auxiliary, New York Yacht Club and many other related organizations. He also has among his duties defining the design and use of USPS uniforms and insignia and the promotion of standards for USPS correspondence.



All new and revised squadron burgees and district flags are reviewed by this committee. His members work with and advise both squadrons and districts in these designs. After its review, the committee makes appropriate recommendations to the Governing Board.

**3.58 The Information Technology Committee** is responsible for the study, development and implementation of planning, training and operational guidance for the computer systems in use at USPS. Areas of computer activity at headquarters include all phases of accounting and fiscal control, membership records, warehouse inventories, educational records and examination grading, a USPS personnel information bank and all Internet services. The committee also supports, promotes and develops computerization projects for the membership. These include squadron and district record-keeping, data transfers between headquarters and squadrons, merit mark preparation, conference registration and any other USPS endeavor which would benefit from computerization. The list of programs is continually being expanded.

**3.59 SailAngle.** To provide a maximum of electronic communication, the Information Technology Committee has integrated USPS.org with SailAngle.com. SailAngle, a nautical social networking site, assumes a large part of our communication functions, advertising USPS to the nautical community as well as hosting online courses. SailAngle has created a separate node on their site for USPS, and within it has created groups which replicate the USPS hierarchical structure, for example National, Departments, Committees, Districts and Squadrons. They also replicated all of our mailing lists. All of this was done in an anonymous way, using only Certificate Number as the UserID and USPS PIN code as the password. Consequently, going to SailAngle for the first time, a profile with name, email address, et cetera, does not have to be filled out. Users may access SailAngle from the USPS home page.

SailAngle users are allowed to: 1) Post group events on the Event Calendar; 2) Send three different kinds of messages in the Message Section; 3) Open a discussion forum for group topics in the Forum Section; 4) Upload photographs of group

functions in the Photography Section; 5) Store group documents in the File Cabinet; and 6) Edit their profile in Members' Section.

**3.60 USPS web site.** USPS web site contains a wealth of information for both the public and members. In addition to the home page that gives information about the location of squadrons and available public boating courses, there is the members' page. To reach the members' information, the member must enter a password. This page contains many links to countless subjects, to various committees and to valuable documents concerning the operations of USPS, especially the minutes of Board of Directors, Governing Board and annual meetings. There is a link under discussion groups, news groups and email directory as well as the *Operations Manual* and USPS Bylaws. The graphics are in color. Much of the data can be downloaded. These sites are updated on a regular schedule or when important data should reach the membership. The URL for the web site is listed in the Table of URLs on page viii.

By using **USPS email** (electronic mail) members have the opportunity to contact each other and exchange opinions/information and order materials from headquarters.

**3.61 Membership Services Committee.** The National Membership Services Committee was created at the 2016 Annual Meeting in Orlando. Its main goal is to assist headquarters in the many time consuming projects relating to member records, status and other needs. One of the main duties of this committee is to encourage the squadrons to maintain their membership records, forms and other necessary duties in a timely manner. A representative from each District known as Membership Services Representatives (MSR) will replace the National Membership Representatives. The MSR duties include: 1) encouraging squadrons to review and maintain their members' information; 2) sharing knowledge of how to use the online forms for new member registration and transfers; 3) interfacing of HQ800 data; and 4) new member registration. Membership Services also maintains the USPS Help Desk.

The **Secretarial Staff Commander** is respon-

sible for developing and publishing information necessary for district and squadron secretaries to be able to perform their duties more accurately and efficiently. This support will include information on how to conduct an “Electronic Meeting.” Included is support information on Robert’s Rules of Order, how to take minutes and what their content should be, document retention and general guidance on secretarial duties.

Consistent with the duties listed above, the Staff will also be responsible for developing seminars to help current and future secretaries perform their duties in a timely and efficient manner.

**3.62** The **Operations Manual Committee** is responsible for the preparation and distribution of this *Operations Manual*. Because USPS Bylaws must necessarily be brief and direct, the *Operations Manual* is intended to supplement these rules and regulations with detailed guidelines and information.

The purpose of the *Operations Manual* is to serve as a guide to all officers and members. Information about their duties, opportunities, approved methods of operation and an approximate timetable are included with descriptions of how activities are managed.

The Operations Manual Committee maintains close contact with all departments and committees, and scans the minutes of Governing Board and Board of Directors meetings for items that will require future coverage in this *Operations Manual* or its interim supplements. Each revised new edition is a cooperative effort among the members of the committee, the vice-commanders and chairs of

the general and standing committees. The advice and approval of the Board of Directors and the National Secretary are sought prior to publication, and the law officer is called upon to review certain items.

The *Operations Manual* is revised as needed. The *Operations Manual* is available on-line at the address in the Table of URLs on page viii. It is also available for purchase from headquarters in CD format for a nominal charge. After a change of watch, a copy of the most recent *Operations Manual on CD* is issued to each new district and squadron commander.

**3.63** The **Ship’s Store Committee** is responsible for establishing a purchasing, selling and pricing policy and has an approval role within the Board of Directors over such matters. This committee also assumes the operation and management of the Ship’s Store for the procurement and sale of logo items. The inventory is constantly in a state of flux as new items are added and old items are deleted from the catalog. Sales events occur at national meetings, at district and squadron functions and by mail or telephone orders from headquarters. A catalog is published, updated periodically and published on the USPS website. Phone orders with credit cards are processed by calling 1-888-FOR-USPS (367-8777).

Districts are encouraged to set up their own Ship’s Store at their conferences. Selection by the district as to the items and the quantity will insure the appropriateness for potential local sales. There is also an available booklet, *How To Run A Successful Ship’s Store*, which outlines the marketing and procedure for a ship’s store.

## National Treasurer

**3.64** The **National Treasurer's Department** is under the direction of the treasurer who is elected at the annual meeting and holds the rank of vice-commander. He is a member of the Governing Board and Board of Directors and serves on the national bridge. The department organization includes an assistant treasurer (budget director) and a budget officer with the rank of rear commander.

**3.65** The duties of the treasurer are as follows:

- Collecting monies due and holding all monies and securities owned by USPS.
- Paying all bills as contracted by heads of any department or committee by virtue of an appropriation by the Board of Directors or the adopted budget.
- Keeping, preserving and reporting an accurate account of all financial records.
- Giving bond with sureties or corporate surety as required.

**3.66** The treasurer has the responsibility to ensure that USPS gets value for monies spent, to watch income and expenses and to keep USPS on an economical and financially sound basis.

**3.67** A **Budget Officer** aids the national treasurer in carrying out assigned responsibilities. He prepares a detailed estimate of expenditures for the coming year covering all national activities, national departments and committees, which are to be approved by the Board of Directors. This estimate is submitted to the **finance committee** for its rejection or agreement, predicated upon that committee's projection of anticipated revenue. If rejected, the estimate is returned to the budget director with an indication of anticipated revenue. The budget director, in consultation with the treasurer, will then prepare a revised estimate of expenditure for presentation to the finance committee.

The combined recommendations of the Budget and Finance Committees are approved by the Board of Directors and may be modified by the Governing Board.

This officer acts to control expenditures during the year by making certain that goods and services being ordered are in accordance with those provided for in the budget. Through the treasurer, it enforces rules which have been established to ensure that USPS will gain the most services for monies spent. These rules are set forth below.

**3.68** **Competitive bids** are to be obtained for all services and materials costing in excess of \$1,500. Normally, price is to be established in advance of purchase orders for services and materials costing more than \$250. When it can be shown by advance specification in writing to the departmental budget officer that competitive bids will not serve the best interest of USPS, the department head (vice-commander) may waive this requirement.

**3.69** **Purchase orders** are required for any supplies, materials or services purchased. Purchase orders will be issued by headquarters upon receipt of a requisition signed by the requesting committee chair or department head and countersigned by the appropriate departmental budget officer or the budget director. Payment for purchases which have not been formalized by the issuance of such orders from headquarters may be refused.

**3.70** For items not requiring a purchase order, (for example, claims for authorized travel expenses), the bill may be **approved** by the appropriate officer (committee chair, departmental V/C, et cetera). The departmental budget officer will forward the bill to headquarters for payment. Bills should not be sent to the treasurer without such approval.

**3.71** All **payments** to USPS should be made payable to "United States Power Squadrons" and transmitted directly to headquarters.

The treasurer's department operates on a cash basis. While extension of credit is not authorized, headquarters will supply course material in advance of payment. If payment is not received within ninety days, a letter will be sent by headquarters warning that further shipments will be sus-

pending when the account is 120 days overdue. Funds received for any purpose (except dues) will be first applied to any outstanding balance due. To the extent that there is a remaining balance it will be applied as requested.

Headquarters sends a packing list with each shipment and an invoice to the squadron (or district) treasurer. Monthly statements listing all invoices are sent to the treasurer. Payment within the allotted time will save correspondence and avoid penalties.

In the event of errors on invoices, a brief explanation immediately sent to headquarters will expedite adjustment.

[Refer to 5.53 on page 5-12] for collection of dues and fees.

**3.72** All **insurance** policies purchased for or in the name of USPS, and all claims against USPS insurance policies, *must* be approved by the treasurer's office in advance. Any questions as to the complete or exact provisions of coverage as contained in policies issued to USPS also should be directed to the treasurer's office.

**3.73 Fidelity bonding.** USPS, its districts, squadrons and squadron auxiliaries are insured against loss up to \$10,000 from employee dishonesty. The national treasurer and assistants and the headquarters manager and her assistants are covered to a greater degree. USPS, districts and squadrons are also covered by forgery insurance up to \$10,000.

**3.74 Liability Insurance.** The treasurer maintains comprehensive general liability insurance in the sum of \$20,000,000 for bodily injury, personal injury and property damage. Insured under these policies are USPS, its national headquarters, its districts, its squadrons and auxiliaries. Also covered are duly-elected or appointed officers, Governing Board members, as well as individual members while acting for or on behalf of any component of USPS. However, no operator or owner of a watercraft is covered under this policy regardless of his/her position with USPS.

The purpose of this coverage is to protect the insured for claims arising out of bodily or personal injury and/or property damage that might result from any occurrence directly connected with usual squadron activities and those activities considered as official functions of USPS. Special events being sponsored by the individual squadrons and not necessarily considered USPS-related functions require that coverage be purchased from a local agent to cover the exposure. Any claim under USPS coverages must result from some activity for or on behalf of USPS.

Examples of items not included in the normal policy are:

- A) Premises owned or leased by districts or squadrons (Local insurance must be obtained);
- B) The owner or lessee of an automobile, watercraft or aircraft. (Personal insurance must be obtained for their ownership, maintenance and operation.)

Because the national policy provides coverage for all normal functions and programs of districts and squadrons conducted in accordance with USPS Bylaws and Governing Board policies, including water activities, there is no need for separate squadron policies.

In the event of an accident resulting in bodily injury and/or property damage, immediate notice must be forwarded in writing to headquarters without fail. In the event of a death or serious injury immediate telephone notice must be given. It is absolutely necessary that the insurance company receive notice of a potential claim at the earliest possible date in order to pursue prompt investigation for the protection of the insured.

It is the responsibility of each squadron and district to protect itself with ample insurance against losses that are a result of damage from perils normally covered by a standard fire and extended coverage policy. USPS assumes no responsibility for losses to property of any kind belonging to squadrons or districts.

Coverage of \$20,000,000 is also provided for fire legal liability exposure when properties of others are used by USPS, its districts and squadrons

for classrooms, meetings, et cetera, such as school buildings, hotels, restaurants or other public or private properties.

Where evidence of insurance is required by the owner, lessor or operator of such property, the following suggested form (on appropriate letterhead) should be used to request a certificate of insurance from headquarters. It will be promptly issued and returned to the person making the request.

This [*district or squadron*] will hold a [*type of function*] on [*dates*] at [*location*] for the purpose of [*specify*]. We are [*renting, free, et cetera*] from [*name and address of party requiring certificate*]. The property is a [*school, restaurant, hotel, et cetera*], where we will be occupying [*entire premises, room, et cetera*]. A certificate of insurance is required for limits of [*dollar amount*] bodily injury and [*dollar amount*] property damage.

[*Signature with rank and title*]

**3.75 National insurance coverage.** The treasurer maintains coverage on the following items for USPS:

- A) Insurance on the headquarters building and contents, including fire and extended coverage, vandalism and malicious mischief, all risk, and extra expense;
- B) Automobile insurance on vehicles owned or leased by USPS. Any vehicle owned or leased by districts or squadrons should be insured locally and arranged by a local broker who can determine what coverage is needed;
- C) Workmen's compensation insurance on USPS employees. If a squadron employs someone full or part time it may be liable under the compensation laws of the state of hire. This type of insurance should be considered and arranged for through a local broker;

D) Crime insurance covering dishonesty of employees;

E) Directors' and officers' liability insurance for non-profit organizations.

**3.76 Indemnification.** USPS indemnifies officers of USPS from all liability which may be imposed by any court of final jurisdiction for any and all acts done in good faith in the performance of their duties. No indemnification is made by reason of any compromise settlement, before, during or after trial, unless such settlement is approved by the Board of Directors prior to settlement. The indemnification includes reasonable legal fees provided the Board of Directors is the judge of the reasonableness of such fees.

**3.77 Other Funds.** There is, within the accounts of USPS, an Endowment Fund [Refer to F.1 on page F-1] established to receive voluntary contributions from members and other benefactors. This fund is referred to as the "Century Fund." Not to be confused with USPS Educational Fund [Refer to F.2 on page F-8], this permanent fund is used for the betterment of USPS generally.

The Century fund is administered by the Finance Committee, which, with approval of the Board of Directors, distributes grants for specific purposes on application by members or committees of USPS. Grants are intended generally to benefit all members, not those of a specific district or squadron. Unless otherwise stipulated by a donor, only income derived from contributed funds is available for projects.

Established policy regarding gifts, bequests and grants apply [Refer to F.1 on page F-1]. In addition, the finance committee may unilaterally decline acceptance of a contribution to this fund.

## General and Standing Committees of the Governing Board

**3.78** The chairs and members of the Committee on Rules and the Committee on Nominations, the general committees of USPS, are elected at the annual meeting and are members of the Governing Board.

The chairs of general committees of USPS and standing committees of the Governing Board serve with the rank of rear commander. Assistants to the chairs of these committees serve as staff commanders.

**3.79** USPS Bylaws provide for election of national officers at Annual and Governing Board meetings. The **Committee on Nominations** prepares a slate of nominees for election at the annual meeting which includes candidates for:

- 1) Chief Commander;
- 2) The five department heads;
- 3) General members of the Governing Board;
- 4) Chair and members of the Committee on Rules;
- 5) Chair and three-year members of the Committee on Nominations.

It also presents a slate of nominees for election by the Governing Board, including:

- 1) Chairs and assistants to the chairs of standing committees and the various departmental committees
- 2) Members of the standing committees.

Before making its selection, the Committee on Nominations requests from each vice-commander his recommendations for his department committee chairs and assistants to the chairs. For good cause, the Committee on Nominations may reject any such recommendation and then within fifteen days request a new recommendation. This process may be repeated as many as three times, whereupon with no mutual agreement on a candidate, the Committee on Nominations shall name a nominee. Should a vice-commander fail or refuse to make a recommendation when requested, the Committee on Nominations shall make its own nomination without the approval of the vice-commander.

Any vacancies occurring in elective national offices are filled by the Governing Board, upon nomination by the Committee on Nominations. Persons so elected serve until the next annual meeting or an organizational meeting of the Governing Board, as appropriate. If vacancies occur in departments headed by a vice-commander, his recommendations shall be sought by the Committee on Nominations.

The Committee on Nominations is composed of seven members and the most recent past chief commander willing and able to serve; it usually includes past vice, rear and district commanders, all of whom are deemed to have a broad acquaintanceship with members and knowledge of their abilities, skills and potential. Consideration is given to good geographical representation. Three years in office, with two or three members elected annually, provides continuity to the committee and in-depth knowledge of members under consideration. It thus insures that only the best qualified members are proposed for office. A member elected chair does not lose membership on the committee solely by expiration of a term as a chair. Committee membership is terminated by resignation, disqualification or expiration of the elected term.

The Committee on Nominations welcomes information and suggestions from any member of USPS as to names of members who are particularly qualified in personal backgrounds, skills, and knowledge of USPS, with leadership ability to serve at the national level, either as an elected officer or as a member of a committee. The Committee on Nominations is greatly assisted in its job of evaluating a prospective candidate, and is aided in placing him to best advantage, if his resume is furnished to the committee. This resume form may be located on USPS web site, completed and submitted to the Committee on Nominations using electronic mail. The web address is located in the Table of URLs on page viii. Resumes should be updated every two years.

Recommendations for general members of the

Governing Board are requested from the district commanders. The number of general members from each district is one for each 600 members or fraction thereof of membership as of 1 March.

The Committee on Nominations operates purely for the best interest of USPS in selecting nominees who will provide leadership and inspiration for the national organization. All deliberations of this committee are held in the strictest confidence, except for the names of the nominees to be contained in their report published by the national secretary at the appropriate time.

The committee submits to the national secretary, not less than 45 days before any spring, fall or special meeting of the Governing Board, its written report of nominees, if any, to be elected by the Governing Board to fill any vacancy.

In the event of a nominee dying or refusing nomination, or a current officer resigning or being incapable of serving, the committee will present a replacement nomination to the next Governing Board for election.

No member of the Committee on Nominations is eligible for nomination to any elective office during his incumbency on this committee or for one year thereafter, with the exceptions provided in USPS Bylaws.

**3.80** To afford as many members as possible an opportunity to serve as an elected officer at any level of USPS, and to afford USPS the maximum input from the talents of its members, it is a policy that a member may not hold more than one flag office at any single level within the organization at any one time except (a) for a short “lame duck” period due to overlapping of terms and (b) for simultaneously holding the offices of secretary and treasurer when in consonance with applicable USPS Bylaws. A “flag officer” is one who, by virtue of rank, is entitled to fly a specific rectangular flag. More than one elective position *other than flag office* may be held if there is no conflict of interest.

**3.81** In like effort, it is a policy to avoid whenever possible the holding of the same elected office

by the same officer for a period of more than three years in succession. The application of this policy does not change the annual election of officers as outlined in USPS Bylaws or affect existing implied or approved two or three year terms of certain offices at various levels of USPS.

Further, the application of this policy recognizes that certain specialties and talents are required for certain jobs, and if a qualified replacement is not available, consideration should be given for an officer to serve beyond the recommended three year period. Nor does the policy preclude promotion from assistant to chair within a committee.

A lateral transfer of an elected officer (from one committee chair to another) that does not constitute an actual promotion under the table of organization should be avoided.

**3.82** The **Committee on Rules** is responsible for interpreting USPS Bylaws and for ensuring that the Governing Board does not take action inconsistent with USPS Bylaws or with established USPS policy. The chair also serves as or appoints a parliamentarian for all national meetings.

All proposed amendments to national, district or squadron bylaws are properly referred to this committee. It has authority to approve or disapprove amendments to district and squadron bylaws. It has the responsibility to formulate amendments to USPS Bylaws, which it then proposes to the Governing Board. The committee maintains up-to-date “model” bylaws for districts, squadrons and provisional squadrons.

This committee also has the responsibility to pass upon squadron charters and the formation of new districts and, in some circumstances, to authorize issuing squadron charters. It is also the committee's responsibility to pass upon the credentials of delegates and alternate voters, as appropriate, at any national meeting.

Because of these responsibilities, USPS Bylaws provide that the membership of this committee is elected at the annual meeting. There are seven (7) members, one of whom is nominated and

elected chair at the annual meeting. An assistant chair is chosen by the chair from among the committee members.

**3.83** The Governing Board has jurisdiction over assignment of a squadron to a district upon recommendation of the Committee on Rules. Although the original district assignment is the result of careful study, it is permissible, as a result of subsequent developments, geography, transportation, community boating interest, for a squadron to request a transfer from its assigned district to another district. For such a transfer to be considered:

A) The subject must be placed on the agenda of a duly called meeting of the squadron, setting forth the reasons for the request for reassignment;

B) If favorably voted by the squadron membership, an excerpt from the minutes of the meeting, certified by the secretary, showing that a quorum was present and the number voting for and against the proposition should be forwarded to the district commander requesting that matter be placed on the next council or conference agenda;

C) If favorably voted on by the district council or conference, a request should be made by the squadron commander to the district commander of the district to which the squadron wishes to transfer. This district commander should then place the proposition on his next district council or conference agenda for consideration.

If favorably acted upon, the squadron commander should obtain certified copies of the minutes of his squadron meeting and those of the district meetings involved in the transfer together with copies of the calls for these meetings, indicating that the matter was properly on the agenda. All these, with a letter of explanation, should be sent to the national executive officer. After consideration, he will refer these papers together with his approval or disapproval to the Committee on Rules for appropriate action.

**3.84** Members of **standing committees**, other than their chairs and assistants, are appointed by the Governing Board on recommendation of the chair and approval by the chief commander. For convenience, the list of proposed appointees is usually presented to the Governing Board by the Committee on Nominations. The chairs of standing

committees are members *ex officio* of the Governing Board; assistants and members of these standing committees are not.

**3.85** The **Finance Committee** works in cooperation with the treasurer's department and the budget committee, checking throughout the year on compliance with the budget and the general financial operations of USPS.

After consultation with department heads, and having the approval of the chief commander, the budget as prepared by the budget committee is submitted to the finance committee. Upon determining that the necessary funds to finance the budget can be anticipated, the finance committee submits the proposed budget for approval to the Board of Directors. At this time dues and fees for the ensuing year are also approved.

All requests for financial appropriations must be submitted to the finance committee through the budget committee. Under these requirements reopening the budget requires unusual circumstances. All special requests for subsequent appropriations are submitted to the finance committee through the appropriate department head. Any resolutions for new projects or expenses are required to show the source of funds to cover the cost. The source of funds must be identified so that the Governing Board can evaluate the feasibility of the projects.

The finance committee administers the Endowment Fund [Refer to F.1 on page F-1], including approval of both contributions to the fund and grants of available income.

The finance committee, with the concurrence of the treasurer, may retain, within budgetary limitations, investment counsel as may be required from time to time. In the event any substantial engagements are required, the approval of the Board of Directors will first be obtained. Investment counsel will be granted only limited discretionary powers.

The finance committee, with the concurrence of the treasurer and the Board of Directors, may designate additional custodians for the funds of



USPS. These additional custodians must offer insurance in an amount to cover the total of USPS funds deposited with their institution.

The finance committee continually reviews long-range fiscal planning. This involves the monitoring of receipts, expenditures, reserves, investments, budgetary controls and trends affecting sound financial operations.

The finance committee determines suitable investments for such funds as are not required for day-to-day operations, so as to obtain a rate of return consistent with security of the funds, and recommends such investments to the treasurer. Such investments may include selected common stocks; triple-A corporate bonds; mutual funds; government bonds, notes, bills and money-market funds.

There are two separate but coordinated functions of USPS financial control operating on clearly defined lines of authority: 1) the finance committee provides planning and investment advice and supervision; and 2) the treasurer's department, through the budget committee, provides budgeting, administration and control of expenditures. No member should serve on more than one of these committees at the same time.

**3.86** The **Law Committee**, composed of not more than ten members, provides legal advice and legal services to the Board of Directors and departments. It also acts as liaison between the district law officers and the Governing Board and Board of Directors on questions of law arising in the districts. The committee is chaired by the national law officer who has assistant. The law officer, with the rank of rear commander, is the legal counsel to the Governing Board and USPS. His attendance at every one of the Governing Board, Board of Directors and other specific USPS meetings is essential. He may call for and approve all certificates of incorporation of squadrons before they are filed with the state in which they operate.

**3.87** The **Planning Committee** makes recommendations in response to queries referred to it by the Governing Board, by the Board of Directors and, on its own initiative, makes recommendations of proposed changes for the improved functioning of USPS.

Time limitations at many Governing Board and Board of Directors meetings prohibit discussions to the depth that many subjects require. These topics may be referred to the planning committee for study and consideration. That committee subsequently reports its recommendation back to the referring body.

Resolutions from district conferences or USPS departments that represent possible changes in policy or procedure are generally referred to this committee for study and report. Over a period of years, the planning committee may restudy a subject previously considered since it must keep abreast of social and legal changes.

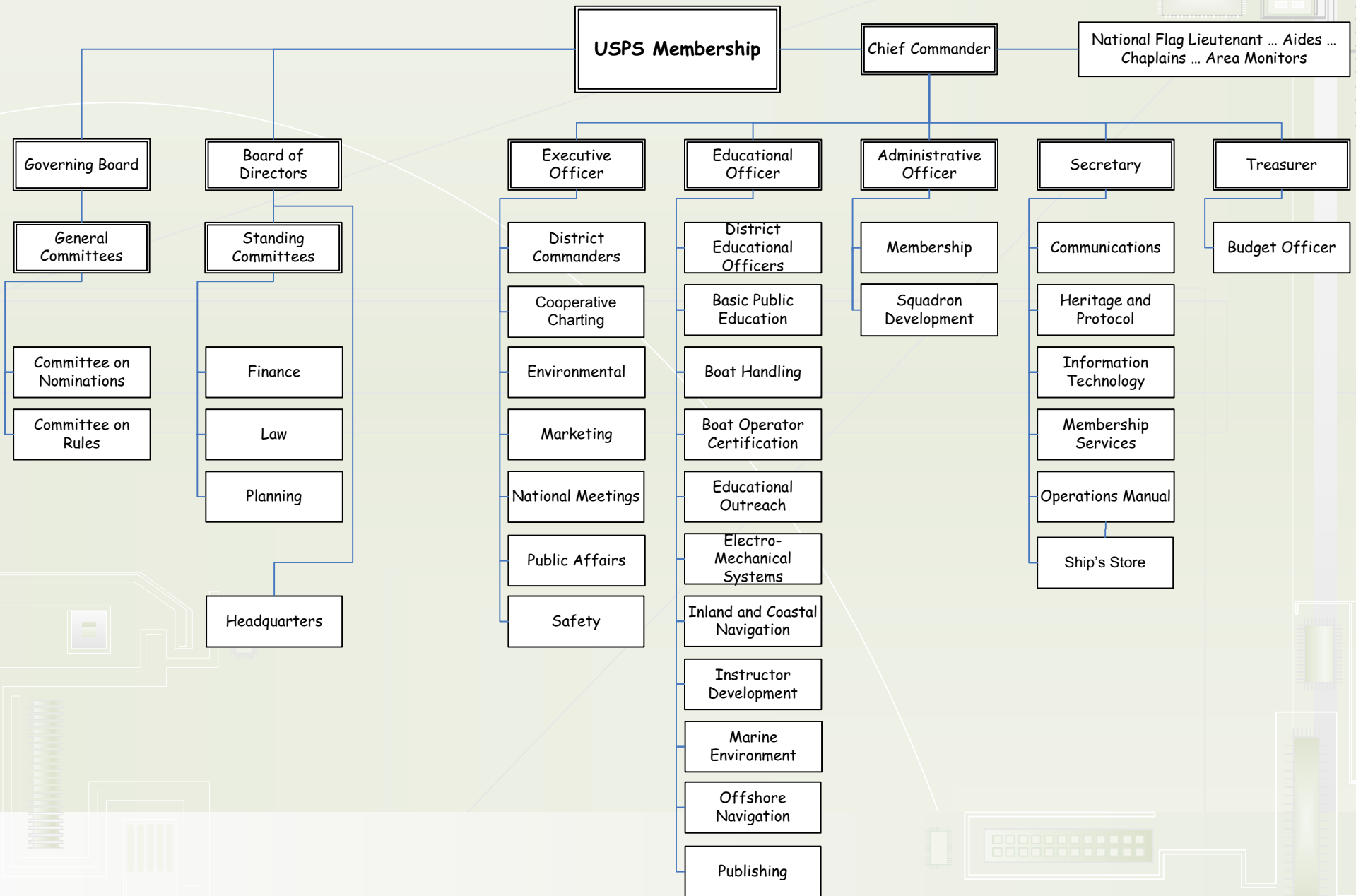
The committee is comprised of no less than seven nor more than eleven members, and usually consists of past chief, vice, rear and district commanders. The committee works closely with various committee chairs and the Board of Directors to ensure good planning.

Reports and recommendations of the planning committee are made to the Governing Board or Board of Directors for appropriate action. Districts and squadrons are made aware of these reports and recommendations through the minutes of Governing Board and Board of Directors meetings or by special notice, so that wide circulation can be given to the membership on policy recommendations, with reasons for or against the proposals. This enables the membership to consider, with all facts available, the subject under consideration.

The USPS Mission Statement, Vision Statement and Strategic Plan is located in Chapter Zero.



# United States Power Squadrons® National Organization Chart





## Chapter 4

### DISTRICT ORGANIZATION

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*A Chart of a Typical District Organization appears at the end of this chapter.*

**4.1** The **district organization**, an intermediate level between the national organization and the squadrons, is the nucleus for group action of squadrons assigned by the Governing Board to a specific district. It oversees administration of pro-

grams to educate and train members and the public and it provides opportunities for social intercourse among members and families of assigned squadrons.

The only “members” of a district are the assigned squadrons themselves. Each has voting power in district affairs.

The district organization is in close contact with all national departments and committees. It is a channel for communication between national departments and squadrons, insuring uniformity of action by squadrons.

It should be noted that USPS Bylaws allows the Governing Board to establish specific departmental committees as necessary to carry out the responsibilities assigned to the various departments. There isn't any wording requiring these committees to exist at the district or squadron level.

At the district and squadron level, other committees consisting of those customarily assigned to the various departments of a district or squadron by the policy and authority of USPS may be appointed. They shall perform such duties as are usual for their responsibilities and as may be directed by their department heads and shall make such reports as are required by their operations. So, except for specific general and standing committees (nominations, planning, et cetera) there are no specific requirements that squadrons and districts have the same committees as at the national level. It is implied that if they are appointed, that they should follow the national organization as to departments, but it is not required that they do so.

**4.2 District bridge.** The district commander (D/C) is the ranking officer of the district and holds equal stature with a rear commander. The D/C presides at all district meetings, such as district conferences and council meetings, and serves *ex officio* as a member of all district committees except auditing, nominating and rules.

District operations are apportioned among five departments: executive, educational, administrative, secretary's, and treasurer's, each headed by an elected officer serving with the rank of district lieutenant commander (D/Lt/C). The district commander and these department heads comprise the district “bridge.”

**4.3 Lines of authority.** Squadron commanders report to the district executive officer. Educational responsibility (a staff function, not line) flows between the district and squadron educational officers. The executive officer is the senior district lieutenant commander, followed in turn by the educational officer, the administrative officer, the secretary and the treasurer. Each district bridge officer must obtain one advanced grade and be awarded at least one merit mark prior to nomination. A district may elect an assistant educational officer, assistant administrative officer, assistant secretary and/or assistant treasurer, who serve with the rank of district first lieutenant (D/1/Lt or D/1st/Lt). The district commander, district lieutenant commanders and district first lieutenants are the district flag officers. All district officers must be members in good standing of squadrons in the district.

**4.4** If the district bylaws permit, the D/C may appoint a **chaplain, flag lieutenant (D/F/Lt), fleet captain, aides** and other lieutenants as needed.

The chaplain, in addition to offering invocations and benedictions at meetings of the district, is available for counsel to all squadron chaplains who may wish suggestions as to ceremonies and prayers. The flag lieutenant may travel with or for the D/C and assist in handling personal details. Chaplains should also advise conference planning committees on scheduling conflicts with religious holidays.

Aides perform assignments as directed by the D/C, such as arranging meetings, entertaining distinguished guests and visitors, conducting surveys, collecting information, et cetera. These duties assist the D/C in carrying out his responsibilities and help coordinate departmental affairs.

**4.5** The district commander is elected by the district conference, usually at its spring meeting. The D/C is both the commander of the district and a national officer. He is a member of the national executive department under the national executive officer and is, *ex officio*, a member of the Governing Board. The D/C is responsible for fostering a close bond among the squadrons of his district.

**4.6** The district commander works closely with the **squadrons** in his district. It is incumbent on the D/C to attend as many squadron functions as possible, visiting each squadron in his district at least once each year. In addition, it is his responsibility to conduct the installation of squadron commanders and, on request, squadron officers. In as much as it is rarely possible for the D/C to attend every squadron's change of watch, he assigns one of his bridge officers to represent him on some occasions.

The D/C also serves as liaison with squadron commanders on district and national affairs. He keeps squadron commanders informed by means of conference and council meetings, a district publication, correspondence, electronic mail where practical or telephone, of all district and national matters that concern their squadrons. He should make certain that his name is on each squadron's mailing list so as to receive its publications and announcements.

**4.7** The D/C is obligated to conduct extensive **correspondence**. He receives copies of most communications from national departments to squadrons, except routine correspondence between the educational department and local boards.

In considering a member for the position of district commander, the district nominating committee should be certain that he will have the time and facilities for a heavy load of correspondence.

The retiring D/C is obliged to pass on to his successor all files concerning district business transacted during his watch, including correspondence, directives, manuals, merit mark recommendations, unused forms, et cetera. These files belong to the district. They can be invaluable in assisting the new D/C with performing his duties and maintaining continuity in the district's work.

**4.8** The D/C is the **liaison** among the Governing Board, national officers and the squadrons of the district. For this reason, the D/C should keep in close touch with the national executive officer, to whose attention he should bring all matters of significance, such as a new procedure to improve the operation of the district. In turn, national matters of

interest to the district will be reported to the D/C, who is responsible for seeing that national policies are effectively carried out in his district.

**4.9 Provisional Squadrons.** The purpose of the Provisional Squadron Program is to promote the formation of new squadrons in areas not served by current squadrons. The Board of Directors has the authority to grant provisional squadron status and assigns a provisional squadron to a district for administrative purposes. See Chapter 15 for procedures for the formation and chartering of provisional squadrons.

The primary objective of a provisional squadron is to grow its membership to a minimum of 25 active members so it can request its squadron charter. It has no official status within the district, and cannot vote at district council meetings or conferences, but the district organization has the responsibility to help in its efforts to become chartered.

A provisional squadron is comprised of members of other squadrons or unattached members who will transfer into the new squadron upon its being chartered. Those members of other squadrons may vote and participate in district activities as members of those other squadrons but not as representatives of the provisional squadron. The district commander should invite the provisional squadron to district meetings, even though the squadron has no vote, to help its members become acquainted with the district organization and USPS.

The district may also include the provisional squadron in its mailing and distribution of information just as a regular squadron in the district. The district committees can help the provisional squadron in its efforts to publicize and conduct public safe boating courses in order to increase its membership. It can also help initiate an educational program of advanced and elective courses for its members.

**4.10 Helping Squadrons in Difficulty.** Squadrons may become inactive. Typical symptoms are high non-renewal rates, not offering public education courses, not recruiting new members, inability to fill bridge positions, inability to provide an edu-

cational program for its members or inability to carry out the objects of USPS. In such cases, the D/C should discuss the matter with the squadron to attempt to remedy the situation. If these shortcomings cannot be corrected by communicating with the squadron commander, it may be necessary for the squadron commander to call a special meeting of the squadron executive committee for the D/C to discuss the situation and outline a program to revitalize the squadron.

If revitalization appears impossible, squadron merger, consolidation or dissolution may be considered and reported to the national executive officer, who will present the matter to the Board of Directors.

**4.11** The D/C should make certain that squadrons of his district are acquainted with and follow the prescribed **dues collection** procedure, and he should check with each commander just after 1 June to be sure that appropriate steps are being taken to encourage retention of all squadron members.

**4.12** The D/C should attend **meetings** of the Governing Board and be prepared to give a brief report on current activities within the district. If he cannot be present he must have his executive officer or, in the latter's absence, the administrative officer represent him. These proxies have the same voting privileges as the absent D/C.

**4.13** The D/C presents the **views of his district** to the Governing Board, after presenting the subject to his conference or council for consideration. It is at conference or council meetings that he must determine the decisions of the squadrons on all matters listed on the agenda of a forthcoming Governing Board meeting. Although squadron commanders are members, *ex officio*, of the Governing Board, in the event of a card vote, the D/C casts one vote for the district and one for each squadron for which he has an authorized alternate. The squadrons' votes are cast as instructed by the respective squadron commanders on behalf of their squadron or, in the absence of such instruction, at the D/C's discretion. It is imperative that either the D/C, the executive officer or the administrative officer attend all Governing Board meetings.

**4.14** The D/C must attend the meeting of the **executive department** preceding Governing Board meetings. The exchange of ideas in these meetings makes it possible for each D/C to profit from the experience of other districts. Because the national executive officer serves as chair of the meeting, it is often possible to clarify questions of policy and procedure. The D/C should encourage each squadron commander to attend Governing Board meetings or to send the squadron executive officer.

The D/C should make an effort to make new squadron commanders feel at ease at Governing Board meetings and help them contribute effectively to the meeting. He also should encourage the district executive and administrative officers to attend these meetings and the executive department meetings which precede them.

**4.15** For pertinent instructions relating to submission of merit marks, See Chapter 16.

**4.16** Below are a few **specific things** a D/C must do (all forms are obtainable from USPS headquarters):

A) Hold spring and fall district conferences. He should notify the national executive officer prior to USPS annual meeting, preferably before 1 November, as to the date and location of the district's spring conference, and notify him at least five months in advance of the fall conference;

B) Approve plans made by the district educational officer for district educational meetings;

C) Submit to the chair of the Committee on Nominations, before the September G/B Meeting, recommendations for general members of the Governing Board;

D) Before 15 November see that all squadron commanders send in merit mark recommendations to the area monitor. These recommendations may be submitted using either the appropriate USPS form or submitted electronically as detailed in Chapter 16;

E) Forward to the area monitor, not later than 15 November, using form or diskettes provided by headquarters, recommendations for merit marks for work performed for the district during the calendar year to the date of filing. The D/C also



recommends squadron commanders within his district;

F) Send to the area monitor supplementary merit mark recommendations for work performed for the district during the calendar year from the submission date of the original recommendations to 31 December, and see that squadron commanders file their own supplementary recommendations;

G) Aid the area monitor in obtaining merit mark recommendations from squadrons in his district when advised that they are delinquent;

H) Attend meetings of the Governing Board. If unable to do so, request the district executive officer, and if he is unable to attend, request the district administrative officer to act as the representative of the district and its squadrons;

I) Be prepared to report to his council and conference on pertinent matters addressed at Governing Board meetings;

J) Develop a calendar of dates of national, district and squadron functions at which the D/C's presence is expected or likely to be requested;

K) Hold district council meetings as required by district bylaws.

**4.17** The **district executive department** is headed by the **district executive officer** (DXO). He is responsible for general supervision and coordination of squadron activities within the district, and all squadron commanders report directly to him. The DXO is informed of developments in squadrons having district and national importance, and squadron commanders should consult him on all important operational problems, particularly those which involve relations with other squadrons or with outside agencies. He is also responsible for holding periodic meetings with squadron commanders and for advising them on questions of district interest that should appear on agendas of the squadrons' general or executive committee meetings. It is his responsibility to review the minutes of squadron meetings and to bring to the attention of the district council resolutions or recommendations on which action by that body is required. The DXO coordinates visits of the district commander and/or his representative to squadrons and advises the squadron as to whether the D/C or his representative will be present. The functions of the executive department are sometimes described as "external affairs". Activities presently assigned to

the executive department are:

- Boat show committee
- Cooperative charting committee
- Legislative committee
- Liaison committee
- Homeland Security Officers (if any)
- Public relations committee
- Radio technical committee
- Safety committee
- Vessel safety check committee
- Environmental Committee
- Squadron commanders

**4.18** **Committee chairs** in the executive department are recommended by the DXO and appointed by the D/C to serve as liaison with national and squadron committees concerned. These chairs serve with the rank of district lieutenant.

**4.19** The chair of the district **boat show committee** (BSCom) is responsible for district exhibits and all materials. Each squadron should recommend at least one member to serve on this committee. The committee supervises the design, structure and display of the district booth. It devises and procures printed information to present our principal civic service, the boating course (*America's Boating Course*) to the public. It is also the duty of this committee to schedule personnel from the squadrons to man the booth. This committee maintains custody of exhibit material.

**4.20** The chair and members of the district **cooperative charting committee** (CoChCom) have the responsibility of coordinating cooperative charting activities within the district and to counsel and encourage active participation of squadron cooperative charting committees. The chair serves as liaison between the national [Refer to 7.4 on page 7-2] and squadron [Refer to 7.4 on page 7-2] committees. The district chair checks all reports as prescribed by the national committee or NOS. In addition, it is recommended that the district chair establish, subject to approval of the district organization, an awards program for the district and maintain such records as may be required to support such a program.

The chair may request the D/C to appoint one or more assistants to help administer the program.

Each squadron cooperative charting chair is a member of the district committee. The USPS-NOS cooperative charting year begins on **1 April** and ends on **31 March**. It is recommended that the district chair be appointed to serve for a corresponding term.

**4.21** The chair of the district **liaison committee** (DLCom) is appointed by the district commander. His committee is comprised of squadron liaison officers [Refer to 7.5 on page 7-2], one from each squadron within the district. The DLO reports to the DXO and the National Liaison team leader on the National Government and Partner Relations Committee (GPRCom).

The DLCom is charged with several functions, especially to promote and maintain good relations with public officials and outside organizations concerned with recreational boating safety. Such organizations include, but are not limited to, those responsible for promulgating, enforcing and teaching rules and regulations relating to recreational boating. Good relations with these organizations aid in promoting programs of mutual interest.

At district meetings the liaison committee has three main responsibilities:

- 1) Presenting and retiring the colors at opening and closing ceremonies;
- 2) Providing assistance to guests attending the district functions;
- 3) Holding an open meeting with squadron liaison officers to discuss goals, achievements and approaches to problems encountered at the district and squadron levels.

To avoid confusion, the DLO should not contact the national headquarters of any organization regarding liaison activities without first obtaining authorization from the GPRCom.

The DLO, with advice from SLOs, is in an excellent position to recommend to the D/C the names of individuals whom the D/C might wish to invite as guests or speakers for district functions. At the D/C's discretion, DLCom members serve as hosts for these guests.

The DLO summarizes information on squad-

ron liaison activities obtained from the reports of SLOs for district records. Information should flow from the Squadron LO through the DLO to the National LO on GPRCom and from the National LO through the DLO to the Squadron LO.

In matters relating to protocol, the DLO is encouraged to refer to Chapter 12 of this *Operations Manual* and to the *Guidelines for District and Squadron Liaison Officers* on the GPRCom website.

**4.22** The District Homeland Security Officer (D/HS/O) is appointed by the District Commander to support the mission and objectives of the Homeland Security team of the National Government and Partner Relations Committee (GPRCom). If no D/HS/O appointment is made, the District Liaison Officer (D/L/O) shall assume the duties and responsibilities of the homeland security function. The USPS homeland security effort centers around two objectives:

- 1) Coordinate various emergency preparedness activities to maintain our partnership with Citizen Corps, a branch of the Federal Emergency Management Agency (FEMA), and
- 2) Support the U.S. Coast Guard's "America's Waterway Watch" program to keep our waterways safe and secure. The D/HS/O shall also coordinate homeland security activities with his or her counterparts and leadership at the squadron level.

**4.23** The district **legislative officer** (DLegO), appointed by the D/C, advises the D/C and the district membership on proposed or enacted legislative matters affecting boating in his district. In districts which encompass several states, the concerned DLegO should coordinate the state legislative monitoring activities.

The DLegO must consult with the National Government and Partner Relations Committee before representing the district or any squadron in connection with existing laws or proposed legislation.

The district legislative committee seeks and gathers information on laws, proposals and regulations affecting boats, boaters and water sports, and then reports on the subject to the D/C, the member-

ship and GPRCom for its information.

The DLegO is the prime communication link between GPRCom and the squadron Legislative Officers [Refer to 7.6 on page 7-3] and serves on the staff of the national legislative officer [Refer to 3.13 on page 3-5].

The district legislative officer should:

A) Effectively monitor all legislative activity in his area. This may be performed by members of his committee or by squadron legislative officers;

B) Schedule and conduct meetings, seminars, symposiums or workshops at the spring and fall conferences to deal with legislative activity in the district and at the national level. If appropriate, schedule additional sessions at district council meetings;

C) Forward copies of all legislative reports to their respective GPRCom Team Leaders to ensure that all of USPS benefits from his efforts;

D) Attend, if possible, at least one of the two national law and legislative meetings conducted at annual and Governing Board meetings. If unable to attend any meeting, request the district executive officer to arrange representation at the meeting;

E) Keep the district law officer informed of any changes or modifications affecting recreational boating in the district;

F) Maintain records of legislative activity of his committee so that appropriate merit mark recommendations may be made.

**4.24 The district public relations officer (DPRO)** is the chair of the district public relations committee and is appointed by the district commander. His committee is comprised of squadron PR officers, one from each of the squadrons within the district. The DPRO reports directly to the district executive officer. The DPRO is the liaison between the national public relations committee and squadron PROs.

He is responsible for organizing and coordinating PR activities that involve several squadrons in an event. Examples are boat shows, which draw potential members from several squadron areas, and other activities that attract the public from large territories.

The DPRO is responsible for ensuring that SPROs seek maximum local publicity for boating courses offered by their squadrons, as well as other newsworthy squadron activities. Using the *PRO-Log* as a foundation, the DPRO provides information about tools, ideas and procedures that the SPROs use in their jobs. To this end, the DPRO conducts meetings, workshops and instructional seminars for SPROs to communicate these ideas and information.

**4.25 The district radio technical officer (DRTO)** is an *ex officio* member of the national electro-mechanical systems committee (EMSCCom) [Refer to 3.27 on page 3-12] and boating activities and safety committee (BASCom) [Refer to 3.27 on page 3-12] so that he can serve as liaison between these two committees and squadron radio-technical officers (RTOs) [Refer to 7.8 on page 7-4] in his district.

The member selected as chair of the district radio technical committee (DRTCCom) should have a broad technical background in maritime electronic systems, including telecommunications; however, this knowledge may be supplemented by other committee members. The chair may have an assistant chair and as many committee members as are required to assist in the operation of his committee. Squadron radio-technical officers are members of DRTCCom.

The district chair, or his representative, should attend open meetings of the electro-mechanical systems committee and the boating activities and safety committee held in conjunction with Governing Board meetings.

Meetings of the DRTCCom, which may include marine electronics seminars, are usually held in conjunction with district conferences. Liaison should be established with representatives of marine electronics and telecommunications organizations, who may be invited to participate in seminars. The chair of the district liaison committee should be informed of all contacts with outside agencies.

The DRTCCom chair, in his role as liaison between the national staff and the squadron RTO,

should be alert for articles on marine electronics in squadron publications, reports, and correspondence and forward them to the national staff, which can help define USPS position on marine electronics and telecommunications at the national level.

**4.26** The chairman of the District Safety Committee is appointed by the District Commander on the basis of his interest in marine safety. His committee is comprised of squadron safety officers, one from each squadron within the district. The District Safety Officer (DSO) reports to the DXO. It is the duty of the DSO to act as liaison between the Safety Committee and squadron safety officers and serve as district representative to the Safety Committee.

The committee is responsible for formulating ideas and collecting data which will tend to stimulate constant vigilance against the hazards inherent in the use, operation and maintenance of recreational boats.

It is the responsibility of the DSO to direct the safety program in the district and to maintain communication with national organizations and government and state agencies within the district whose activities are directed toward boating safety. Such organizations include the United States Coast Guard, United States Coast Guard Auxiliary, American Red Cross, National Safety Council, National Safe Boating Committee, National Safe Boating Council and state Watercraft/Wildlife Marine agencies. The DSO cooperates with the district public relations officer to prepare ideas and suggestions to bring safety considerations to the attention of the public. The DSO will encourage and participate in the Vessel Safety Check program and help promote National Safe Boating Week through Squadron Safety Officers, making the public aware that the promotion of safe boating practices is a civic service of USPS.

For more information on “America’s Waterway Watch,” National Weather Service, and Environment, refer to 3.23 on page 3-9.

**4.27 Vessel safety check committee.** The district vessel safety check officer (DVSC) is appointed by the district commander and serves

under the district executive officer. He serves as the liaison between national and squadron. When national distributes data about the program or when squadrons request clarification of a directive, the district VSC chair is the available resource. The district chair also has the responsibility of aiding squadrons in promoting the VSC program as well as assisting the preparation of new VSC examiners. The squadron VSC chairs are members of the district vessel safety check committee [Refer to J.3 on page J-2] and [Refer to 3.23 on page 3-9].

**4.28 The Squadron Development Committee** is appointed by the District Commander to assist the commander in evaluating, assisting and reporting on the condition and health of each district squadron. The committee works closely with the National Squadron Development Committee in collecting and sharing information useful to squadrons and district officers in forming and assisting squadrons. The committee coordinates the preparation and collection of annual squadron surveys on the health of each squadron, and summarizes the results in a “State of the Squadrons” report for the district commander..

**4.29 Squadron commanders** report to the DXO, who is responsible for general supervision and coordination of squadron activities at the district level. The DXO should be informed of developments in squadrons having district and national importance; squadron commanders should consult him on all important operational problems, particularly those which involve relations with other squadrons or with outside agencies.

The DXO is responsible for holding periodic meetings with squadron commanders and for advising them on questions of district interest that should appear on agendas of the squadrons' general or executive committee meetings. It is his responsibility to review the minutes of squadron meetings and to bring to the attention of the district council resolutions or recommendations on which action by that body is required.

The DXO coordinates visits of the D/C and/or his representative to squadrons and advises the squadron as to whether the D/C or his representative will be present.

**4.30** The district **educational department** (DEdDept) consists of the district educational officer (DEO), an assistant DEO (if elected), district educational committee chairs and squadron educational officers (SEOs) of all squadrons and provisionals assigned to the district. The district commander is a member, *ex officio*, of the DEdDept and its committees. Meetings of the department provide a medium for the exchange of ideas among district squadrons, for dissemination of information, for keeping the DEO fully informed of educational affairs in the district and for the general discussion of local educational problems.

**4.31** The district **educational officer** is elected annually by the district conference upon nomination by the district nominating committee, or as otherwise provided in district bylaws, but his qualifications must be pre-approved by the national educational officer. The chair of the district nominating committee is responsible for filing a completed form ED-80 (Nominations for Educational Officer and Assistant Educational Officer) with the NEO at least 60 days prior to the district election. (If no reply is received from the NEO within thirty days of receipt by the NEO of written request for approval, the qualifications may be considered approved.) To be approved by the NEO, the DEO candidate should hold the grade of navigator or junior navigator, and have passed at least five of the six elective courses and should have experience in teaching. He should be willing to serve up to three years to provide continuity to the district educational program and training for his successor. He serves as a district lieutenant commander and is a member of the Governing Board and the national educational department. He is a district bridge officer, a member of the district council and the district conference, and chair of the district educational department, keeping all of those bodies apprised of the status of district educational affairs.

The DEO has the responsibility of supervising all educational affairs at the district level, coordinating the educational activities of the squadrons of the district and serving as their representative to national educational committees. He assists the D/C in arrangements for district educational meetings and represents the national educational department at district conferences or

squadron meetings at which the NEO or ANEO is not present. He counsels squadron nominating committees on recommendations for SEOs and ASEOs and may approve their nomination when delegated to do so by the NEO. He also may be delegated by the NEO to approve appointment by squadron commanders of the chairs and assistant chairs of their local boards for boating, advanced grades and elective courses. The DEO should establish and maintain an effective follow-up for monitoring squadron performance in providing to USPS headquarters in a timely manner complete information on all basic public education classes scheduled and conducted by each squadron.

The DEO should attend meetings of the national educational department preceding Governing Board meetings. The exchange of ideas in these meetings makes it possible to profit by the experiences of other districts. With the NEO and the educational department staff in attendance, this affords an ideal opportunity to clarify questions of policy and procedure or highlight problem areas for further consideration. Reports by the NEO and the national course chairs on the status of each course should be immediately conveyed to SEOs for dissemination to squadron educational department personnel.

**4.32** There may be an **assistant district educational officer**, who serves as a district first lieutenant. His qualifications must be pre-approved by the NEO in the same manner as prescribed above for the DEO (use of Form ED-80). He is nominated and elected in the same manner as the DEO, but his nomination should have the concurrence of the DEO.

The ADEO assists the DEO as directed and in the absence or incapacity of the DEO acts in his stead, including voting at district or national meeting. He is not a member of the district bridge or of the district council unless district bylaws provide otherwise.

**4.33** There may be one or more district lieutenants in the district educational department who are appointed annually by the D/C on recommendation of the DEO, or as provided by the district bylaws. They may serve as, for example, district chairs of

advanced grades, elective courses, boating (basic public education), learning guides, or specific courses. They assist the DEO as assigned in the coordination of the district's educational program.

One distinct district lieutenant is the district **teaching aids chair**. He maintains contact with squadron and national instructor development committee personnel to stimulate greater awareness of the impact of effective teaching aids. He encourages squadron participation in teaching aids exhibits at district conferences and USPS annual meetings and the exchange of information on new and effective aids between squadrons and the national committee.

**4.34** The district **administrative department** is headed by the **district administrative officer** (DAO). He is a member *ex officio* of all department committees and performs the duties assigned by the D/C, the district council, the district conference and the bylaws. The DAO is a source of leadership to the committee chairs in his department. An assistant administrative officer (ADAO) may be elected by the delegates at the conference and serves as district first lieutenant (D/1st/Lt), if so written in the district bylaws. In the absence or incapacity of the administrative officer, the assistant administrative officer acts in his stead, including voting at any meeting. The following activities are assigned to the DAO and involve "internal affairs":

- Membership
- Member involvement
- Boating activities
- Operations training
- Conference
- Auxiliary liaison officer

Committee chairs are recommended by the DAO, appointed by the D/C, and serve as the district's liaison with national and squadron committees concerned. These chairs hold the rank of district lieutenant.

**4.35** The primary responsibility of the district **membership committee** (DMemCom) is to act as liaison between the squadrons [Refer to 7.12 on page 7-5] and the national organization [Refer to 23.15 on page 23-7] on membership matters. The

chair and committee members are appointed by the district administrative officer with the approval of the district commander. The chair holds the rank of district lieutenant (D/Lt). Lines of communication between the national committee's area representative through the district chair to the squadron chair are utilized frequently.

The **responsibilities** of the district membership committee are:

A) To assist squadron membership committees in an advisory and helpful manner when needed;

B) To train and inform squadron membership committee personnel through meetings and seminars at district conferences and council meetings;

C) To evaluate squadron performance in the acquisition of members and to communicate the results to the district commander through the district administrative officer; and to suggest remedies when needed;

D) To keep the national membership committee informed, through the area representative, of successful squadron programs, innovations and results.

**4.36** The **district member involvement committee (DMICom)** assists squadrons with the member involvement projects and acts as a liaison between the National Membership [Refer to 3.40 on page 3-19] and the squadrons [Refer to 7.13 on page 7-6].

The district member involvement committee responsibilities are:

A) To send copies of all correspondence received from the national member involvement committee representative to all squadron member involvement chairs;

B) To monitor the changing needs of the membership and communicate these needs to the squadrons;

C) To assist squadrons with non-renewal programs;

D) To encourage squadron member involvement chairs to develop strong involvement programs within their squadrons;

E) To encourage squadron entries in the Youth Poster Contest [Refer to 3.47 on page 3-22];

F) To encourage squadrons' entries in the Membership Involvement Committee Award [Refer to 3.45 on page 3-21].

**4.37** The district **boating activities committee** (DBACom) has responsibility for carrying out tasks in direct support of district functions and for providing guidance and support to squadrons within the district. Program responsibilities include port captains, cruises, rendezvous and USPS-CPS amateur radio network.

Illustrative examples of duties include assuring that:

- A) The district's geographical area is adequately covered by port captains;
- B) District and squadron cruises and rendezvous are properly planned and coordinated;
- C) Information on these events is submitted to the national boating activities committee in sufficient time for publication in *The Ensign*.

The district boating activities committee usually carries the responsibility for preparing plans for a district cruise or rendezvous and for submitting these to the district council for approval. Upon approval of plans and acceptance by a squadron or squadrons to serve as hosts, it is the responsibility of this committee to assist the host squadrons in every way possible to carry out the program. Further, it is the responsibility of the chair of the committee to select the cruise chair of each event and to insure that plans are outlined and that those responsible understand their duties.

**4.38** The district **Leadership Development Committee** (LDCom) provides liaison between the national leadership development committee [Refer to 3.47 on page 3-22] and the squadron operations training committee, [Refer to 7.16 on page 7-7] conducts operations training programs at the district level and coordinates the activities of the squadrons. All training at the district level is in addition to that provided by the squadrons' operations training program. Squadron operations training chairs are members of the district operations training committee and should consult with the district chair for assistance and guidance in conducting squadron programs.

Districts are encouraged to hold frequent operations training seminars and to monitor the frequency and the quality of operations training programs offered through the squadrons.

**4.39** The district **conference committee** (DConfCom) is responsible for the duties that are involved in conducting a district conference. Districts plan a spring and fall conference each year. It is essential that the necessary negotiations and resulting contracts are in place thirteen to 24 months in advance.

In planning a District Conference, the Conference Planning Committee should pay particular attention to both civil and religious holidays occurring during the planned conference dates. Every effort should be made to avoid planning a conference that spans those holidays. District Chaplains should advise the planning committee on scheduling conflicts with religious holidays. A listing of the Jewish holidays can be found in the Table of URLs in Chapter Zero.

The chair, under the district bylaws, works with the district administrative officer and district commander, negotiating with applicable hotels to produce an acceptable contract. The selected contract must be one meeting the established criteria, based on successful historical information, as well as current input contributed by the outgoing/incoming district commanders.

Upon selection of a site, the district conference committee is responsible for:

- A) Publicizing the event in squadron and district publications;
- B) Selecting menus and themes in concert with the district commander;
- C) Pricing of meals and arranging entertainment within the budget constraints;
- D) Overseeing publications of scheduled seminars, with advance notice to district chairs;
- E) Collecting and dispersing tickets for all events;
- F) Providing an accurate accounting to the district bridge officers following each event.

It is essential that the overall conference meets with the approval of the current district commander

and the incoming commander during the conference at which the change of watch will take place.

**4.40** Districts may appoint an **auxiliary liaison officer** even though there is no formal auxiliary organization at the district level. This officer is appointed by the district commander, as a member of the district administrative department, to serve as a direct link in communications between the national squadron activities committee [Refer to 3.39 on page 3-18] and individual auxiliaries within the district. In order to be effective, all correspondence concerning auxiliaries within that district should be channeled through the district auxiliary liaison officer.

The duties of the district auxiliary liaison officer include but are not limited to:

- A) Giving verbal and written auxiliary reports to district councils and conferences;
- B) Holding round table discussions with auxiliary members at district conferences;
- C) Encouraging squadrons within the district to sponsor an auxiliary by stating benefits to a squadron;
- D) Providing articles of interesting auxiliary activities within the district to the squadron activities committee. Articles may be included in the *Auxiliary Newsletter* and/or *The Ensign*;
- E) Encouraging auxiliaries, immediately following the election of bridge officers, to submit the auxiliary annual report to the R/C of the Squadron Activities Committee;
- F) Knowing the contents of the *Auxiliary Directory* (names and addresses of the squadron activities committee, model pledge for auxiliary officers, two copies of auxiliary annual report form);
- G) Copying the auxiliary advisory committee regional representative and the squadron activities committee with correspondence including reports to district;
- H) Turning over all records to successor.

**4.41** The district **secretary** (DSec) is in charge of the district secretary's department. He is a member of the district bridge and serves as district lieutenant commander (D/Lt/C). He is responsible for designated activities and assigned committees. He recommends the chairs of committees in his

department, and after appointment by the district commander, these chairs serve with the rank of district lieutenant (D/Lt). An assistant secretary (Asst-Secy) may be elected by the delegates at the conference and serves as district first lieutenant (D/1st/Lt), if so written in the district bylaws. In the absence or incapacity of the secretary, the assistant secretary acts in his stead, including voting at any meeting. The district secretary has responsibility for the following committees and activities:

- Historian
- Roster
- Newsletter editor/publications
- *The Ensign* correspondent
- Computer systems

His duties are usually outlined in detail in the district's bylaws. The following itemizes his basic duties:

- A) Keeps the official attendance at conference and council meetings;
- B) Keeps minutes of the conference and council proceedings and conducts the correspondence of these bodies;
- C) Maintains an up-to-date mailing list for meeting notices and other district communications. Includes the chief commander, the national executive officer, and the national secretary on the mailing list;
- D) Receives written certifications from squadron commanders for delegates to the district conference;
- E) Puts the agenda of conferences and council meetings in final form and mails to members;
- F) Has custody of the official copy of the district bylaws and keeps it correct and up to date. Preserves in convenient, readily accessible form (codified standing rules) important motions that might otherwise become buried and lost in the minutes of past meetings of the council or conference. These include operational matters and decisions such as those pertaining to district publications, memorial expenditures, responsibility for conferences, terms governing educational and attendance awards and trophies and many other items as appropriate for preserving in permanent form;
- G) Maintains a file of all documents, records and communications of the district;



H) Makes a report to each conference and council meeting;

I) Effective the USPS Annual Meeting conducted 01/28/2012, the District Secretary is no longer required to send district meeting minutes to any national officer. Sends to the Committee on Rules a copy of amendments to district bylaws;

J) Reports to the national secretary, on forms provided by headquarters, the names and addresses of newly elected and appointed district officers for incorporation in the *Directory of National, District and Squadron Officers*, published annually;

K) Turns over to his successor all records, reports, communications and documents of the district.

**4.42** It is important for the preservation and indexing of valuable historical material that a **district historian** be appointed. He should be a member who is interested in this work and is willing to continue in this office for more than one year.

The district historian's records should contain records that apply to district activities:

A) Minutes of the original organizational meeting;

B) Copy of incorporation papers;

C) Color rendition of district flag and its heraldry;

D) Copy of district bylaws including amendments;

E) Important correspondence/documents;

F) Date and location of each district conference, both fall and spring;

G) List of officers, elected and appointed;

H) Copies of all squadron and district annual reports;

I) Copies of each squadron charter, incorporation papers, burgee and heraldry;

J) Total number of members in the squadrons of the district.

Files of correspondence, records and reports will create considerable bulk in the historian's file; therefore, it becomes necessary for him to dispose of those with no historical value. Discretion must be used. Materials retained should be of historical value.

The district historian should promote and

encourage squadrons to use DB2000 to submit annual historian reports. The district historian is also charged with filing the annual district report (form H-720) using DB2000 and retaining a file copy for the district.

The district and squadron historians should recommend speakers or arrange displays to commemorate USPS Founder's Day (2 February) or anniversaries.

It is recommended that the district historian be added to the district mailing list to receive copies of items such as minutes of all district meetings, changes in district bylaws, and copies of all district and squadron publications.

**4.43** The **district roster committee** plays an important role as to communications among members. The district roster contains not only information about the district but also data concerning each squadron within that district. The publication contains names of each squadron, meeting dates, location of squadron buildings, charter dates, list of squadron officers and committee chairs with their addresses, phone and FAX numbers. The listing of electronic mail (email) addresses is also a benefit in communicating among squadrons, district officers and national officers. A calendar of activities (rendezvous, meetings and socials) with dates, types of functions and locations is a valuable addition to any district roster.

**4.44** The **district publications/newsletter committee** chaired by the district editor, is responsible for keeping open lines of communication between squadron newsletter editors [Refer to 7.22 on page 7-10] and USPS Communications Committee [Refer to 3.53 on page 3-24]. This district publications/newsletter committee is responsible for editing and publishing the district newsletter and, in addition, he and members of the committee may give consultation and assistance to squadron editors to help improve their local publications. The editor and the committee should, through seminars and other means of information exchange, tie together district and squadron publications efforts.

Newsletters vary in size, from one page to a

magazine, and number of issues, usually two to four per year. Of course, it is desirable to send copies of the district newsletter to every member in that district. The committee usually consists of several persons with specialized talent, in art, photography, advertising skills and proof-reading. The newsletter should not be a one person publication but should have articles written by bridge officers and members who have a wealth of knowledge and experience in boating to share with others.

District newsletters should contain announcements of conferences, rendezvous and social activities so that all members are aware of dates and locations. The cost of printing and postage is expensive so it is wise to use discretion. Obtaining a bulk mailing postal permit reduces postage costs. Also many newsletters have “boosters”, members who help to finance the cost of publishing and mailing the newsletters, and their names are listed in the publications.

Copies of the newsletter should be sent to the national bridge and the chairs and assistants of the national publications committee. If newsletters meet certain criteria, the district will receive the Distinction in Journalism Award and be entitled to display the award seal in future issues of the newsletter. It is important that at least two issues be sent to the member on the national publications committee who evaluates the district newsletters. Also all districts are urged to submit copies of their newsletters for the Parade of Publications table at all national meetings.

**4.45** A **correspondent to *The Ensign*** should be appointed in each district to originate, solicit and process material for the national magazine, *The Ensign*. Responsibilities include:

A) Originating, soliciting and forwarding reports of district activities to *The Ensign*, including newsworthy information on district conferences, rendezvous, contests and other projects of national interest;

B) Soliciting and collating reports of squadron activities submitted by squadron correspondents in the district for transmission to *The Ensign*;

C) Promoting of advertising for *The Ensign* and receiving commissions;

D) Encouraging submittals from squadron photographers, artists and writers for publication in the national magazine.

**4.46** Many districts have established a **computer systems committee** within their secretary's department and the number continues to increase. This committee can be quite valuable in promoting continuity in the use of computers within USPS. Through an account with USPS headquarters, district treasurers and secretaries can more easily maintain their records by downloading data from headquarters.

The DComSysCom also supplies material for the district roster and creates the district “web site”. The roster is a necessity for officers and committee chairs while the web site is a means of communication with the members within the district as well as fostering public awareness as to the work and goals of USPS.

Information on the district web sites contains regional news and lists the squadrons that comprise that district, their locations and boating course dates. Many sites include photos of district activities, raft-ups, rendezvous and conferences. In addition, articles and other newsworthy items are included explaining the importance of safe boating, and why USPS is fun and a family oriented organization.

The national counterpart is the information technology committee (ITCom) [Refer to 3.58 on page 3-27], available to assist districts with their web pages.

**4.47** The district **treasurer** (DTreas) performs duties outlined in detail in the district's bylaws. The treasurer records all payments in an orderly fashion, either in a ledger or on the computer, using a financial program. Districts must adhere to the practice that only the treasurer is authorized to make remittances to national headquarters. Member's checks are deposited in the district accounts and then an official organizational check is sent to headquarters as billed.

**Receipts.** All funds are deposited as they are received. Written receipts are issued for all cash

items and a duplicate copy is retained for the records. All USPS checks remitting money to squadrons, districts or individuals carry a 90-day cancellation notice so depositing them promptly is important.

**Disbursements.** All payments are authorized by budget approval and are properly approved by the member, committee chair and/or officer responsible for the obligation that was created. Bills are paid promptly, as authorized. Accounts that are past due for more than thirty days will result in cancellation of credit. No further shipments are made from headquarters until the account is paid in full. All payments are made to the order of “United States Power Squadrons” and sent directly to headquarters.

The treasurer issues “working funds” to the chairs of various committees when directed to do so by the district council.

**Records.** The treasurer keeps an accurate account of monies received, deposited and paid out as simply and clearly as possible. The number of the check is recorded after the payment has been authorized. All bills are preserved for review by the auditing committee.

**Meeting reports.** The treasurer makes a report of money received, paid out and of cash on hand at each meeting. Interim reports are made if required by the bylaws. These reports are submitted in as much detail as necessary. A written annual report at the end of the year is detailed as required by the auditing committee. The treasurer is available at the audit and is prepared to answer any inquiries.

For clarification of procedures to be followed Refer to 5.35 on page 5-10.

This outline of the district treasurer's basic duties also may prove helpful. He:

- A) Collects and is responsible for all monies payable to the district;
- B) Promptly pays all district bills which have been approved for payment by proper authority;
- C) Promptly deposits the funds of the district in a bank approved by the proper district authority;

D) Keeps an accurate record of all receipts and expenditures;

E) Advises the district commander and district council when expenditures are not in conformity with district budget;

F) Gives a brief financial report at each district council meeting and a complete financial statement at each district conference;

G) Turns over to his successor all documents, records, bank books, statements, property and funds of the district;

H) Sees that the squadron treasurers of his district comply with all sales tax requirements where applicable;

I) Prepares Internal Revenue Service form 990 for the district if required;

J) Annually submits a report to headquarters stating that all squadrons in the district have submitted all required forms 990 on time, noting which squadrons were exempt owing due to having revenues of less than \$25,000.

**4.48 Federal tax returns of districts.** United States Power Squadrons (a North Carolina Corporation), and its subordinate units, have been granted exemption under Section 501(c)(3) of the Internal Revenue Code of 1954. The exemption is dated 29 May 1979, IRS file number 580000848.

As an exempt organization, the district need not file income tax returns but may be required to file form 990, “Return of Organization Exempt from Income Tax”, which is obtainable from an Internal Revenue Service office.

This information is not required if gross receipts do not exceed \$25,000. What is required is that headquarters be notified whether or not a form 990 was filed. A form for notification is provided by headquarters.

**No district is permitted to make individual application to the IRS to qualify under Section 501(c)(3). All districts are included under USPS Group Exemption.**

**4.49** The **budget committee** prepares a detailed estimate of receipts and expenditures over a year in advance, covering activities approved by a district conference. In order to maintain sound financial

planning, it is necessary to prepare a realistic budget. This committee controls expenditures during the year and enforces, through the treasurer, all rules which have been set up for the handling of expenditures of the various departments. The committee preparing the budget is familiar with and has records of the historical expenditure patterns. Particular attention is to the outlays of travel expenses, meeting space rents and costs of publications. Then income from assessments plus proceeds from fundraising events are added to investments to recommend a balanced budget. If, after careful review, the budget appears to be out of balance, the budget committee works with the bridge to see what expenditures can be cut or postponed. The committee may want to recommend an increase in assessments to cover the difference. It is then up to the district council to accept or reject the recommendation before submission to the membership.

The district budget establishes the amount of assessments that squadrons submit to the district for each active member. All of this data is sent to headquarters in February so that printed dues notices may be prepared and sent to the individual members in May.

Districts may combine the budget and finance committees, if feasible.

**4.50** The district **property officer** maintains an inventory of properties (films, flags, display material, et cetera), so that the district will have knowledge of the nature, condition and whereabouts of these items to make it possible for the district to have adequate insurance coverage. From time to time he should report to the district council or conference.

**4.51** Districts are financed by per-capita assessments on squadrons or other means as provided for in their bylaws.

The district may make annual **assessments against the squadrons** in the district on a per-capita basis in amounts necessary to meet expenses of the district. The assessment is generally due on or before 1 May of each year and should be provided for in the district bylaws. Most district bylaws provide that the amount of the assessment be voted on

at a district conference.

**4.52 Reimbursement** for transportation and partial lodging is allowed a district commander attending USPS annual and Governing Board meetings. If he cannot attend, the allowance is extended to the district executive officer, and if neither of them can attend, the allowance is extended to the district administrative officer.

A similar allowance is provided to the district educational officer. If he cannot attend, the assistant educational officer may, with prior approval of the national educational officer, be reimbursed.

For travel by air, members are reimbursed for "standard cost", defined as the lowest cost non-refundable advance-purchase fare ("SuperSaver" or equivalent) requiring a Saturday-night stay, but not including a senior-citizen discount. Reimbursement is made for travel by private auto at a rate set from time to time by the Board of Directors and is limited to "standard cost". All claims for reimbursement must be accompanied by a statement showing date and place of departure, destination, date of return and for travel by auto, mileage claimed [Refer to G.6 on page G-3].

District commanders, executive officers, and administrative officers submit expense vouchers through the executive department's budget officer. District educational officers submit theirs through the educational department's budget officer. All claims must be accompanied by transportation and hotel receipts.

**4.53** The chair and members of the following **general committees** are elected at a district conference, as prescribed by the bylaws of the district:

- Nominating
- Rules
- Auditing
- Planning \*

\* Check your district bylaws as the Planning Committee may be a Standing Committee.

**4.54** The district **nominating committee** is responsible for selecting a slate of district officers.

This committee must consider the views of all squadrons. Continuity of experience is desirable so at least one member of the committee should be elected each year, each member to serve a prescribed term.

The size of the nominating committee may vary. Three members is the minimum. It is important that the membership of the nominating committee be distributed throughout the district, and, in general, it is desirable to have no more than one member from any one squadron. All deliberations of this committee are to be held in confidence, except for the names of the nominees to be presented at the appropriate time.

The district bylaws detail the procedure for the duties of the nominating committee.

**4.55** The district **rules committee** keeps the district bylaws up to date, reviews the “model” bylaws which are sent to district commanders from time to time and formulates recommended changes as they become necessary. This committee interprets the district bylaws and advises the district commander on procedural matters. The chair very often serves as parliamentarian at council meetings and conferences.

Committee members should have a complete understanding of both district and squadron bylaws so as to be of assistance to squadrons when they update their bylaws.

This committee should have a continued existence; only some of its members should be elected each year. To amend district bylaws, the committee must follow the regulations as prescribed by the Committee on Rules [Refer to 4.63 on page 4-18].

**4.56** The **auditing committee** is elected each year at the spring or fall conference for the purpose of auditing the district treasurer's records. For minimum recommended auditing procedures, Refer to 7.26 on page 7-11 which details procedures for squadron audits.

In most districts, this committee is usually made up of two or three members, no two of whom come from the same squadron.

The committee audits district funds and records on the basis of the fiscal year established by the district bylaws and reports to the conference before the annual treasurer's report is accepted.

**4.57** The **planning committee** makes recommendations in response to queries referred to it by the district council or conference, and on its own initiative makes recommendations for improved functioning of the district. Squadrons are made aware of these recommendations and reports through the minutes of district council meetings and conferences, enabling the district membership to consider, with all facts available, those subjects under consideration.

Resolutions forwarded to the district from squadrons should be referred to and reviewed by this committee, which will communicate its opinion to the conference prior to a final vote.

The committee should be composed of no less than three nor more than seven members, usually past district commanders, past district lieutenant commanders, and past squadron commanders.

**4.58** The chairs and members of **standing committees** of the district council or conference are recommended by the district commander and approved by the district council or conference. These committees are:

- Finance
- Law
- Educational Fund representative
- Personnel

**4.59** The **finance committee** works in cooperation with the treasurer's department. It is responsible for reviewing recommendations of the budget committee and recommending the annual district budget to the district conference.

As part of that budget, the committee specifically recommends the rate of the squadron assessment for the coming year. District assessments are fixed by the local district and described in the district bylaws.

All requests for financial appropriations are sent to the finance committee, through the budget

committee receiving approval either from the district council or conference, in accordance with district bylaws.

A district may combine the budget and finance committees.

**4.60** The **law officer** should be a member of the bar of at least one of the states which the district serves. He is also *ex officio* a member on the staff of the national law officer. **Assistant law officers** should be attorneys admitted in the other states as necessary. The law officer acts as legal counsel to the district commander and district council, supervises disciplinary hearings and maintains liaison with the national [Refer to 3.86 on page 3-35] and squadron [Refer to 7.34 on page 7-15] law officers.

In cases where more than one district operates within the same state, it is important that there be consultation among the counterpart law officers on questions requiring legal opinion with respect to state laws. If these law officers have divergent views on a matter, consultation with the national law officer is mandatory, because all squadrons within a state must operate on the same basis with respect to the laws of that state.

Before a district law officer takes legal action on any matter involving USPS or any of its districts, squadrons or members, it is mandatory that he contact the chief commander and the national law officer.

**4.61** **USPS Educational Fund representative** keeps members informed of the progress of the fund and encourages gifts and memorials to the fund. The district representative should have a local representative in each squadron. He should create and maintain interest in the fund and provide information and forms to use in making contributions [Refer to F.2 on page F-8].

**4.62** The **personnel committee** maintains, as completely as possible, an inventory of the skills and interests of members, so that when the district commander, department heads or chairs of committees look for talent, it can make appropriate recommendations.

The committee plans for suitable recognition of individuals or organizations which the district wishes to recognize. There are many forms that this recognition may take, such as letters, plaques, flags or certificates.

**4.63** **District Bylaws.** It is imperative that district bylaws be consistent with USPS bylaws and policies of USPS. To this end the Committee on Rules (ComRules) publishes “model” bylaws for districts and revises them as required. An electronic copy of the current model is available for download from the USPS web site. When bylaws are to be amended, or adopted by a new district, the current model bylaws for districts should be studied and followed. The model introduction provides steps needed to accomplish creating the new or revised bylaws and should be read and followed. Neither bylaws nor amendments become effective until the date of approval by the National Committee on Rules.

For both informal and final approval of district bylaws, the district rules committee should submit one copy, preferably an electronic copy, of the complete bylaws to the ComRules representative.

These steps should be followed when changing existing bylaws or adopting new district bylaws:

- Preliminary approval by the National Committee on Rules The district rules committee should prepare the necessary bylaws or amendments and submit a single copy of the complete bylaws including amendments to the ComRules representative for reviewing district bylaws. See the USPS directory of National, District and Squadron Officers and also the ComRules website for your District Oversight member. Any differences between the submitted bylaws and the model should be underlined in red or highlighted in the submitted text and explained in an accompanying letter. One copy of the current bylaws must accompany any proposed amendments. The member of ComRules will conduct an informal review and return a list of required and recommended changes, if any.
- District Council action. After making any necessary changes, the district rules committee should present the bylaws with any

amendments included to the council for review.

- District Conference adoption. If applicable, the council will then recommend adoption by the conference. Care should be taken during this process that any current bylaws provisions relating to amendments are followed closely.
- Final approval by the National Committee on Rules. After action by the conference, the district rules chairman should submit the adopted bylaws with any amendments embedded to the same designated member of ComRules with a request for final approval.

The following documents must be included with any approval request:

- One copy, preferably an electronic copy in Microsoft Word document format (DOCX) of the adopted bylaws
- One copy of the Certification/Approvals page, preferably an electronic copy in JPEG format with information as currently indicated. Note that any electronic copy which includes signatures must be scanned or mailed as three single sheets if scanning is not available. Sending either bylaws or the certification in PDF format cannot be processed and should be avoided.

Bylaws and amendments become effective upon approval by ComRules. The district secretary shall send notice of such approval to all members of the district council and the squadron secretaries.

**4.64** Each district has a **district council** consisting of the district bridge officers and squadron commanders as a minimum, the detailed make-up is specified in the district bylaws.

The council is to the district as an executive committee is to a squadron. It should meet several times a year so that its members may thoroughly discuss all matters to come before the district conference.

It is advisable that council meetings be distributed geographically within the district. Many districts have each council meeting sponsored by one or more squadrons of the district on a rotating basis, resulting in a more thorough acquaintance of

individual squadron members with district affairs.

It is highly desirable to have all squadron bridge officers attend council meetings to acquaint them with district matters. They should have the privilege of the floor but no vote.

Many districts find it expedient to provide for attendance at council meetings of general members of the Governing Board and national officers from their district so that the council may not only benefit from the experience gained by these individuals at Governing Board meetings but also be represented on the Governing Board by those who are aware of the plans and operations of their district.

By reason of conspicuous service to USPS or to the district, the district council may elect persons who are not members of USPS as honorary members of USPS. Such elections are valid for one year at a time. Persons elected to honorary membership by district councils enjoy the same privileges and restrictions as those elected by squadron executive committees.

**4.65** Each district is required by USPS Bylaws to hold a **conference** between 1 March and 1 May each year and between 1 October and 1 December each year unless this requirement is waived by the Board of Directors.

In planning a District Conference, the Conference Planning Committee should pay particular attention to both civil and religious holidays occurring during the planned conference dates. Every effort should be made to avoid planning a conference that spans those holidays. District Chaplains should advise the planning committee on scheduling conflicts with religious holidays. A listing of the Jewish holidays can be found in the Table of URLs in Chapter Zero.

The conference is the primary meeting of the district and is a clearing house for subjects of particular interest to the district. Questions of policy and procedure should be on the agenda, and participation by all squadrons is important to consolidate ideas on these subjects. District bylaws should describe the make-up of the conference which should include at least the council and

squadron delegates. District representation is based on the number of members in the squadron with a minimum of two (2) delegates from each. Notice and quorum requirements should also be specified in the district bylaws as should the voting procedure.

**4.66 Notices.** The district commander or secretary sends notice of a district conference as far in advance as possible to the commanders of squadrons in the district as well as to the chief commander, the national executive officer and the national secretary. This notice should give the date, time and place of the conference and should be sufficiently timely that national officers can make plans for attendance.

Because district commanders and their staffs are usually elected and installed at the spring conferences, with the chief commander or his representative present, the D/C should notify the designated visitor in advance as to the nature and timing of duties he will be expected to perform in connection with installation, pledging and presentations. If flags of office and plaques are to be presented, the official visitor should be properly briefed.

If any amendments to district bylaws are to be voted on, they must be set forth in the notice of the meeting as required by the district's bylaws.

In the event a district conference must be adjourned to a date more than 24 hours later than the time fixed in the call to the conference or to a different place, there should be another call to each member of the district council and conference delegates announcing the list of items on the agenda for the adjourned conference. No action can be taken unless a quorum is present.

**4.67 Conference sponsorship.** There are two means by which district conferences may be arranged:

A) The district assumes full responsibility for the conference, under the leadership of a conference chair and his committee. The D/C should appoint a chair who is willing to serve for several years, thus providing continuity and experience;

B) The conference may be hosted by one or more squadrons in the district. It is usually desirable to have host squadrons attend to the general and social features while responsibility for arranging business meetings is placed on one of the district's department heads. Hosting of a conference by a squadron enhances the prestige of that squadron and increases interest of its members in district affairs. The responsibility for the format of a conference rests with the district.

**4.68 Conference agenda.** Squadron commanders of the district should communicate with the D/C well in advance, giving a brief summary of the subjects they wish presented at the conference. The D/C will prepare an agenda including matters brought up within the district and additional national matters. It may be the duty of a designated district department head to correlate the agenda and reduce it to simplified form. Some districts prefer to have a council meeting a month or six weeks in advance of a conference, at which the agenda can be discussed and brought into final form. In the event that amendment of the district bylaws should become necessary, it is advisable that they first be discussed at a district council meeting, then referred to the district rules committee for preparation and final recommendation by the council to the district conference for adoption. Preliminary approval by USPS Committee on Rules is recommended, and final approval by this committee is mandatory.

A district conference should include meetings of all departments and committees of the district to provide a full and complete discussion of all district activities. Details of plans for meetings of the departments are to be arranged by the D/C with the assistance of each department head and committee chair.

Educational meetings during the conference will provide an opportunity to exchange ideas for improving teaching methods and for discussion between instructors on effective presentation of subjects, proper use of teaching aids, and other matters of interest to all members.

**4.69** Effective the USPS Annual Meeting conducted 01/28/2012, the District Secretary is no lon-



ger required to send district meeting minutes to any national officer. Sends to the Committee on Rules a copy of amendments to district bylaws. The district secretary should send copies of any amendments to the bylaws to the designated member of the Committee on Rules. At the first Governing Board meeting following receipt of a resolution from a district conference, the national executive officer will summarize the resolution to the Governing Board and propose referral to a national committee or officer for study.

At the following Governing Board meeting the committee or officer assigned the resolution will report its recommendations and the resolution will be presented to the full Governing Board. The text of a resolution is published in the minutes of the Governing Board meeting where it was referred and in the call for the ensuing meeting.

**4.70 Entertainment.** One of the functions of a district conference is to bring together members of the squadrons. It is therefore urged that a conference be accompanied by social gatherings, such as a dinner and dance, to attract squadron members and guests.

**4.71** Although district conferences are usually accompanied by a luncheon and/or dinner, the price of which is sometimes included in a registration fee, a member is not obliged to pay anything to attend a conference, or to vote, if eligible. This should be made clear in the notice of the meeting.

**4.72 Squadron representation.** A squadron is represented by its commander and delegates, the number of delegates varying with bylaws of the various districts. It is important that delegates

attend the conferences. It is also desirable that representatives of the educational department of the squadrons attend conferences because one of the functions of a conference is to provide an interchange of information among squadrons on educational matters. Attendance by all squadron members should be encouraged.

**4.73 Order of business.** A suggested order of business at district conferences is stated in USPS and district bylaws.

The vote at a district conference is binding on the district and its squadrons insofar as it relates to district matters, provided it does not conflict with USPS or district bylaws.

**4.74 Distribution of assets.** In the event of dissolution and voluntary surrender or revocation of a district, all assets belonging to the district are assigned to the squadrons within that district pro-rated according to the current membership.

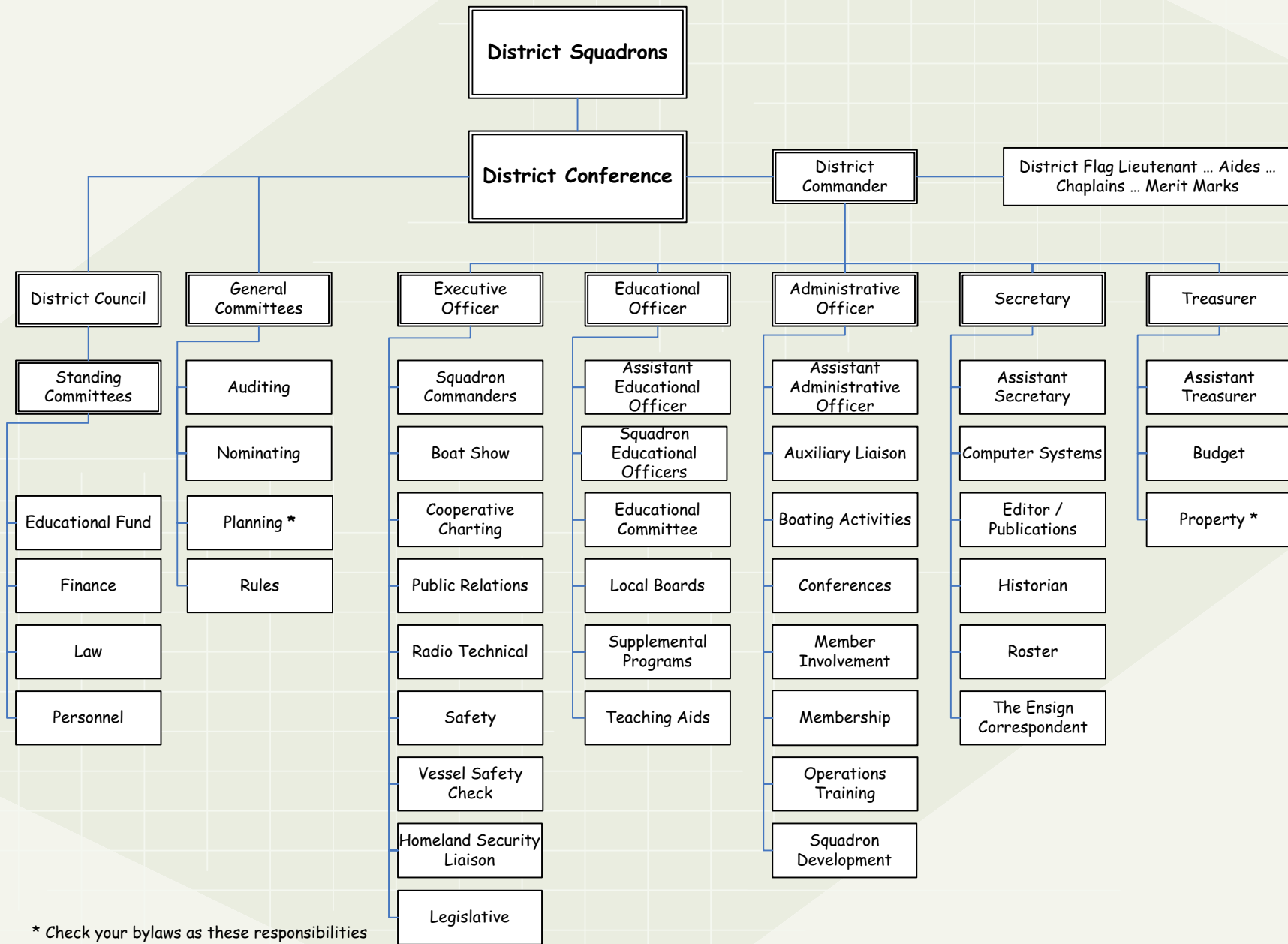
If there are no squadrons, district assets are assigned to USPS or to an institution which qualifies for tax exemption under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or such other section of the code by which USPS is exempt. The recipient of such assignment will be selected by the conference or other comparable body of the district. In the absence of such selection, the selection will be made by USPS Board of Directors.

Should the squadrons of the district be assigned to one or more other districts the assets belonging to the district will be divided among such other districts pro-rated as to the membership of the squadrons assigned to these districts.



# *United States Power Squadrons®*

## *Typical District Organization Chart*



\* Check your bylaws as these responsibilities may be assigned elsewhere



## Chapter 5

### SQUADRON ORGANIZATION

- |  |                                     |
|--|-------------------------------------|
| [5.1] Role of the commander                  | [5.36] Bank authorizations          |
| [5.2] Commander, member of Governing Board   | [5.37] Fidelity bond                |
| [5.3] Call to G/B and annual meetings        | [5.38] Insurance                    |
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| [5.30] Correspondence                        | [5.65] Gifts and bequests           |
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| [5.33] Secretary’s timetables                | [5.68] Dissolution of a squadron    |
| [5.34] Printing                              | [5.69] Squadron Legislative Officer |
| [5.35] Duties of treasurer in USPS Bylaws    | [5.70] Squadron Liaison Officer     |

*A Chart of the Typical Squadron Organization appears at the end of this chapter.*

**5.1 Role of the commander.** The principal officer of each squadron of USPS is the commander (Cdr) who is elected by the active members of the squadron.

The commander presides at all meetings of the squadron, including executive committee meet-

ings, and must be fully acquainted with all the activities and operations of the squadron. While the commander is assisted by a staff of officers, committees and educational boards, he is responsible for the success of squadron administration. He is *ex officio* a member of all squadron departments and committees except as provided in the squadron’s

bylaws.

Most commanders have a number of years of squadron experience and are acquainted with many squadron procedures. Careful attention to seemingly minor details of squadron operations is essential to a healthy and progressive squadron.

Commanders are urged to study the sections which follow and to apply these principles and procedures to their own squadron whenever possible.

The welfare of a squadron is affected by the personality of its commander, who represents the squadron both nationally and in the district. Great care should be exercised in the choice of this officer. A commander should not be chosen solely on the basis of a pleasing personality. The commander must have the time and motivation to carry out the important duties of the office. Nothing can cripple a squadron so effectively as a commander who does not attend meetings and does not have sufficient time for the many duties. In order to be sure of the qualifications of a person to serve as commander, it is desirable to choose from among those who have served as officers of the squadron and whose effectiveness in administration posts has been proven. In most squadrons, it is a general practice to elect as commander the executive officer of the previous administration. While serving as executive officer, he has had an opportunity to learn and observe the duties and responsibilities of a commander. It is a responsibility of the commander to consult and discuss matters with the executive officer in preparation for becoming a commander. Likewise, the Administrative Officer should be in training to be Executive Officer and thus Commander in time.

**5.2 Governing Board, District Council and Conference.** Each commander is a member of the Governing Board [Refer to 2.1 on page 2-1]. Each commander is also a member of the district council [Refer to 4.64 on page 4-19] and the district conference [Refer to 4.65 on page 4-19].

**5.3 Call to national meetings.** Before each Governing Board and USPS annual meeting, the commander receives a notice of the meeting, agenda and instructions. In the case of matters that

are of particular concern to the squadron, the commander should take appropriate steps to determine the desires of the squadron.

**5.4 Commander's kit.** To aid newly-elected commanders in their duties and to facilitate the transaction of business, each commander receives from headquarters a "**Commander's Kit**", which includes the USPS bylaws, the *Operations Manual*, Squadron and District Officer Guides and Calendars, a Directory of National, District and Squadron Officers and other materials, such as sample forms necessary to the discharge of his duties. The kit is accompanied by a letter from the national secretary containing information concerning the various services available from headquarters which can simplify and assist him in many ways. Each commander should see that all elected officers have either a paper or electronic copy of the *Operations Manual*.

**5.5 Delegation.** The first job of a newly elected commander, or even as a nominee prior to election to the office, is the selection of a capable staff of chairs and assistants for all committees. These members, who will serve as lieutenants, should be very carefully chosen for their interest and abilities. The most successful commanders are those who have surrounded themselves with an excellent staff which conducts squadron activities as a team effort. A squadron cannot be a "one-man" or "one-woman" show either, and a commander who fails to delegate responsibility to his committee chairs invites dissension, disloyalty and the breakdown of the organization.

**5.6 Appointments.** Squadron bylaws normally provide that the commander may appoint additional lieutenants to assist in carrying out the work of the squadron. These may be chaplain, flag lieutenant, fleet captain and aides as deemed necessary. They perform such duties as assigned them and serve at the pleasure of the commander.

It should be noted that USPS Bylaws allows the Governing Board to establish specific departmental committees as necessary to carry out the responsibilities assigned to the various departments. There isn't any wording requiring these

committees to exist at the district or squadron level.

At the district and squadron level, other committees consisting of those customarily assigned to the various departments of a district or squadron by the policy and authority of USPS may be appointed. They shall perform such duties as are usual for their responsibilities and as may be directed by their department heads and shall make such reports as are required by their operations. So, except for specific general and standing committees (nominations, planning, et cetera) there are no specific requirements that squadrons and districts have the same committees as at the national level. It is implied that if they are appointed, that they should follow the national organization as to departments, but it is not required that they do so.

The **chaplain**, in addition to performing invocations and benedictions at meetings of the squadron, is available for advice and counsel to all squadron officers who may require suggestions as to ceremonies, prayers and other activities in their respective spheres. Chaplains should also advise conference planning committees on scheduling conflicts with religious holidays.

The **flag lieutenant** may travel with or for the commander and may assist in handling such details as will expedite the duties of the commander.

The **fleet captain** keeps boat-owning members apprised of information relating to boating and local waterways, such as reiterating in the squadron newsletter particularly noteworthy items from *Notice to Mariners*. In squadrons with waterfront facilities he may serve as dockmaster and he may be tasked with coordinating fleet activities outside the purview of the boating activities committee.

**Aides** assume a multitude of special *ad hoc* assignments as directed by the commander, such as arranging meetings, entertaining distinguished guests and visitors, conducting surveys and collecting information.

**5.7 Special meeting.** The new commander should call a special meeting of all newly elected and appointed officers to outline a general plan of

operations for the year ahead and to apprise each officer of his duties.

**5.8 Duties.** In a very real sense, the commander must be “the first to arrive and the last to leave.” The effort and energy which the average commander devotes to the squadron are very difficult to measure.

District conferences and council meetings are held for the benefit of the squadron; attendance by bridge officers and committee chairs should be encouraged by the squadron commander.

The commander should visit all squadron classes. The commander must give careful attention to arrangements for places to hold business meetings and classes of the squadron. He should hold regular monthly meetings of the executive committee and examine the progress made by each chair. He must keep abreast of the correspondence which comes to him. He must be prepared to report to the membership, as well as at district council meetings, and make an annual report to the district executive officer. The commander should make every effort possible to attend the district council meetings and conferences and the annual and Governing Board meetings of USPS.

The commander should see that squadron members wear their uniform insignia in accordance with USPS policy and, when on their boats, fly USPS ensign properly. He should call attention to improper actions by members and should check on non-members who have not earned the right to fly the USPS ensign.

It is the responsibility of the commander to ensure that the squadron does not become officially and improperly involved in legislative matters, whether local, state or national. To determine under what circumstances squadron intervention is permissible refer to 4.23 on page 4-6.

The commander should follow the progress of the squadron apprentices, if the squadron bylaws provide for them. Too frequently, apprentices who are interested in attending squadron classes reach membership age but do not become members. A member of the commander’s staff should be

responsible for periodic reviews of the apprentices' social and educational activities in the squadron.

**5.9 Merit marks.** Before 15 November of each year the commander must file with the area monitor, for review and submission to the chief commander, recommendations for merit mark awards for work performed by members for the squadron during the calendar year.

All commanders are urged to study Chapter 16 thoroughly and well in advance of the submission deadline. In fact, early in the administration, steps should be taken to organize the systematic collection of data on each member's performance as it occurs, instead of waiting until the year-end and relying on memory.

Each area monitor will give an advisory opinion as to the sufficiency of a member's contribution to USPS.

**5.10 Merit Mark Awards.** A member having received five merit marks will be awarded the status of "**senior member**" and the right to wear senior member's insignia.

Upon the award of the 25th merit mark the member becomes a "**life member**", is exempt from payment of national dues and is entitled to wear the distinctive uniform insigne and membership pin.

Upon the award of the fiftieth merit mark, the member becomes a Governing Board emeritus member and is entitled to wear the distinctive insigne and membership pin.

**5.11 Annual schedule.** Following is a basic **timetable** for a commander with various forms available from headquarters:

A) Attend meetings of the Governing Board. If the commander can not attend, he advises the district commander and makes appropriate vote authorization;

B) Attend the district conferences and council meetings. Certify the names of delegates to the district conference;

C) Submit suggestions for the agenda in ample time for the district conference;

D) Send merit mark recommendations to the area monitor in triplicate before 15 November. The previous commander should be consulted in order to consider work done for the squadron early in the calendar year;

E) Send to USPS headquarters:

1) Information report (form OD-2) listing information and appointments not otherwise reported;

2) Complaints requiring disciplinary action;

3) Report on elections of officers no later than 01 February each year, for listing in *Directory of National, District and Squadron Officers* (form OD-2). Please note that this should be done even if the COW falls after that date. This information is needed for the early versions of the officers address book;

4) Certify the names of delegates to each annual or special meeting of USPS. A copy of such certification is furnished to each delegate and is exchanged at the appropriate meeting for voting credentials. Complete instructions are provided with the forms by the national secretary.

F) Check on improper uniforms, insignia or improper flying of USPS ensign;

G) The Squadron committee on rules should review the bylaws on an annual schedule and contact USPS ComRules when bylaw revisions are being considered;

H) Arrange for annual re-examination of local squadron honorary member list. Term of honorary membership is restricted by USPS Bylaws to one year. If an honorary membership is to continue, annual re-election is required;

I) Appoint a "personal contact committee" to contact those who are delinquent paying their dues to ensure they are not lost as a result of their own carelessness. Please note that if a dues payment is not made by the end of the member's anniversary dues date, it means loss of membership. When members do not pay their dues, they are no longer considered members of USPS and are classified as 'non-renewing.' Paying dues as a non-renewing member does not incur any penalty as there are no reinstatement fees or penalties charged. If non-renewing members pay dues after a one year



period, their anniversary date is reset to the date they pay current dues;

J) Direct that an annual and complete inventory of all squadron materials and equipment be made;

K) It is the obligation of the retiring commander to pass on to the successor:

- a) All files concerning squadron business transacted during his term of office, including national and district correspondence and directives from all departments;
- b) National and district manuals and merit mark recommendations;
- c) Unused forms;
- d) Business correspondence with the members of squadron, district or national. These files belong to the squadron. They can be invaluable in assisting the new commander in the discharge of his duties and to maintain continuity in the squadron's work.

In consultation with the SEO, appointments are made for chairs of the local board for boating, local board for advanced grades, local board for elective courses, teaching aids committee and supplemental programs committee. The names of these appointees are listed on form ED-1, *Squadron Appointees*, along with other data and forwarded to the district educational officer immediately following the change of watch, but no later than 1 April. Whenever a change is made at any other time during the year a new form, available from headquarters, should also be filed.

**5.12 Verification.** The commander should verify that the treasurer has accomplished his assigned actions in a timely manner [Refer to 5.8 on page 5-3].

**5.13 Delegates.** At the national annual and special meetings each squadron is entitled to one delegate for every 100 active members or fraction thereof as of 75 days preceding the meeting. Notice of such delegate appointments is handled in accordance with USPS bylaws and by further instructions from the national secretary. The commander is also entitled to vote at annual or special meetings of USPS.

**5.14 Officers.** The commander is assisted by an executive officer, an educational officer, an administrative office, a secretary and a treasurer, each of whom serves with the rank of lieutenant commander (Lt/C). Together this group is the **squadron bridge**. An assistant educational officer, assistant administrative officer, assistant secretary and assistant treasurer, if authorized, serve with the rank of first lieutenant (1/Lt or 1<sup>st</sup>/Lt); officers appointed by the commander serve with the rank of lieutenant (Lt).

**5.15 Executive officer (XO).** The duties of the executive officer parallel those of the national and district executive officers. They may be assigned various other duties as well.

Some of the duties are listed in the national, district and squadron organizational charts relating specifically to those committees handling the external affairs of the squadron. As outlined in Chapter 7, the executive officer should be assigned the supervision of those committees similarly assigned to the national and district executive officers.

In most squadrons, the officers usually advance from executive officer to commander. While such practice would be workable written rigidly into the bylaws, it is generally considered to be in order unless the executive officer has failed to meet the qualifications required for commander. The executive officer should be one who is considered a good candidate for being commander. He (or she) should be of a temperament which will make him a willing and conscientious right-hand deputy to the commander. He should have initiative and executive ability. As supervisor of those committees coming within his jurisdiction, he shall also act as liaison, through the commander, with the district executive officer.

**5.16 Educational officer.** Each squadron is to have a squadron educational officer (SEO), who supervises the educational program of the squadron as directed in Chapter 6.

**5.17 Assistant SEO.** If authorized by the squadron bylaws, there may also be an assistant

squadron educational officer (ASEO) to assist the SEO as directed in Chapter 6.

**5.18 Administrative officer.** The duties of the administrative officer (AO) parallel those of the national and district officers. In general, his administration department handles internal affairs of the squadron.

Because the administrative officer may progress to executive officer and to commander, great care should be taken by the nominating committee in the qualifications and selection of a nominee for this office.

He is next in line in command in the event of absence or incapacity of the commander and the executive officer. As in the case of the executive officer, it is desirable to assign definite duties and responsibilities to the administrative officer to provide the background and experience that will make a good executive officer and commander.

**5.19 Secretary.** The duties of the secretary (Secy) are referred to in USPS Bylaws and are outlined in detail in squadron bylaws. Additional duties of the secretary have developed as a result of need.

The squadron secretary is responsible for the following, as established by national headquarters:

A) Completes squadron officers report (form OD-2) provided by headquarters for the names and addresses of newly elected squadron officers for the *Directory of National, District and Squadron Officers*;

B) Forwards changes of addresses, resignations and deaths (form HQ-102) to headquarters;

C) Sends transfers, as approved (form HQ-110);

D) Submits reinstatements, with check for current year's USPS dues and assessments, if any, as required;

E) Requests replacement of lost certificates, with check for the correct amount, with a letter of transmittal;

F) Orders membership pins and other miscellaneous items as required;

G) Information and advice on matters not covered in the *Operations Manual*;

H) Turns over to his successor all minutes, files, directories and *Operations Manual*.

**5.20 Squadron member information.** The secretary should keep an up-to-date record for the squadron of each member (name, address, class of membership, grade, merit marks, senior membership, vessel, et cetera). The secretary must also report to USPS headquarters any changes of address. For USPS, district and squadron policy regarding the use of a squadron roster by non-members refer to 3.54 on page 3-26.

A squadron directory lists squadron members and should be published once a year. A directory committee is appropriate and should act under the jurisdiction of the secretary.

**5.21 DB2000 program.** By participating in the on-line biographical data management program (DB2000) at headquarters and coordinating with the district computer systems committee, squadrons can facilitate management of much of the foregoing information.

**5.22 Meetings.** The secretary must keep minutes of all squadron and executive committee meetings. He should have with him, available for reference, copies of the *Operations Manual*, squadron bylaws, district bylaws, membership directory and minutes of previous meetings. All of these items should be kept corrected and up to date.

**5.23 Cooperation with treasurer.** In a squadron of limited membership, it may be possible to combine the office of secretary with that of treasurer. Customarily these offices are separate, but close cooperation is required between them in order that their respective records will be in agreement at all times, particularly with reference to members in good standing, transfers, resignations, et cetera. The secretary should send the treasurer copies of all correspondence relating to these matters and should encourage the treasurer to reciprocate by transmitting promptly information pertaining to dues, payments, et cetera, which is required to maintain correct squadron records.

**5.24 Transfers.** See Chapter 17 for procedures for transfers of members.

**5.25 Reinstatement of members.** Reinstatement is the restoration of USPS membership to a former member whose membership was officially terminated through resignation or failure to pay USPS annual dues within the period prescribed in USPS Bylaws.

Reinstatement within two years of termination requires the payment of the current year's dues and local squadron indebtedness, if any. Reinstatement after more than two years is the same as under two years unless changed by provisions of the bylaws of the squadron.

A former member may apply for reinstatement in the squadron of which he was a member or transfer his membership to another squadron.

A written request for reinstatement in the same squadron, on the appropriate form, must be forwarded to headquarters by the squadron. Headquarters will bill the squadron for the current amount of USPS annual dues [Refer to 5.53 on page 5-12].

Squadrons should make every effort to keep members active. Although members may tender resignations early at dues payment time, they may change their minds and pay dues after resignations have been processed at headquarters.

A former member who desires reinstatement in a different squadron must apply in writing to the secretary of the squadron into which admission is desired (or the national secretary in the case of unattached members). Upon acceptance, the secretary of the admitting squadron will forward the request to USPS headquarters. Headquarters will bill the member for the current amount of annual dues [Refer to 5.53 on page 5-12]. The national secretary will record the reinstatement, indicating the effective date, and notify the former squadron, as the case may be. The reinstatement will become effective immediately upon processing at headquarters.

Appropriate forms will be provided on which to transact these changes of status [See Chapter 17].

**5.26 Notifications to headquarters.** The name, address and zip code of each new member should be sent promptly to the national and district secretaries by chair of the squadron's membership committee. Use form MemCom-1.

It is very important to keep the national secretary informed, on form HQ-102, of changes of address, resignations, deaths, et cetera. Resignations and deaths should be reported as soon as possible so that mailing of *The Ensign* can be canceled. Headquarters is notified by the postmaster of address changes and in turn sends monthly notices to the squadron secretaries. To avoid duplication, do not report changes already made by headquarters. Be sure to advise headquarters what office or offices a member holds on any change of address.

The squadron treasurer should be advised of all changes of address so that he may correct his records.

The commander should advise the national secretary (form OD-2) regarding the election of officers immediately after each election. If new officers do not take office immediately, that should be noted, giving the expected date of induction of the new officers indicated.

**5.27 National records.** At least once a month, the secretary should compare squadron records with national records using DB2000. By 28 February of each year, headquarters will provide each squadron treasurer an informational package requesting squadron dues amounts for the following fiscal year.

**5.28 Squadron records.** An accurate filing system should be kept so that succeeding secretaries can find information in the records. Certain documents, such as the squadron charter, fire and theft insurance policies covering squadron property, et cetera, should be kept in a safe place, preferably a safe-deposit box, as the loss of such documents is serious. The secretary should keep a record of the whereabouts of these documents, and the commander should be informed.

The secretary should preserve, in convenient and accessible form, important motions that might otherwise become buried in the minutes of past meetings. Operational matters and decisions, such as those pertaining to the squadron publication, memorial expenditures, building funds, rules for awards and trophies and other such items are appropriate to preserve in a set of “standing rules.”

**5.29 Reports.** The secretary reports at each meeting of the executive committee and at each meeting of the squadron, briefly outlining resignations, transfers, and deaths of members, as well as any correspondence affecting the interests of the squadron. The secretary's annual report must be in writing and should include statistical summaries of membership changes during the year as well as a breakdown according to grades, indicating the percentage of advanced grades held as compared with total membership. The report should also present an itemized accounting of the expense of operating the secretary's office, such as stationery supplies, printing, postage, clerical assistance, et cetera. Recommendations and suggestions for improvement in methods of handling squadron business should also be included.

**5.30 Correspondence.** The secretary will handle much of the squadron official correspondence [See Chapter 14], such as notifying members of committee appointments, messages of condolence, get well wishes to incapacitated members, and letters of commendation to retiring officers or committee members. As directed by the commander he may write to officers of other squadrons and to persons not connected with USPS, inviting them to certain squadron functions. The commander should always be copied.

In many instances, a letter of appreciation, written and signed by the officer most directly in contact with the person concerned, will express more warmth and good will than a letter prepared by someone else.

### **5.31 Records Retention.**

Important material to be kept for squadron reference includes:

- Auditing and Financial Reports
- Budget Process, Budget Spreadsheet, Budget Analysis and Previous Budgets
- Operations Manual
- Bylaws: National, District and Squadron
- District Operations Guide

District and Squadron officers are sometimes puzzled about how long to keep records. The answer can be rather complex. No single listing can be entirely satisfactory; however, the schedules on the following pages may be helpful.

The retention period begins at the end of the fiscal year during which the document was created, not from the date on the face of the document. For items supporting tax returns, the retention period would begin on the filing date of the return or its due date (with extensions), whichever is later.

The Sarbanes-Oxley Act addresses the destruction of business records and documents and turns intentional document destruction into a process that must be carefully monitored. Nonprofit organizations should have a written, mandatory document retention and periodic destruction policy. Policies such as this will eliminate accidental or innocent destruction. In addition, it is important for administrative personnel to know the length of time records should be retained to be in compliance.

The following table provides the minimum requirements. This information is provided as guidance in determining your organization's document retention policy. It is duplicated with permission of the National Council of Nonprofit Associations.

| <b>Type of Document</b>  | <b>Minimum Requirement</b> |
|--|----------------------------|
| Accounts payable ledgers and schedules                                   | 7 years                    |
| Audit reports  | Permanently                |
| Bank reconciliations   | 2 years                    |
| Bank statements  | 3 years                    |
| Checks (for important payments and purchases)                            | Permanently                |
| Contracts, mortgages, notes and leases (expired)                         | 7 years                    |
| Contracts (still in effect)  | Permanently                |
| Correspondence (general)   | 2 years                    |
| Correspondence (legal and important matters)                             | Permanently                |
| Correspondence (with customers and vendors)                              | 2 years                    |
| Deeds, mortgages and bills of sale                                       | Permanently                |
| Depreciation Schedules   | Permanently                |
| Duplicate deposit slips  | 2 years                    |
| Employment applications  | 3 years                    |
| Expense analyses/expense distribution schedules                          | 7 years                    |
| Year end financial statements  | Permanently                |
| Insurance policies (expired)   | 3 years                    |
| Insurance records, current accident reports, claims, policies, et cetera | Permanently                |
| Internal audit reports   | 3 years                    |
| Inventories of products, materials and supplies                          | 7 years                    |
| Invoices (to customers, from vendors)                                    | 7 years                    |
| Minute books, bylaws and charter   | Permanently                |
| Patents and related papers   | Permanently                |
| Payroll records and summaries  | 7 years                    |
| Personnel files (terminated employees)                                   | 7 years                    |
| Retirement and pension records   | Permanently                |
| Tax return and worksheets  | Permanently                |
| Timesheets   | 7 years                    |
| Trademark registrations and copyrights                                   | Permanently                |
| Withholding tax statements   | 7 years                    |

**5.32 Credentials for delegates.** Delegates or alternates selected to represent the squadron at USPS annual or special meetings are certified in accordance with USPS Bylaws.

**5.33 Actions and time tables** for squadron secretary. (All forms mentioned are available from USPS headquarters.)

A) Send to USPS headquarters:

- 1) Certification of delegates to USPS annual (or special) meetings on forms supplied in advance by the national secretary and in accordance with instructions provided;
- 2) Proxies for delegates to USPS annual (or special) meetings on forms supplied in advance by the national secretary and in accordance with instructions provided;
- 3) Changes of address, resignations, deaths, on form HQ-102;
- 4) Transfers, as approved, on form HQ-110;
- 5) Reinstatement, with check for current year's USPS dues [Refer to 5.53 on page 5-12] and assessments if any are required [Refer to 5.53 on page 5-12]. Use form HQ-103.
- 6) Request for replacement of lost certificates, with check [Refer to 5.53 on page 5-12] and a letter of transmittal;
- 7) Orders for stationery with USPS ensign imprinted, record sheets and binders, lapel pins, and other miscellaneous items as required;
- 8) Correspondence to the national secretary, care of headquarters, for information and advice on any matters not covered in the *Operations Manual*.

B) In the event of the death of a member or someone in a member's immediate family, perform such acts as have been determined to be appropriate by the commander or executive committee (Flowers, letter of sympathy or donation to USPS Educational Fund).

**5.34 Printing.** The squadron may require a good deal of printing such as letterheads, envelopes, application blanks, bylaws, tickets and menus for meetings and rendezvous, programs and possible yearbooks and squadron newsletters.

Unless someone is especially designated to arrange for this work, ordinarily it will be the secretary's duty. The squadron can save money by using good judgment in selecting a printer, deciding whether a given job should be done by printing or some other process, and estimating quantities required. The national secretary may be of help to squadrons requiring this service.

**5.35 The duties of the squadron treasurer** are referred to in USPS Bylaws and squadron bylaws. The treasurer should study these sources. The payment of bills and recording of amounts are his responsibility. Squadrons must adhere to the practice that only the squadron treasurer is authorized to make remittances to headquarters.

Members' checks should be deposited to the squadron account. Checks for the total amount due should be sent to headquarters by first class mail. They are not to be included in packages, exams, et cetera.

Although some duties may not be specified in USPS Bylaws or squadron bylaws, there may be others that have become customary. The following several subjects are given as a suggested list for the treasurer.

**5.36 Bank.** Obtain letters (or meeting minutes) from the secretary and the former treasurer written to the bank in which squadron funds are kept. These authorize the new treasurer to deposit and withdraw squadron funds. It is advisable to have a second officer's signature on record with the bank.

**5.37 Bond.** Fidelity bonding is arranged by USPS under a blanket bond. Bonded individuals include all elected and appointed officers.

Regardless of who collects money at or for a squadron function, the treasurer is responsible for seeing that all monies are properly accounted.

**5.38 Insurance.** For suggestions regarding insurance problems refer to 3.72 on page 3-30.

**5.39 Budget.** In order to maintain proper financial planning, each squadron should prepare a budget which covers estimates of all expenses for the

squadron's fiscal year.

Many squadron bylaws provide for a finance committee. This committee is usually charged with the preparation of a proposed budget and recommending how to finance the proposed budget from dues and other anticipated income. The budget and dues recommendations are submitted to the executive committee. Some squadrons' bylaws provide that the executive committee has final approval of the budget, while others submit their budget to the membership for approval. Other squadrons not having a finance committee have the treasurer prepare a budget and submit it to the executive committee.

The budget should be prepared early as it is the basis for establishing the dues for the squadron year. The budget must be submitted and approved in time for the membership to approve the budget and dues. A determination of the amount of squadron dues must be communicated to headquarters by 1 February to enable dues notices to be mailed directly to the members.

**5.40 Receipts.** Deposit immediately all squadron funds received. Issue written receipts for all cash items received and retain a duplicate copy for the squadron's records. All USPS checks remitting money to districts, squadrons or individuals carry a 90-day cancellation notice; be sure to deposit them promptly.

**5.41 Disbursement.** Be sure payment is authorized by budget approval and is properly approved by the member, committee chair and/or officer responsible for the obligation that was created. Pay all bills promptly, as authorized. Amounts that are past due for more than thirty days will result in cancellation of credit. No further shipments will be made from headquarters until the amount is paid in full [Refer to 3.71 on page 3-29]. Make all payments to the order of "United States Power Squadrons" and send them directly to headquarters.

Issue working funds to the chairs of various committees when directed to do so by the executive committee.

**5.42 Records.** Keep an accurate account of all monies received, deposited and paid out, as simply and clearly as possible. Note the check number of each bill paid after it is authorized for payment. Preserve all paid bills for review by the auditing committee.

Large differences in squadron membership and degree of detail required make it impractical for USPS to prescribe a uniform system with respect to the type and extent of record keeping by squadron treasurers. Consult the *Squadron Treasurer's Manual* for guidance. The national treasurer is ready to make suggestions and offer advice in such matters.

**5.43 Meeting reports.** The treasurer should:

- Give a report of money received and paid out and of cash on hand at each squadron meeting
- Give interim reports to the squadron executive committee if required by the squadron bylaws
- Give reports in as much detail as required
- Give a written annual report at the end of the squadron year in as much detail as required by the squadron's auditing committee
- Make reports brief, but be prepared to answer questions

**5.44 Dues.** USPS headquarters mails dues notices two months prior to the members' anniversary date. Members remit their dues to Headquarters on or before their due date.

**5.45 Woman's certificate holders.** Woman's certificates were awarded prior to 12 September 1982, that is, before women were admitted to active membership, to those who had passed a standard examination (*Piloting or America's Boating Course*). These certificates remain valid. Woman's certificate holders' educational records are maintained at headquarters at no fee.

**5.46 Report to the secretary.** Under HQAB, any squadron officer or member may access current data on members: (a) whose dues were timely paid; (b) who paid their dues late; and (c) who have resigned, died, transferred or did not renew. Commanders may grant access to this data by giving selected members the password to the USPS website containing this information.

Members are asked to update their address change and other selected membership data on the HQAB dues form when renewing. The annual dues notice is designed for verification of such data. The USPS computer program DB2000 may be used by squadron officers to access this updated data.

**5.47 Delinquent members.** Members whose dues are not paid by their dues renewal date are delinquent and no longer members of USPS. Delinquent dues may be paid anytime during the following year and membership will be restored.

Those seeking restoration of membership after one year are required to pay national dues for the entire year of reinstatement [Refer to 5.53 on page 5-12]. There is no penalty charged for reinstatement. Those reinstating after more than one year will have their dues anniversary date reset to the month they remitted their dues payment.

**5.48 Entrance fee.** From each new member, collect a squadron entrance fee, if required by the squadron bylaws, in addition to national dues, district assessment and squadron dues for the member's first year [Refer to 5.53 on page 5-12].

**5.49** New members remit the total amount of local and national dues [Refer to 5.53 on page 5-12] to the squadron treasurer, who forwards the national portion to headquarters. The district assessment is sent to the district treasurer. The payment of squadron dues and district assessments for the initial membership year are designated according to their respective bylaws.

**5.50 Apprentice program.** The apprentice program is designed for interested persons between the ages of 12 and 23. Apprentice membership shall terminate at the end of the dues year in which the apprentice reaches his twenty-third birthday. After attaining his eighteenth birthday an apprentice may become a member of USPS in the same form and subject to all the same requirements as others not previously connected with the squadron.

**5.51 Membership cards.** When a member pays his/her dues, Headquarters mails a new membership card. Normally, these cards are mailed the first of every month following the month the dues were

remitted.

Temporary membership cards are available from headquarters to present to new members upon completion of all requirements during the period in which their membership applications are being processed.

**5.52 Replacement of membership certificate.** The fee for a replacement membership certificate [Refer to 5.53 on page 5-12] is payable to "United States Power Squadrons." When ordering, be sure to furnish sufficient factual information about the member so that there will be no ambiguity as to full name and initials, date of original joining, grades awarded, et cetera, in order to allow correct identification of the member by headquarters.

**5.53 National dues and fees** are set each year by the Governing Board, usually at its fall meeting. The full amount of dues and fees for new members must be received by headquarters no later than thirty days after receipt by headquarters of the new members' names. Squadrons not complying with this requirement face curtailment of shipments from headquarters, except for examinations for students already enrolled. Dues for a Sustaining Member are assessed once at twenty times the current Annual Dues rate for an Active Member.

Effective December 2010, the Board of Directors waived the national dues for any member serving in the U.S. Armed Forces in a war zone until such time they leave that zone.

**Refer to Table of URLs on page viii for the link to the most current annual dues and fees schedule.**

**5.54** Some districts and squadrons are owners of property which may present tax problems if the property is used for commercial purposes. Income from this source may be subject to income tax. District or squadron treasurers should contact the national treasurer for assistance if their units own such property.

**5.55** United States Power Squadrons (a North Carolina corporation) was granted exemption under Section 501(c)(3) of the Internal Revenue



Code of 1954. The exemption, IRS file number 580000848, is dated 29 May 1979. Squadrons should not file for this exemption. They are covered under the Group Exemption granted to USPS.

As an exempt organization, districts and squadrons need not file income tax returns, but may be required to file IRS form 990, Return of Organization Exempt from Income Tax, which is obtainable from any IRS office. Instructions for the completion and filing of the form are mailed annually by the national treasurer to district and squadron treasurers.

**5.56** All squadrons, districts and national should have someone in a position of responsibility to verify that they comply with all legal requirements for the sale of goods. This pertains mostly to items related to sales tax, that is, obtaining waivers or obtaining the tax and vendor's permits, insuring that one is not required or, if necessary, obtained or waived. Penalties for noncompliance in the sale of goods can be quite severe.

**5.57** Following is a basic timetable for the treasurer: (Forms are available from headquarters.)

A) Prepares or assists in the preparation of the squadron budget;

B) Sees that the squadron has liability insurance coverage for squadron events not considered ordinary USPS functions. The national insurance policy maintains secondary coverage for meetings and classes;

C) Pays USPS bills promptly. Sends payments to USPS headquarters;

D) Notifies the squadron secretary of any address changes or other membership data obtained during dues collection or treasurer's correspondence;

E) Files form 990 with the IRS if the squadron's gross receipts are \$25,000 or more. Notifies USPS headquarters and the district treasurer as to whether a form 990 was filed or there was no requirement to file it. Answers any correspondence from IRS promptly to avoid a \$10.00 per day penalty. If form 990 from IRS was received, fill out the heading of the box even if there is no requirement to file it. Check the box which states "not required to file" and return to the IRS;

F) If the squadron has advertising income from its newsletter (not a directory or yearbook), IRS form 990-T, Exempt Organization Business Income Tax Return may be required to be filed. Obtain advice from an accountant because the computation is somewhat complex.

**5.58** The **executive committee** handles the business of the squadron. This committee usually consists of the bridge officers (commander, executive officer, educational officer, administrative officer, secretary, and treasurer), and three or more members-at-large elected by the membership. In addition, a squadron may, if its bylaws so provide, permit its immediate past commander to serve as a voting member of the executive committee. All members of the executive committee must be elected by the squadron's membership.

This committee acts as a board of directors and advises the commander on most aspects of squadron activities. The squadron bylaws usually define the powers and functions of the executive committee.

The executive committee has general charge of the policy, management and finances of the squadron. It has custody of all property of the squadron, including money. All bills contracted by the squadron must first be approved by the executive committee and its recommendations for the following year must be presented to the membership for vote in time for dues notices to be prepared and mailed by headquarters.

Another responsibility of the executive committee is the approval of applications to membership. Candidates are recommended by the membership committee, and these recommendations are acted upon by the executive committee. This committee also approves nominations for associate membership, honorary membership and for transfers into the squadron.

The executive committee may approve a selection of apprentices as provided for in USPS and squadron bylaws.

The executive committee interests itself in the educational program of the squadron and approves the times and places for instruction.

Any vacancy in an elective office in the squadron may be filled by the executive committee until the next meeting of the squadron or until a successor shall be duly elected.

**5.59 Business meetings.** Each business meeting of the squadron should be well planned. All squadron meetings are held in squadron buildings, marinas, schools, available buildings or other appropriate facility. After the place has been selected, notice should be mailed to members. The commander presides at the meeting and is flanked by the lieutenant commanders and such national and district officers as may be present. The various officers and committee chairs should prepare reports for the membership. The meetings committee, entertainment committee or other group should make arrangements for post-meeting entertainment.

**5.60 Squadron annual meeting.** The squadron's annual meeting is the meeting at which squadron officers are elected. Many squadrons conduct their annual meeting between October 1st and December 31st. This allows newly elected officers to attend the USPS Annual meeting normally conducted at the end of January. The timing of this annual meeting (COW) should be in the squadron bylaws. This timetable also permits smooth transition at the national, district, and squadron levels. The period between election and assumption of command permits orderly completion of the old administration's affairs and preliminary organization time for the new.

It is desirable to have good attendance at the annual meeting as this is the principal business meeting of the squadron year. The retiring commander should make the program for the annual meeting sufficiently interesting to attract good representation.

Squadron meetings are sometimes followed or preceded by a dinner for which a charge is made; however, a member must be allowed to attend any

meeting itself without charge. A member cannot be required to pay for the privilege of voting.

At the annual meeting the order of business outlined in USPS Bylaws should be used. All elected and appointed officers should render complete reports on activities within their purview. The commander's report should outline what has been accomplished by the squadron generally and include a brief resume of what USPS has accomplished in the interest of boating. A complete financial report is made by the treasurer but should not be accepted until approval of the report by the auditing committee. To aid the secretary, all reports should be in writing.

All appointed officers should be discharged with thanks by the retiring commander, in deference to selections which may be made by his successor. The chair should then be surrendered to the senior national or district officer present, or to a past commander of the squadron for conducting the election of officers for the ensuing term.

The report of the nominating committee should be read to the membership present. The secretary should then be asked for any nominations as prescribed under the bylaws. The balloting for office should then begin and continue until all elective offices have been properly filled. Polls should remain open only for the first hour after the election has been initiated as an order of business, and all contested offices must be decided by secret ballots cast in person. If no offices are contested, the election may be by a motion for unanimous consent by a show of hands. If passed, the election is completed.

Upon election to office, the new squadron bridge, other elected officers, and new members of the executive committee should be introduced to the general membership. In squadrons whose bylaws provide for those elected to assume their new duties immediately, the newly elected officers are called to their proper places on the dais and are inducted by the senior official present. After an acceptance speech by the newly-elected commander, new business is taken up and the squadron moves forward under its new leadership.

In many squadrons, bylaws and long-standing custom call for the new bridge and others to be installed at a formal change of watch ceremony. Where that concept is used, the time between the annual meeting and the change of watch should be a reasonable period so as not to delay the programs of the incoming administration. It should be noted that newly elected officers are not officially recognized until they are pledged in.

**5.61 Disciplinary action.** Any member may file a charge of misconduct against any other member. The charge must be filed with the secretary of United States Power Squadrons and subsequent actions taken as prescribed in USPS Bylaws and Appendix E.

**5.62 Squadron bylaws.** It is imperative that squadron bylaws be consistent with the policies and bylaws of USPS and the bylaws of the district to which the squadron is assigned. At least annually a squadron's Rules Committee [Refer to 7.28 on page 7-13] should compare its current bylaws with the current published version of *Model Bylaws for Squadrons of USPS®* which can be found on and downloaded from the Committee on Rules (ComRules) web site listed in the Table of URLs on page vii. The current squadron bylaws should also be compared with the bylaws of its assigned district which can also be found on the ComRules web site.

Once it is determined that a chartered squadron's existing bylaws are to be amended, the entire proposed bylaws, together with material supporting and explaining deviations from the model should first be sent for formal review to the ComRules oversight representative assigned to support squadrons in that district. These committee representatives are listed in the *USPS Directory of National, District and Squadron Officers*, on the ComRules web site under "Oversight" and in the introduction to the squadron model bylaws. Any proposed deviation from the model wording must be explained in documentation. Deviations from the model may be permissible for a variety of reasons as long as they do not violate the USPS bylaws or USPS policy. The ComRules representative will review the entire bylaws as proposed, to assure that they will be consistent with USPS

bylaws and policy if adopted. The representative will indicate any modifications which should be made and may also make some optional suggestions from experience with other squadron or district bylaws.

It must be emphasized that whenever a modification of squadron bylaws is contemplated, even including just a name change, the entire document must be in consonance with USPS bylaws and USPS policy. This may mean that portions of previously approved bylaws no longer meet USPS policy or are now out of compliance with changes in USPS bylaws, and therefore also need to be changed. It is much easier to accomplish this and keep up to date with USPS bylaws and policy changes by downloading the current squadron model bylaws and tailor them to meet the squadron's present needs than it is to attempt to force existing bylaws to conform to the model.

After incorporation of any changes suggested by ComRules, the squadron Executive Committee should endorse the bylaws or amendments and then propose them to the squadron membership for adoption. Care should be taken during this phase to ensure that the steps below and the provisions of the squadron's current bylaws relating to amendments are followed precisely.

When a bylaws proposal is to be voted upon, members must be informed of the proposed changes in either of two ways: (1) publishing a full, verbatim disclosure of the amendments or changes in a timely notice of the meeting at which a vote is to be taken or (2) making available multiple copies of the current and proposed bylaws for inspection at two successive regular or special membership meetings. The second of these meetings may be the one at which the vote is to be taken. During the voting meeting, additional amendments and/or changes may be introduced from the floor and require only a simple majority vote to be included into the proposal. However, after all such additions have been decided, the final vote for adoption requires a two-thirds majority vote to adopt the proposed bylaws. The notices of these meetings must provide a statement of the means of notification to be made available so that members may understand the proposed changes and specifically

indicate the meeting at which the vote to adopt will be taken.

After adoption by the membership, the squadron secretary should submit to the ComRules representative a request for final approval. This request must be accompanied by the following material:

- One complete copy of the bylaws as adopted by the squadron. This copy may be sent by U.S. mail, but sending it electronically in MS Word DOC format is cheaper, much faster and easier for ComRules to process.
- Three paper copies (not folded) or one electronic copy of the Certification and Approvals page, shown as page x in the introduction to the squadron model, properly signed and dated by the squadron secretary, attesting to the bylaws' adoption.

The ComRules representative will review the amended bylaws in their entirety and if no defects are found, grant final approval by signing and dating the approval block on the signature page. That date becomes the effective date of the revised bylaws. If ComRules detects a flaw in the adopted bylaws, such as a failure to incorporate modifications suggested at time of preliminary review, the squadron may be required to repeat the amendment process to correct the defect before final approval can be granted.

Following receipt of final approval by ComRules, the membership should be so advised through a notice in the squadron's newsletter or by other broad-based media.

It should be noted that throughout the bylaws amendment process correspondence between the squadron and the ComRules representative can be significantly expedited if email is employed. Email addresses for all ComRules representatives are given on the committee's web site and in the national directory. All transmittal of bylaws and all documentation may be by email attachment, in which case only single copies of each are required as long as any signatures are faithfully reproduced.

Once approval is granted, if not already done by the ComRules representative, the squadron should perform final housekeeping on the document, including showing the effective date on the cover and page footers, and sending it back to the ComRules contact for uploading to the ComRules web site's repository of squadron bylaws and to the USPS headquarters squadron bylaw files.

### Changing a Squadron's Name

Changing the name of a squadron is effected by amending its bylaws. A squadron name must include its geographical significance followed by the words Power Squadron (, Inc.) or Sail and Power Squadron (, Inc.). The amendment procedure may differ from the above process depending on the type of change intended. To preface "Power Squadron" with the words "Sail and", the normal bylaws amendment process as described above should be followed, keeping in mind that the entire bylaws will still be reviewed, not just the name change. However, to change the geographic component of the name - that part which distinguishes it from other squadrons - the district council must review and agree to the change prior to contacting ComRules for their review. The final approval of a change to the geographic portion of a squadron's name must be granted by the USPS Governing Board. If there are no negative findings, the Chairman of ComRules will act as the squadron's advocate and present the name change request to the Board of Directors. At the next meeting of the Governing Board the national executive officer can move to approve the name change.

Finally, a squadron which is incorporated should remember that when it changes its name it may also be required to amend its articles of incorporation. The district law officer or an appropriate state agency should be consulted in this regard. In no case may a squadron amend its articles with respect to its name prior to USPS approval of its name change.

**5.63 Charter application.** Application for a charter for a new squadron may be made by a group of 25 active members of USPS, unless otherwise approved by the Board of Directors, by submitting a written application, addressed to the

Governing Board, to the chair of the Committee on Rules, accompanied by a set of bylaws proposed for that squadron, and by meeting such other requirements as the Governing Board from time to time prescribes. Members signing the application attach letters of transfer to such new squadron endorsed appropriately by the commander or secretary of the squadron from which the member wishes to transfer, or by the national secretary regarding any unattached member who wishes to transfer.

Unless otherwise ordered by the Governing Board, a charter becomes effective as of the date upon which its issuance is authorized and it bears that date. Names of charter members appearing on the charter are in alphabetical order without rank or title except grade designation.

The squadron charter is issued by the national secretary upon approval by the Governing Board of the application together with its accompanying bylaws. Such charter may be revoked, withdrawn or suspended by the Governing Board when in its judgement continuation of the squadron is not in the best interests of USPS.

**5.64 Incorporation of squadrons.** It is desirable for a squadron to incorporate, and it may do so as a non-profit organization [IRS Code 501(c)(3)] under the laws of the state in which it has its main activities. Consult the law officer of the squadron or district for information on the advantages.

Before incorporation papers are filed, a copy of the proposed articles of incorporation must be sent to USPS law officer for his approval, if such incorporation requires any change in squadron bylaws.

**5.65 Gifts, bequests and grants.** USPS or any of its divisions, committees, districts or squadrons, may accept gifts and bequests directly or indirectly. For the Endowment Fund refer to F.1 on page F-1 and for the Educational Fund refer to F.2 on page F-8.

The Board of Directors must approve acceptance of:

- A non-designated gift having a monetary value of \$10,000 or more

- A gift of any size designated for a specific purpose, when offered to USPS national organization
- A gift having a monetary value of \$5,000 or more designated for a specific purpose, when offered to a squadron or district.

All pertinent information regarding the proposed gift, especially any conditions attached to it, is to be furnished to the Board of Directors for evaluation. The value of the gift is considered to be the total value, whether the gift be made in installments or otherwise. If desired by the donor, determination of the value of a gift may be made by an independent appraiser whose fee will not be paid by the intended beneficiary. No certificate of value is to be furnished to any donor by the receipt of a non-monetary gift. The term “gift” includes, but is not limited to, any gift donation, legacy, bequest, grant or assignment of beneficial interest in, to or of any property of any kind whatsoever.

It is emphasized that USPS does not advise on the making of wills or the planning of estates: the testator or donor, in an *inter vivos* transfer, should obtain the advice of an attorney in the state of his or her residence. It is also emphasized that USPS cannot be bound in advance to accept any gift or bequest upon conditions such as to name a building for the donor. A gift or bequest should be forwarded to the Board of Directors using whichever of the following formats describes the gift or bequest intended by the donor.

**Unconditional cash contributions:**

I hereby give to United States Power Squadrons (USPS), a North Carolina corporation, the sum of \$..... to be used for the general purposes of USPS at the direction and in the discretion of its Board of Directors.

**Unconditional property contributions:**

I hereby give, transfer or deliver to United States Power Squadron (USPS), a North Carolina corporation,... shares of capital stock of... (Corporation), represented by certificate number... which I have duly endorsed.

**Unrestricted endowment fund:**

I hereby give to United States Power

Squadrons (USPS), a North Carolina corporation, the sum of \$..., the principal thereof to be invested, and the net income thereof to be used for the general purposes of USPS at the direction and in the discretion of its Board of Directors. For purposes of investment, this fund may be combined with other funds of USPS.

**Unrestricted memorial endowment:**

I hereby give, transfer and deliver to United States Power Squadrons (USPS), a North Carolina corporation, the property described in the annexed schedule to constitute an endowment fund which shall be known as the "... Memorial Fund". This property shall be held by United States Power Squadrons, with power of sale and reinvestment, and the income therefrom shall be used for the benefit of USPS in such manner as its Board of Directors may direct. For purposes of investment, this fund may be combined with other funds of USPS.

**Unconditional general legacy:**

I give and bequeath to United States Power Squadrons (USPS), a North Carolina corporation, the sum of \$... to be used for the general purposes of USPS at the direction and in the discretion of its Board of Directors.

**Unconditional specific legacy of corporate share:**

I give and bequeath to United States Power Squadrons (USPS), a North Carolina corporation, ... shares of the capital stock, common, of ... (Corporation). If the capital stock of said corporation shall be increased or reduced by stock splits, spin-off or otherwise, then this bequest shall be, and is, of a number and type of shares bearing the same proportion as the present stock issue, and shall include all such stock splits or spin-offs, if any.

-or-

I give and bequeath to United States Power Squadrons (USPS), a North Carolina corporation, ... shares of the capital stock preferred, of ... (Corporation).

-or-

I give and bequeath to United States Power Squadrons (USPS), a North Carolina corporation, the following described bonds. (Description)

**General legacy, endowment fund:**

I give and bequeath to United States Power Squadrons (USPS), a North Carolina corporation, the sum of \$... which shall be invested and the net income therefrom be used for the general purposes of USPS at the direction and in the discretion of its Board of Directors.

**Specific legacy real estate:**

I give, devise and bequeath to United States Power Squadrons (USPS), a North Carolina corporation, the following described real property in... County, (state), to be used for the general purposes of USPS at the direction and in the discretion of its Board of Directors. If sold, the proceeds of sale shall be used for general purposes of USPS at the direction and in the discretion of its Board of Directors. (Follow with legal description taken from most recently recorded deed.)

Either of the above bequests must be supplemented with the following: "This bequest shall be used for general purposes of USPS at the direction and discretion of its Board of Directors."

**5.66 Guidelines on squadron ownership of property, including leasehold interest.**

Any squadron interested in purchasing or leasing real property should obtain a copy of "Guidelines on Squadron Ownership of Property, including Leasehold Interest", available at headquarters, before negotiating for the property. All squadrons that have an ownership, whether in fee, leasehold or any other fashion, should regularly review these guidelines to ensure that they are in compliance. A brief summary follows:

- A) Insure against liability; name the district and United States Power Squadrons as insured;
- B) Insured ownership should be in fee simple:
  - 1) No reversion;
  - 2) No restrictive covenants which would interfere with anticipated squadron use;
    - a) If any exist, submit in full to the national law officer for review;
    - b) If zoning regulations apply, submit copies with definitions of zones.
- C) Seek services of an attorney very early in negotiations to guarantee title and otherwise protect the squadron;

- D) Accept no gifts on conditions:
- 1) No reverter if use changes;
  - 2) No estimate of value given;
- E) Where land is leased, make sure life of lease significantly exceeds life of improvements at time improvements are made:
- 1) Accept no lease provisions which interfere with internal squadron affairs;
  - 2) Lease should permit subletting and assignment;
  - 3) Lease should require sixty days notice of default prior to termination by reason of any default;
  - 4) If lessor is a public entity, lease must be an "arm's length" transaction;
    - a) Rent must be the same as a private person would pay for premises. If any doubt, get an appraisal;
    - b) Lease must not contain any provisions that would affect internal affairs of squadron;
    - c) Lease must be for a fixed term; not at will of lessor.
- E) Submit all proposed acquisitions, either by lease, gift or purchase, to the national law officer. Include all details of transaction. He must be informed of method of payment;
- F) If law officer approves, then acquisition may proceed. If he disapproves, he will report the matter to the Board of Directors which may overrule him;
- G) Title may be in the name of the squadron, but preferably in a separate corporation whose directors are members of the executive committee of the squadron.

**5.67 Income tax - personal deductions.** Members who participate in the functions of USPS in an official capacity may deduct on their Individual Income tax return certain expenses as charitable contributions, as USPS is an exempt organization under section 501(c)(3) of the Internal Revenue Code. Deductible expenses include transportation, parking fees, tolls, reasonable expenditures for meals and lodging while away from home, uniforms (including cleaning and insignia maintenance), postage, telephone bills, supplies, dues and miscellaneous cash expenditures *which are directly and demonstrably related to a squadron activity.*

Also, direct contributions of cash or property are deductible. The foregoing list is simply representative of expenditures which may be deductible. For additional assistance, contact the national treasurer.

**5.68 Dissolution of a squadron.** Should a squadron for any reason discontinue its organization or cease to function, notice to that effect in writing is sent by any recent officer to the district commander of the district to which the squadron is assigned. Should the district commander determine that the charter of the squadron should be revoked, such action is reported in writing to the national executive officer. In the absence of such notice from a squadron officer, the district commander or district secretary, upon receiving approval of the district council, shall notify the national secretary for reference to the national executive officer. The national executive officer shall report the action, with recommendations, to the Board of Directors for its determination.

In the event of the dissolution and voluntary surrender or revocation of a squadron charter, all assets then belonging to the squadron are assigned to USPS or to an institution which qualifies for tax exemption under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or such other section of the code by which USPS is exempt. The receipt of such assignment is selected by the squadron's executive committee or other comparable body of the squadron. In the absence of such election, the selection is made by the Board of Directors.

**5.69 The Squadron Legislative Officer (SLegO)** works with state and federal elected officials in the states that have been assigned to them by their National Government and Partner Relations Committee Team Leaders. They report to, and receive direction from District Legislative Officers.

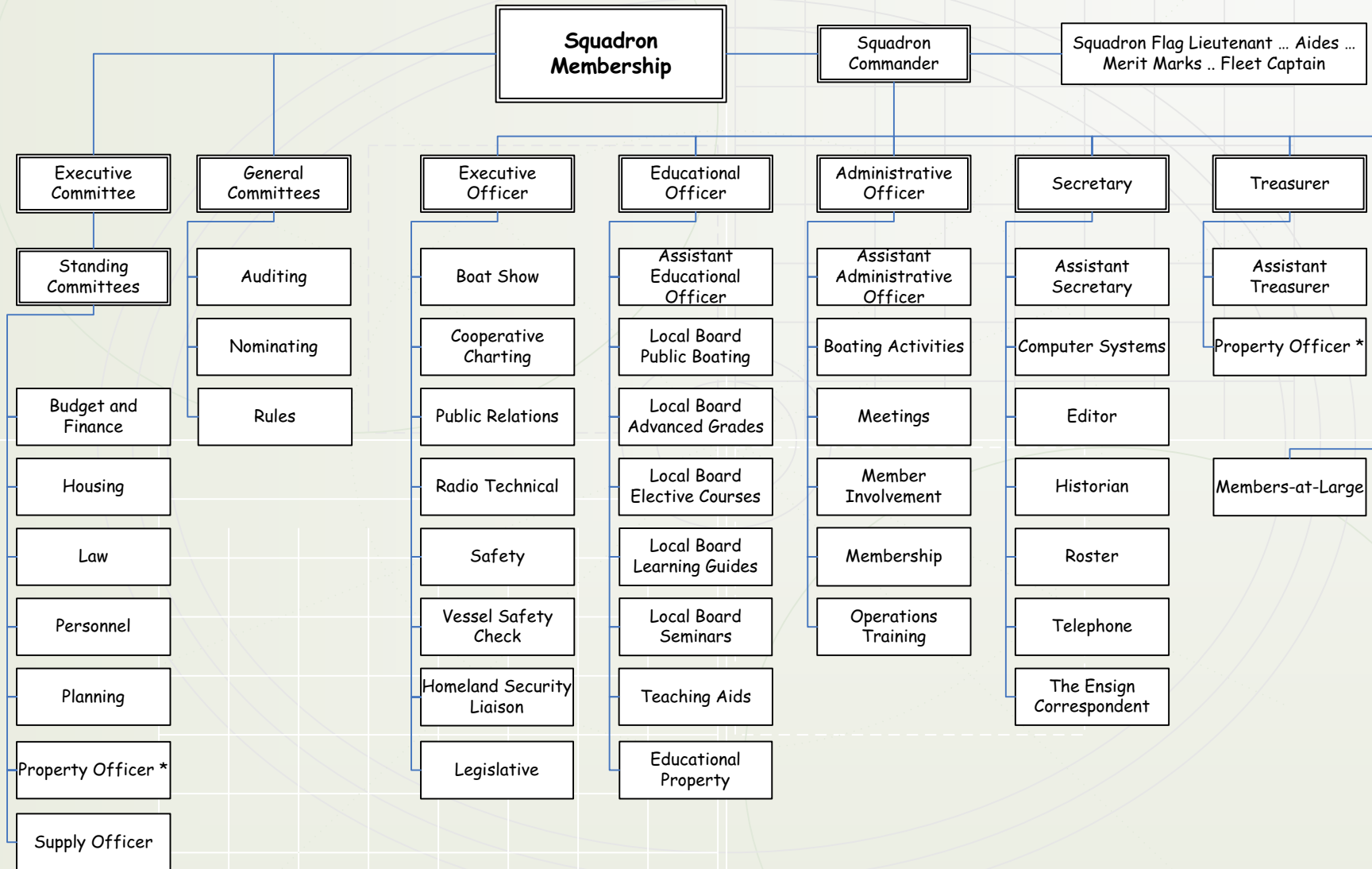
**5.70 The Squadron Liaison Officer (SLO)** is a member of the District Liaison Committee and carries out duties as assigned by the DLO. The SLO may also function as the Homeland Security Officer and reports to the DLO on matters pertaining thereto.





# *United States Power Squadrons®*

## *Typical Squadron Organization Chart*



\* Check your bylaws as these responsibilities may be assigned elsewhere



## Chapter 6

### SQUADRON EDUCATIONAL ACTIVITIES

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**6.1 Squadron educational departmental structure.** A squadron's educational department consists of the squadron educational officer (SEO); assistant squadron educational officer (ASEO), if elected; chairmen of the local boards for boating (basic public education) (LBB), advanced grades (LBAG), and elective courses (LBEC); teaching aids committee (TACom), chairman of learning guides and guides (ChLG), chairman of seminars (ChSem) and the educational property officer. The commander is, *ex officio*, a member of the department and all committees within the department. The success of the USPS educational program rests

with those who handle the educational activities of the squadron: the commander, the SEO, and the local boards, with the assistance and cooperation of the officers and members of the squadron.

**6.2 Squadron educational officer.** The SEO is elected annually by the members of the squadron upon nomination by the squadron's nominating committee or as otherwise provided by the squadron bylaws, but the nominee's qualifications must be pre-approved by the national educational officer (NEO). The NEO may delegate this approval authority to the district educational officer (DEO).

Approval of the SEO candidate (by the NEO or DEO) is accomplished by the chair of the squadron's nominating committee filing completed form ED-80 with the DEO at least 60 days prior to the election. If no reply is received from the DEO within 30 days of receipt by the DEO of the written request for approval [ED-80], the qualifications may be considered approved.

The SEO holds the rank of lieutenant commander and is a member of the national educational department, his district educational department, the squadron bridge, and the squadron executive committee. As chair of the educational department, the SEO supervises the educational program of the squadron.

A member who is nominated for SEO should preferably have earned the grade of N, but as a minimum have earned the grade of AP, and should be selected on the basis of enthusiasm for the USPS educational program as evidenced by a record of personal USPS educational achievement both as a student and an instructor, a willingness to cooperate with others involved in USPS education at the squadron, district, and national levels; and encouragement of fellow members to strive for the highest level of educational achievement. An SEO should be willing to serve for up to three years, taking an active part in all phases of squadron activities, and representing the squadron at district conferences and educational meetings. Some of the SEO's responsibilities are:

A) Upon nomination, counsels the nominating committee regarding candidate(s) for ASEO who, with training, could act for the SEO and could eventually be a candidate for that office. Also counsels the nominating committee regarding the educational qualifications of candidates for other offices;

B) Prior to the change of watch, recruits and makes recommendations to the commander-elect for the appointment of the ChLBB, ChLBAG, ChLBEC, LB members, course chairmen, ChLG, ChSem, ChSP, ChTACom, assistants as needed and other EdDept personnel;

C) With the assistance of the ASEO and the ChLBs, plans the squadron's educational program, defining its objectives, determining the courses that should be taught, class schedules, fees,

facilities, personnel and equipment requirements, and presents the squadron educational program to the executive committee for its approval;

D) Ensures that all persons appointed to duties in the educational program are suitably trained; distributes all procedures and information received from district and national sources to appropriate squadron personnel and encourages educational department members to attend district educational meetings. In particular, trains the ASEO and staff to share in educational activities so that they are prepared to assume greater responsibilities;

E) Together with the ChLBs, ChSP, ChLG, ChSem and the ChTACom, reviews the availability of teaching aids, determines the requirements for such aids, takes appropriate action to alleviate deficiencies, keeps alert to development of new aids and the entry of effective teaching aids in exhibits at district conferences and USPS annual meetings;

F) Requests assistance from the publications editor and public relations officer in the promotion of the educational program, assists and cooperates with promotional efforts;

G) Maintains close contact with the ChLBs and class chairs, personally investigates classes with high dropout or non-passing rates for probable causes and takes prompt corrective action;

H) Reviews or handles all correspondence among the squadron members and headquarters or national course chairs; provides copies to the commander, DEO and NEO;

I) Files timely class and seminar schedules with the DEO and headquarters using the on-line HQ-800 system. Files timely basic public education class reports with headquarters using the on-line form ED-27 or HQ800 system which can be accessed from the SEO tools section of the USPS website;

J) Works in close coordination and cooperation with the DEO and national educational department committees, requesting assistance and guidance on local matters as appropriate. Passes along all significant suggestions on teaching methods, teaching aids, and corrections or improvements in course material. Maintains a complete file of and keeps the DEO advised of the squadron's educational activities, including: courses taught, registration and results; educational materials and examinations ordered and returned; records of

grades and course completions of all members; and results of squadron progress toward educational objectives. Also submits recommendations for merit marks to the commander for educational department personnel under his leadership, listing the work performed (including specific number of classes taught and/or proctored), and encouraging those who have earned partial credit toward a merit mark to contribute further. Also works closely with the squadron membership committee to insure that all non-members taking classes and seminars are aware of the benefits of USPS membership and offered a chance to join.

K) Sees that all reports and forms are filed correctly and in a timely manner, that examinations are administered properly, that sextant sights have been checked thoroughly, and that examination critiques are utilized to the best advantage of candidates and instructors;

L) Assures that the executive committee and the membership are informed of educational activities by preparing reports and forwarding them to the ExCom and squadron publication editor; and

M) Keeps all records and correspondence in good order and turns over all files, manuals, et cetera, to his successor at the expiration of his term in office; and

N) Promptly reports examination results to the candidates, commander, class chairman, local board chairs, instructors, DEO and secretary.

### **6.3 Assistant squadron educational officer.**

There may be an ASEO who is nominated and elected in the same manner as the SEO and who should have earned at least the same grade level as a candidate for SEO. The qualifications of the ASEO must be pre-approved in the same manner as those prescribed for the SEO (use form ED-80) Squadron educational officer. The ASEO holds the rank of first lieutenant and assists the SEO as directed. In the absence or incapacity of the SEO, the ASEO acts in his stead, including voting at any meeting. The ASEO is not an *ex officio* member of the squadron bridge, nor a member of the executive committee.

**6.4 Local boards.** The local boards for boating, advanced grades and elective courses are responsible for instruction and examinations in their respective fields. The chairs are appointed by

the commander upon recommendation of the SEO. Each serves for one year or until a successor has been appointed and qualified. The qualifications of members appointed as chairs, assistant chairs and members of local boards must be approved by the DEO acting for the NEO. Local boards are at all times subject to the direction and supervision of the SEO and, in cooperation with the national committees and the DEO, maintain the standards set by USPS for instruction and examinations. Local board chairs keep the SEO advised of important developments in their field and of ideas for improving courses or teaching methods.

Special uniform insignias is authorized for members of local boards for boating, advanced grades, and elective courses [Refer to 13.50 on page 13-9].

**6.5 Chairs of local boards.** The chair of a local board (ChLB),

A) Works closely with the SEO in the recruiting and training of an assistant ChLB, class chairs and their assistants, instructors, proctors, and other local board members;

B) Assists the SEO in setting educational objectives, class schedules, course fees, and facility requirements, subject to the approval of the ExCom;

C) With the assistance of class chairs, orders course material and examinations and handles the return of unused course material and examinations;

D) With the assistance of the chair of the teaching aids committee, class chairs, and instructors, develops teaching aids for each lecture in courses under his local board;

E) Maintains close liaison with class chairs, reviewing the performance of instructors, noting class problems, and suggesting improvements in course material and procedures, reporting these matters to the SEO;

F) Administers all examinations within his local board or secures an authorized administrator and assures that all examinations are administered according to the rules prescribed by the national educational department;

G) Promptly reports examination results to the candidates, commander, class chair, instructors, SEO, and secretary;

H) Maintains liaison, through the SEO, with counterparts in nearby squadrons, his district and the national organization for exchange of successful instructional techniques and for assistance with operational problems;

I) Maintains complete and accurate records for all classes conducted and provides the SEO with copies of all reports, statistics, and other records; and

J) Maintains complete and accurate records of classes and seminars taught, reporting the latter on-line via the HQ800 system.

**6.6 Assistant chairs of local boards.** Assists the ChLB in all phases of his responsibilities as directed.

**6.7 Recommended grades for education department personnel.** The following grades are recommended for officers in the squadron educational department:

- The SEO should preferably be an N, but at least should have earned the grade of AP
- The ChLBB should be an AP or higher
- The ChLBAG should preferably be an N, but at least as high as the highest advanced-grade course currently being taught in the squadron
- The ChLBEC should have passed all elective courses being taught in the squadron
- Class chairs should have passed the course taught. The boating class chair should hold at least the grades of S or P
- The ASEO, AChLB, and assistant class chairs should meet the same requirements as their respective superiors

Note that these recommended grades for educational personnel are to facilitate instruction. New squadrons teaching courses for the first time, understandably, may not have members with the recommended grades to fill all positions. The need for such exceptions should be reviewed with the DEO prior to the making of commitments to individuals.

**6.8 Teaching aids committee.** The chair of the teaching aids committee (ChTACom) is responsible for constructing and maintaining teaching devices for the various courses offered by the squadron and for entering these in district teaching

aids competitions. The chair and members of the TACom are appointed by the commander upon recommendation of the SEO. The ChTACom is a member of the squadron educational department and the district TACom.

**6.9 Other supporting committees.** There may also be committees responsible for seminars, guides and learning guides, an educational property committee, and other supporting committees appointed by the commander. The educational property committee is responsible for the ordering, dispensing and storing of educational materials, teaching aids and property such as multimedia projectors, laptop computers, Media players, audio systems, overhead projectors, screens, sextants, et cetera. If there is no educational property committee, the responsibilities for handling the above listed material falls on the TACom.

**6.10 Educational procedures.** Educational procedures contained in this chapter and part I of the *Educational Department Manual* have been developed as a guide for all members of a squadron's educational department and are available on the EdDept web site. Deviations should have prior approval in writing from the DEO and the squadron executive committee.

**6.11 Educational Department Manual.** Part I of the *Educational Department Manual* (EDM-I) is a procedural guide for all squadron educational department personnel and is available on-line for download. It treats educational practices and procedures in greater detail than this *Operations Manual*. Copies may be downloaded from the educational department website as listed in the Table of URLs on page viii.

**6.12 Educational department notices.** When changes in educational practices are directed, an educational department notice (EDN) will be issued and should be filed with the pertinent sections of EDM-I and the *Operations Manual* until changes can be issued. EDNs state the effective date of the change. They supersede other EDNs, educational department forms, the *Educational Department Manual*, DEO bulletins and any portions of the *Operations Manual* that may be in conflict. EDNs are addressed to all squadron

educational officers with copies to squadron commanders, district commanders, district educational officers, the national educational staff and members of the Board of Directors. Commanders and SEOs should assure that officers and members who have need of the information are informed. Copies of all outstanding EDNs are posted on the EdDept website.

The *Operations Manual*, EDM-1 and EDNs must be used together, as they complement each other. If they are regularly consulted and their procedures followed, the squadron educational program will proceed smoothly.

**6.13 Standards and regulations.** Student and instructor's manuals for advanced grades, elective courses, seminars, guides and learning guides may contain information regarding standards or regulations that relate to the subject matter being taught. Such standards or regulations are established by industry groups or government organizations. The instructor should make clear to the class when discussing such matters that USPS is not the standards-setting authority. Instructors may direct the student to the organization that controls or publishes the standard or regulation when access to such information furthers the objectives of the course or program or the student's understanding of the subject.

**6.14 USPS basic public educational offerings.** USPS currently offers to the public *America's Boating Course*. Passing a final proctored examination for *America's Boating Course* fulfills the educational qualification for USPS membership which may be required by some squadrons. (The national organization no longer requires course completion, allowing squadrons to invite experienced boaters to membership who have not completed a basic course.

In addition to being offered in a classroom version, *America's Boating Course* is also available in self-study offerings. It is approved by NASBLA, and successful passing of the proctored examination meets the educational requirement for USPS membership. *America's Boating Course* is offered on-line via the World Wide Web (Internet), with a course manual, through squadrons, various marine

product retailers and by direct toll-free telephone order to 1-866-BOAT-ABC (1-866-262-8222). The current version of this course (Version 3) uses the same manual as the classroom version, and a student may complete the course at his own speed. A squadron located in the vicinity of the student will make mutual arrangements with the student for giving the examination. This type of Internet boating instruction will open the door to many potential members for USPS and should be received most favorably by squadrons.

USPS also offers a variety of seminars (typically one 2-hour session) that squadrons may teach to the public as well as to members. USPS publishes a series of learning guides and guides on various nautical subjects that are sold to the public as well as to members. Any other USPS course may also be offered to the public at the discretion of the squadron.

**6.15 Squadron Offerings:** All squadrons must offer the USPS boating safety course, *America's Boating Course*, at least once each year, and they are encouraged to offer one or more of these courses *four* times a year, winter, spring, summer and fall.

*America's Boating Course* classes must be taught by USPS Certified Instructors and must be open to the public at no cost other than as specified fees. Current material cost and manufacturer's suggested retail price information is provided to each DEO and is maintained on the EdDept website. An educational department notice is sent to each district and squadron commander and educational officer whenever a change is made. The squadron shall set its own reasonable retail prices for these public courses as appropriate to allow for recovery of its material costs and other costs associated with promoting and conducting its public boating safety courses. Squadrons may not confer or collaborate with other squadrons or district personnel in establishing these retail prices.

USPS, its districts and squadrons are subject to the "Americans with Disabilities Act" (ADA). Local educational officers and commanders need to be acutely aware of the ADA and sensitive to the plight of those intended to be protected. As good

citizens, we should make every reasonable effort to accommodate the special needs of our students and members who have disabilities.

When faced with requests or the obvious need for special services or facilities, squadrons and districts should make a good faith attempt to assist and/or accommodate the disabled individual(s). Squadrons and districts should likewise extend all reasonable cooperation and flexibility. Assistance in meeting special needs may often be obtained through contact with local and state governmental, charitable, and private resources or services.

The ADA does suggest that if providing a specific accommodation causes an “undue burden” on an organization, the organization is not required to provide the accommodation. As an example, the high cost of providing a signer for hearing impaired students for a public boating course could create an undue burden on a small squadron with limited funds. On the other hand, a squadron should try to accommodate a signer employed by a hearing impaired student, by providing suitable space that does not interfere with other students.

Even though “undue burden” is a proper basis for non-compliance, such status is necessarily dependent on the unique facts and circumstances existing. Additionally, the burden of proof would be placed on the defending organization if challenged. Many problems and challenges (including spot “test” probes by advocate groups) can be avoided or simply resolved by an organization’s display of a cooperative and sensitive attitude and spirit rather than invoking a quick reliance on the letter of the law. Prior to the issuance of any statement of “refusal” of any request for accommodation, the SEO/Cdr must involve and seek guidance from the local district or squadron law officer, or in the absence thereof, the national law officer.

**6.16 Public Relations Officer.** The public relations officer (PRO) is responsible for publicity for all basic public education courses and seminars the squadron offers. The SEO or ChLBB and ChSem should work with the PRO to make sure that publicity releases for any upcoming classes or seminars are issued. Posters and leaflets containing information on the class and its schedule need to be

ordered, imprinted and distributed. Timely radio or TV spots and articles or advertisements in local newspapers and regional boating, hunting, fishing or conservation magazines offer other potential media coverage. Personal contact is always effective. Squadron members should recruit students from their boating friends in yacht clubs, marinas, hunting and fishing clubs, paddle-sports clubs, during vessel safety checks and at work. An *America’s Boating Course* class may be scheduled to follow a local boat show or fair where a USPS display or booth attracts many potential students. Participation in adult education programs and partnerships with community colleges are very desirable ways to obtain excellent publicity and appropriate facilities for holding boating classes.

Each squadron's public relations officer has access to the *PRO-Log*, the official USPS publicity guide. It contains a great deal of information and suggestions that can be used to promote boating safety classes.

USPS and the BoatU.S. Foundation for Boating Safety both maintain up-to-date online databases of classes and seminars underway or planned. These databases as well as many state listings are all populated by completing the form on the HQ800 system available on the EdDept website. SEO’s are urged to file HQ-800 information as often as class schedules are set or changed.

The on-line form will provide the same information to the DEO and one or more state Boating Law Administrators (BLA). HQ-800 reports must include the name of the person to call for information. Care must be used in the selection of zip codes of areas from which the squadron desires to attract students, for they frequently change as the postal service adjusts to compensate for demographic change. Where two or more squadrons share the same or nearby zip code(s), they should work closely together and with the DEO to assure that the public is well-served, yet without creating any inter-squadron conflicts. Squadrons should avoid sponsoring or offering basic public education classes out of their own normal operating area when such actions would conflict with or overlap another squadron’s normal operating area.



**6.17 Facilities** *America's Boating Course* classes, seminars and other courses may utilize public facilities. Many schools like to include such courses as part of their adult education program, providing facilities and registration publicity at no cost. Control of the material to be taught must rest with USPS.

*America's Boating Course* classes, USPS seminars and courses may be taught within squadron owned or leased premises. Squadrons must ensure that any other concurrently conducted members-only class or activity is held in a separate, physically distinct part of such premises. Additionally, all squadron books, records and other documents within a squadron owned or leased premises must be stored so as to maintain their confidentiality whenever members of the public are present on the premises.

**6.18 Materials.** Material for *America's Boating Course* classes should be ordered at least 30 days in advance using the on-line Educational Department shopping cart.

Orders for *America's Boating Course* material will be processed in the order received at headquarters. The ordering squadron bears the expense of all shipping costs including any special-request shipping.

Only currently valid course material should be used. Only USPS Certified Instructors with current certifications may teach *America's Boating Course*. Only that course material may be taught plus appropriate state and local regulations.

Instructor kits include student and instructor material. The included Instructor Manual and Instructor CD provide the Certified Instructor with necessary tools to conduct the course and administer the examinations. The Instructor Kit is available from the USPS Education Department web-site home page using the Ordering Course Materials/Examinations pull down menu.

The ED-46 Student Course and Seminar Registration Form is shipped with each Student Kit. The following supplemental supplies are not included

in the kits and should be ordered at a maximum quantity of two for each Student Kit ordered:

- Examination Answer Sheet (ED-26)
- Graduate Course Completion Certificate
- Graduate Course Completion Wallet Card

If more students are expected than the number of student manuals ordered (due to sharing), additional supplemental items should be ordered.

**6.19 Registration.** The student completes the ED-46, Class and Seminar registration form, for all classes and seminars. This form is included in most course and seminar kits, and is available for downloading from the USPS form site. The ED-46 also documents parental approval of class participation by minor-aged (under 18) students.

The data entered on the form reflects student data which is required by their respective states for boat operation, facilitates squadron decisions on the best use of course advertising funds, and is used by USPS for membership and the continuum of recreational boating education purposes. The information entered on the ED-46 is disseminated electronically to the student's respective state or territory upon satisfactory completion of the course. For a minor-aged student to participate in a USPS course, use of student information is set forth on the back of the ED-46 for review by the responsible adult, after which the signature of the responsible adult is REQUIRED in the space provided on the front of the ED-46 form. This signature validates authorization for such use of the student data and the form is retained electronically or on paper by the SEO for six years.

The ED-46 form includes an "OPT-OUT" box that is used by the student to block post-course information about USPS membership, continuum of education and benefits from USPS partners. This box will be automatically checked for minor-aged students; it may be unchecked by the SEO when specifically authorized by the adult responsible for the minor-aged student.

The first session of any class or seminar should include the planned schedule, classroom emergency instructions, personal comfort directions, instructor responsibilities, expected student partici-

pation such as following along in their student manual and taking notes and the expectation that the student will ask questions. Supporting squadron officers and assistants should be introduced and their role provided.

**6.20 Fees.** The squadron may charge any reasonable fee for *America's Boating Course* class or seminar that enables the squadron to recover its material costs and other costs associated with promoting and conducting its basic public education courses. The squadron's fees schedule for these courses is to be established by the squadron executive committee. Fees may vary by location and may be changed at the sole discretion of the squadron.

Students should be told that it is to their benefit to possess the textbook on which the course is based, as well as any plotting instruments needed for the course. The squadron may offer to sell instruments to them at retail prices and/or advise them where they may be procured. Students are not obliged to have such materials, nor are squadrons obliged to furnish free of cost any accessory text material or plotting instruments for study, completion of homework or examination purposes.

**6.21 Examinations.** Regarding *America's Boating Course* examinations, the class should be told that the examination places no one under obligation to the squadron, and that all who pass it will be issued a graduate certificate and graduate wallet card. Only the examinations provided by USPS, which are approved by the National Association of State Boating Law Administrators (NASBLA), may be used. Squadrons may charge a reasonable examination fee to those students who did not purchase a separate set of course materials (that is, where several people shared the same set of materials) or to those students who purchased their course materials from another squadron or a retail outlet. Candidates are to provide their own #2 lead pencils for the examination. The course includes sufficient Personal Watercraft (PWC) material to certify PWC operators. There is no examination for part two of the course (the optional charting and plotting material).

*America's Boating Course* examination consists of two parts:

- A closed-book examination (50 questions) on general subjects Form ED-26 examination answer sheet is used to record the answers for the examination
- (If applicable) A state regulations examination (normally 10 questions) provided by the local state boating authority

It is important to use the latest editions of the applicable course manual and matching examination. Ask students to enter their full names, addresses, email addresses, phone numbers, the state and date of birth on the upper portion of the answer sheet. This data allows USPS to maintain a traceable record of course completion to meet state certification requirements and to allow a student to prove course completion in the event he loses his completion certificate or wallet card. Ask students **not** to write in examination booklets so that they may be reused for as long as they are current.

All *America's Boating Course* examinations should be supervised by the ChLBB, who may appoint proctors as required. Any active member of USPS may be appointed as a proctor for these examinations. In conducting examinations the following procedure is used:

A) Each examinee should be assigned a place where he can work without being disturbed and where he will not disturb others. No text, notes or other assistance is permitted. A calculator and scratch pad may be used;

B) Grade examinations as soon as they are turned in. A passing grade is 80%. Enter the student's grade on the examination answer sheet and on the ED-46 student's registration card. Enter completion records (grades) in the on-line HQ-800 system for all students passing the course and upload them to Headquarters for permanent storage. The HQ-800 system can also be used to print certificates, wallet cards and USPS membership application forms for the passing students.

C) The ChLBB should discuss wrong examination answers with students who request such information. Such a discussion must be on a one-on-one basis. All basic public education course examinations are the copyrighted property

of USPS. Copies of the examination must not be furnished to or retained by the student;

D) Present students who have successfully completed the examination with a graduate certificate and graduate wallet card and thank them for attending the class. This is a fitting time for the membership committee to interview students regarding USPS membership, if this has not yet been done. If a student has been adequately prepared in advance, by promoting USPS membership and interviewing students throughout the course and by pre-clearing the names with the squadron executive committee, students may be enrolled into membership immediately following successful completion of the examination. Many squadrons find this the best time to recruit new members.

E) If a student does not pass, advise him/her to study the material further and take a reexamination in a week or two. The examination must be a different NASBLA approved examination from the first one taken.

**6.22 Course completion records.** *Registration cards*, form ED-46 or electronic equivalent *must be retained for six years*. These are becoming increasingly important to students, as successful completion of a course in safe boating may favorably affect their boat insurance premium and an individual's participation in boating recreation. Individuals who cannot find their graduate certificate often approach a squadron's commander requesting verification of passing. Headquarters can respond to these questions with respect to individuals who have taken the course after 1989, when retention of records of boating graduates began. Beyond that, the commander must rely on the squadron's registration card file. Situations may arise where the file may not be complete. In such cases the record may be established through secondary evidence of course completion such as:

A) The copy of the registration card which the ChMemCom received at the time of completion;

B) Published names of successful graduates in the squadron newsletter;

C) The ChLBB may have retained a record of those who passed.

In all such cases the commander must make a sincere effort to determine the facts in the case and

respond to the individual. If the record shows that he did pass a boating examination successfully, he should be furnished a letter attesting to this fact. The letter should clearly state that its issuance is based on the factual record and is in accordance with these procedures. A copy should be prepared for the record, including copies of the sources that were relied on to determine the verification. Issuance of the letter should be reported to the executive committee and a copy of the letter furnished to the squadron secretary to retain in the squadron's files. In addition, the commander should issue a replacement wallet card and certificate showing the correct completion date.

**6.23 Graduate certificate.** Graduate certificates and graduate wallet cards are furnished by headquarters with each order for *America's Boating Course* materials at no cost to the squadron. These should be presented to each student who has passed the examination as soon as it is graded, or mailed if the student leaves prior to grading.

**6.24 Course report.** The on-line HQ-800 system should be used to upload records of passing students immediately following the grading of examinations. Do not wait for the results of one or two re-examinations as a subsequent upload can be done for them.

**6.25 Boat Operator Certification.** USPS is now certifying members as recreational boat operators. Certification requirements include not only completing certain courses and seminars but also demonstrating skills, including on-the-water skill demonstrations. The details of the program can be found in the Boat Operator Certification Manual. This document along with training materials and program presentations can be found at the Boat Operator Certification web site: [www.usps.org/national/eddept/boc/main.htm](http://www.usps.org/national/eddept/boc/main.htm).

**6.26 USPS University.** This concept encompasses all the USPS courses, as well as seminars. It is important to keep records of seminar and course completions for boat operator certification. All USPS courses and seminars are offered to the general boating public as well as members.

**6.27 State boating courses.** If no USPS basic public education courses are available to or accepted by a state agency for boating safety education of residents of that state, squadrons in that state are requested to cooperate in furnishing instructors for the state's own boating course. However, squadrons are neither expected nor encouraged to provide instructors for state or private courses that compete for students with basic public education courses offered by any USPS squadron.

Although any member may teach USPS internal courses, only USPS-certified instructors may teach a USPS or government-sponsored public safe-boating course. It is the SEO's responsibility to maintain a current list of certified instructors and make this list available to the commander or the executive committee upon request. The list of certified instructors is also available to SEOs via the EdDept website. USPS Headquarters will issue wallet size certificate cards for those who complete the Instructor Development course or are recertified. Certified instructors must meet the following qualifications:

- Completion of the Instructor Development (or predecessor) course
- The above is waived for college professors who have taught for three of the past five years, and those holding active, current teaching credentials from an accredited teaching organization. This includes, but is not limited to, those completing the U. S. Coast Guard Auxiliary Instructor Training Program, a NASBLA approved state boating instructor program or equivalent as determined by the NEO. With the approval of their SEO and DEO, they may request approval for their initial four year certification without completing ID; however, they will not receive credit for taking the ID course and complete the recertification seminar every four years, the same as all certified instructors. **See the policy statement on the EdDept web site for the most current policy on instructor certification**
- Complete the recertification seminar if certified more than four years ago

The wallet-size certification card has a place for the member's name, the name of the member's

squadron, the squadron commander's signature and the date.

USPS members, acting as such, cannot receive compensation for time spent in instruction. Instructors may, however, receive reimbursement for actual expenses such as transportation, meals, lodging and supplies. USPS insurance does not cover professional teaching liability; however, if teachers are not compensated for their time they are not considered "professional" and our existing liability insurance will cover their teaching activities.

Cooperation with the state must not adversely affect the squadron's primary mission of teaching *America's Boating Course* or other USPS seminars and courses.

The state must sponsor the course and provide all teaching facilities, administrative support, supplies, advertising and students.

The state must agree in writing to hold USPS members harmless from any liability arising from their activities in connection with such course, either directly or indirectly.

The squadron's commander must keep a record of such activity by active members of the squadron and may include such efforts as part of merit mark recommendations.

When teaching a state course, an instructor furnished by the squadron is encouraged to wear a USPS blazer, a USPS certified instructor shirt or other appropriate USPS attire.

**6.28 USPS courses and planning the educational schedule.** Each squadron must offer at least one *America's Boating Course* class each year. In addition to this, USPS offers five advanced grade courses and eight elective courses. See the outline at the end of this chapter for course descriptions.

Advanced-grade courses (AG) are those that build upon the basic boat handling and piloting skills learned in *America's Boating Course*. Currently, the five advanced grades are *Seamanship*

(S), *Piloting* (P), *Advanced Piloting* (AP), *Junior Navigation* (JN) and *Navigation* (N).

Seven of the eight elective courses (EC) offer knowledge on topics that enhance a member's boating. Currently these courses are *Cruising and Cruise Planning* (CP), *Engine Maintenance* (EM), *Marine Electrical Systems*, *Marine Communications Systems*, *Electronic Navigation*, *Sail* (Sa) and *Weather* (Wx). The eighth elective course, *Instructor Development* (ID), provides knowledge on the techniques of presenting information and teaching adults. Note: the above electrical courses replace the Marine Electronics (ME) course/modules.

Small squadrons should schedule all advanced grades (AG) and elective courses (EC) at least once every three years; larger squadrons should strive to schedule every course on an annual basis. Immediately following each change of watch, the squadron educational department should have an organizational meeting to start planning future classes. Spring classes may be underway already, following the plan of the previous watch. An inventory of the educational achievements of all members should be available so that potential candidates for every AG and EC class will be known. Although a member may take any member-course examination or submit a sight folder whenever he/she is ready to do so, course credit will not be awarded until all the requirements of that course have been met. The squadron may require that a student successfully pass an examination in another course(s) before enrolling in a designated course. When a tentative class schedule has been prepared, it should be reviewed and approved by the executive committee.

**6.29 Class facilities.** Once a schedule is approved, arrangements should be made for classroom facilities. Consideration must be given to projected class size; availability of multimedia projectors and screens, chalkboards or whiteboards; tables for chart work; facility for showing overhead transparencies, video, movies or slides and a PA system if needed. There are currently no restrictions on where USPS classes may be held: either privately-owned or taxpayer-supported facilities may be used.

**6.30 Course eligibility.** The *America's Boating Course* and seminars are open to the public. Effective the Annual Meeting of 02/06/10 conducted in Orlando, all advanced and elective courses are open to both members and nonmembers alike.

**6.31 Course Publicity.** Publicity of the class schedule should be timed for maximum impact. Initially, an overall schedule of all courses for the entire year should be published in the squadron newsletter with a return card or a list of telephone numbers to be called to indicate interest. Announcements at squadron functions are effective, and membership response at these meetings is helpful to generate enthusiasm. Recognition in print and at meetings of member educational achievements, especially educational proficiency awards and educational achievement awards, helps motivate students to continue their education.

Members of the educational department should be familiar with individual achievements. They should contact members and promote the programs. Names of individuals interested in each course should be passed on to class chairs so that they can consolidate lists of candidates for their respective classes.

**6.32 Course material.** Orders for course material submitted on-line must arrive at headquarters at least thirty days before the initial class session, preferably earlier. Only the latest course material should be used.

Prices to squadrons for student manuals and instructor manuals are posted on the EdDept website and listed in the on-line shopping cart and the Materials Catalog.

The EdDept on-line shopping card is used when ordering course material. The item and quantity of material should be carefully selected to ensure shipment of the desired material.

Orders should not be confirmed by mail if submitted electronically or faxed.

Because there is a surcharge for each shipment, orders should be consolidated, if possible. Squad-

ron orders must be submitted by the SEO, ASEO, ChLB, DEO or ADEO.

Payment for squadron orders must be made only by the squadron treasurer; personal checks cannot be accepted. Material, except for examinations, will not be shipped by headquarters to a squadron that is delinquent in any charges.

Upon receipt of an order, materials should be verified against the order and the enclosed packing list approved and forwarded to the treasurer for payment. If material shipped to the squadron is found to be incomplete, defective or damaged, advise headquarters promptly of all details so that replacements may be shipped. Do not destroy or return defective items until advised by headquarters.

Monthly statements sent to squadrons for all materials, including course manuals and supplies, are payable upon receipt. Invoices should be reconciled with statements. Further shipments to squadrons, except for examinations, will be curtailed if accounts are not paid in full within 120 days. A letter warning of impending curtailment is sent at the 90-day point.

Orders should be placed as soon as requirements are known, never less than thirty days before the first class session. All orders, especially special instructions must be clear. Headquarters will ship all orders via United Parcel Service Ground Service unless another delivery method is requested on the order at extra cost. All orders will be filled in the sequence received. Upon request, headquarters will hold material for pickup by a representative of the squadron. The order form must stipulate who is to be notified when the material is ready. Walk-in requests for course materials cannot be honored. Priority processing for courses is not available.

**6.33 Advanced grades sequence.** Advanced grade courses are designed to be taken in sequence, beginning with *Seamanship*, then *Piloting*, *Advanced Piloting*, *Junior Navigation* and *Navigation*. When possible, this sequence should be followed. In some squadrons, this may be difficult. Governing Board policy is that squadrons have the

option of presenting *Piloting* before *Seamanship*. The grades of both S and P must be awarded before the grade of AP is awarded; AP must be awarded before the grade of JN is awarded and the grade of JN must be awarded before the grade of N is awarded. However, national does not impose any prerequisites and members may challenge any examination they wish. Note that for ID, certain classroom activities and attendance is also required.

Those who have been awarded an advanced grade may show the highest designation following their name. An active member may wear the insignia of his highest grade on USPS uniform or blazer.

**6.34 Teaching aids.** As early as possible, the instructor should review course material to determine which teaching aids will be the most effective for each lesson. He should determine the availability of teaching aids within his squadron or in other squadrons in his district or from headquarters. Ample time should be allowed if a new aid is to be made.

During recent years, PowerPoint slides have been furnished for each course on CD. Instructors wishing to use overhead transparencies can print them from the slide files. If there are updates for these slides or errata for course material, they are posted on the responsible committee's web pages. Instructors should review and download this updated material prior to teaching a course.

Some squadrons and districts have a library of video cassettes and DVDs that can serve as supplemental material for a variety of USPS courses. These can be reproduced locally with ease.

These educational materials are valuable teaching resources that should be safeguarded by the squadron's educational department. They should be placed in the custody of a responsible member of the department and records kept as to their location. Many have application for more than one course and some have utility as programs for squadron membership meetings.

Teaching aids are integral to successful classroom presentations. A primary consideration when

selecting teaching aids is **SAFETY**. Teaching distress signal requirements and their use is facilitated by video clips, discussion and use of “**INERT VISUAL SIGNALLING DEVICES.**” Inert signaling kits are available for classroom use from the Educational Department Materials Catalog. **UNDER NO CIRCUMSTANCES SHOULD LIVE PYROTECHNIC DISTRESS SIGNALING DEVICES BE BROUGHT INTO THE CLASSROOM.**

**6.35 Student registration.** In registering students for an advanced grade or elective course it is essential to list the member's name (exactly as shown on the membership certificate), certificate number and squadron affiliation (if other than the sponsoring squadron). This information will be required when ordering examinations.

At the first session of the class, the purposes of the course and what is expected of students should be explained. Questions relating to books, materials and supplies should be fully covered. Members of the local board and other squadron officers may be introduced.

**6.36 Class fees.** Class fees are usually collected at registration. These reflect the cost of course materials, examinations, prorated facility cost (if any) and miscellaneous expenses such as postage for course materials and examination return, service charges, film rental, handout photocopying and sales taxes. Monies received must be conveyed to the squadron treasurer for deposit.

Students may be told that it is to their benefit to possess the textbook on which the course is based, as well as appropriate instruments such as plotting tools. The squadron may offer to sell such items to them at retail prices and/or advise them where else they may be procured. Students are not obligated to have such materials. Although the squadron is not obligated to furnish, free of charge, any accessory text material or plotting instruments for study, completion of homework or examination purposes, squadrons may have items that have been donated that they will furnish to students for their use.

**6.37 Conduct of classes.** There are various methods of conducting classes. For small classes,

the instructor works closely and informally with the students, instructing in the subject matter of each lesson, marking students' homework papers and discussing with them, individually or collectively, any phases of a previous lesson not understood.

For large classes there may be a different instructor for each lesson. Assigned homework is turned in to a proctor for grading and assessing overall progress. This technique may result in less personal contact, so there is a risk that students who have been away from formalized education for a period may become frustrated, feel lost in the crowd and drop out. Instructional strategies for engaging students in class activities are discussed in the ID course and presented in the ID *Student Manual* which can be download free by members fro the ID webpage.

Sometimes, a more desirable method is a combination of these methods: the lecturer presents the lesson to the class as a whole. The class may be subdivided into discussion groups of six to twelve with proctors as discussion leaders. Students should be assigned to the same group for each lesson so that they get to know the proctor and the others in the group. They will feel at ease in the discussions and raise questions when they do not understand something. Homework may be graded either by the proctor or within the group. Either way it should be discussed so that every student learns the correct answers and why they are correct. Since the proctor must be knowledgeable in all phases of the course, he must be qualified in that course and other USPS courses that pertain to the subject being taught. A instructor, on the other hand, may specialize in only one or two lessons of the course and should develop effective teaching aids in his field of expertise.

To promote interest in completing the work, field trips should be arranged to appropriate places. Arrangements should be made for JN and N candidates to take their required sights in order to pass either course. There are also very interesting field trips for elective courses: a weather station, marine engine repair shop or sail loft, to name a few. On-the-water instruction for all USPS courses and programs is permitted (and encouraged), subject to

USPS polices. An approved lesson plan for an on-the-water supplement for each course is available on the Educational Department webpage. See the current on-the-water instruction policies on the USPS law committee or secretary's department web site or contact the law committee or secretary's department for current information on policies and insurance coverage.

All students are expected to participate in the class work and do the assigned homework. This is desirable even for persons having considerable practical experience. If a candidate wishes to take the examination without attending classes or submitting homework, the class chair should point out the advantages of taking regular class work, or attending as many as possible, particularly the review sessions. If the candidate still wishes to take the examination without such class work it remains solely the responsibility of the member to learn the applicable course material needed to prepare for the examination(s) to be taken. An exception is ID, for which certain classroom activities and attendance are required.

**6.38 Return of educational materials.** After the third class session, or after all expected students have registered, unused student manuals should be returned to headquarters for credit. Unused educational materials must be received back at headquarters within 90 days from the date the material was originally shipped from headquarters. Educational material to be returned must be complete and undamaged and in a condition suitable for reissue.

A form for claiming return credit (HQ-9A) is available on the USPS website. If any material is returned for credit, the claim form must be filled out with copy 1 enclosed as a packing slip with the materials being shipped, copy 2 forwarded to the squadron treasurer and copy 3 retained by the shipper as his record. After processing at headquarters, credit will be entered on the squadron account and shown on the month-end statement to the treasurer. For the return of unused examinations refer to form ED-17, Return of Examination Papers. The following procedures are recommended for the handling of shipments of educational material:

A) Open packages carefully: the container may have to be reused;

B) Whatever type of container is used for returns, be sure it will withstand the rigors of mail or parcel service. Lightweight paper envelopes are usually not suitable for bulky packages; nor is household-type mending tape recommended for sealing;

C) Use stiffeners and/or interior packing. Avoid newspapers as the ink rubs off. Seal securely;

D) Furnish a legible return address. *Identify the squadron by name and squadron account number.* If labels are used, attach them securely. Use zip codes;

E) Postal regulations require that written material such as letters, orders, payments, used exams, et cetera, be sent via *first class mail*. Therefore, when shipping by U. S. mail parcel post, do not include such items in return shipments of material, as this may delay receipt and cause the imposition of penalties, if the package is opened for inspection. However, packing slips are allowable in parcel post shipments. This content restriction is not imposed by United Parcel Service and other carriers;

F) Be sure to include a properly executed Return of Course Material (form HQ-9A) as a packing slip;

G) No restocking charge will be levied for returned Boating Course material;

H) Course material and examinations should not be returned in the same package.

The materials listed below have a long shelf life and surpluses are to be held by the squadron for subsequent use. They may not be returned for credit:

- USPS plotters and quik-course plotters
- 1210-TR charts
- Bowditch Bay charts
- Padded forms
- Sight forms
- Protractors
- Dividers
- Videos, DVDs and CDs **that are not part of a kit**

**6.39 Examination order.** The on-line examination order (ED-33) should be sent to headquarters



at least 30 days prior to the scheduled examination date. Electronic orders should not be confirmed by mail.

If circumstances prevent all students from taking an examination on or near the same date, then a separate exam order should be filed for those students taking the examination on each date. It is now permissible to give the examination on different days to accommodate student schedules, but examinations should not be held for an extended periods, so a separate order should be used if a student cannot take the examination within two weeks of the others.

Re-examination and original examination requests cannot to be placed on the same exam order.

Arrangements for the conduct of an examination must be discussed with the class early enough to satisfy the lead time required to obtain examinations in an orderly fashion, and to consider the personal plans of the students. Students are usually eager to know the circumstances surrounding the conduct and processing of an examination. They accept readily the need to protect the integrity of the examination procedure and are willing to adjust their personal preferences if the requirements are discussed with them early in the course.

The examination order must be filled in completely, listing the names of the candidates in alphabetical order, last name first, with certificate numbers and squadron affiliation if other than the squadron requesting the examination. On the same form list woman's certificate holders, apprentices and members of Canadian Power and Sail Squadrons, alphabetically by category. Specify the edition of the student manual used in instruction, as this determines which examination is provided. The name and address of the examination administrator must be clearly shown.

Many squadrons schedule new members to attend *Seamanship* or *Piloting* classes soon after they have joined the squadron. In such cases, use the procedures for non-member enrollment in USPS University that are available on the EdDept web site.

Examinations must not be ordered for candidates who are delinquent in dues.

The exam order must be signed by either the commander, SEO, ASEO, ChLB, DEO or ADEO. One copy is sent to headquarters and a copy should be retained in squadron files.

**6.40 Confirming examination order contents.** Upon receipt of the order at headquarters the name of each candidate is checked against the computer record to verify the spelling and any suffix such as "Jr." or "III". Eligibility to take the examination is verified by checking dues status. No examination will be shipped for an ineligible person until the necessary correction is made. Many such problems can be prevented by checking the accuracy of names and certificate numbers on the order form by the squadron before it is sent to headquarters.

Shipment will be made as soon as the order can be processed. When the examination arrives:

A) Open the package and check its contents against the enclosed packing list;

B) Check each examination folder to make sure it is for the proper student, certificate number, course and course edition year. In addition, verify that all the pages are present in each folder. Each folder should agree with the packing sheet and the examination order confirmation;

C) Check the enclosed examination order confirmation, which lists approved candidates, against the examination order. Verify that the student information: name, certificate number, et cetera, is preprinted on the examination sheets, if they are supplied;

D) Notify the SEO immediately if any items are missing or incorrect or if there are rejected candidates;

E) Notify any rejected candidate before the examination date. Contact all approved candidates to remind them of the date, time and location of the examination. Specify any material they must bring and, if applicable, which part (open or closed book) will be given first.

**6.41 Administering examinations.** Closed book examinations are usually administered to the entire group at the place specified, and only to those candidates whose names are listed and

approved on the examination order confirmation enclosed with each examination shipment. However, an administrator may administer the examination to a student on a different day, providing that does not unduly delay the return of the exams. The exams must not be held for more than 14 days. Those wishing to use the extra examination supplied for another candidate require pre-approval from the DEO or responsible R/C.

All open-book examinations are to be completed within the period specified on the examination.

Computer-graded closed book examinations for all elective courses and certain advanced grades courses come with a matching pre-printed bubble-style answer sheet. It is critical that the student be given both the examination and the answer sheet printed with his or her name. The computer at headquarters has matched that particular answer sheet to the sequence of questions on the student's own examination. Use of the wrong question booklet or answer sheet will undoubtedly lead to a non-passing score on the examination. These examinations also show an expiration date. Care must be exercised to ensure that these exams are used and returned to headquarters prior to the printed expiration date.

Authorized examination administrators include class instructors and chairmen responsible for the course; any current Squadron, District or National Commander, Executive Officer, Educational Officer (including EdDept R/Cs and Stf/Cs), Administrative Officer, or Assistant Educational Officer; the ChLBAG, ChLBEC and ChLB/B; or any holder of the USPS Educational Achievement Award ("Senior Navigator"). Those taking the examination are excluded.

Examinations will be sent only to a person who is authorized to administer the examination. Examinations will not be sent to an examinee, even though he may be an officer normally authorized to administer examinations. There may be special circumstances requiring deviation from these procedures. In such an event the NEO or the ANEO must be contacted in advance for a waiver. Complete written justification for a waiver must be sub-

mitted with the request and adequate time must be allowed for consideration and a reply.

**6.42 Sight folders.** All sights contained in a sight folder should preferably be taken within a period of two years prior to the time the sight folder is received at headquarters. For all sights over two years old, the candidate must include photocopies of the applicable nautical almanac pages that contain data unique to the dates of the sights in the folder.

Sight reductions and supporting plots should be done on the applicable printed sight reduction forms (typically provided in padded form with the student materials). If printed forms are not available, then fully legible, full-size, first-generation photocopies of these forms may be used.

Sight folders submitted to Headquarters must be accompanied by an examination order, form ED-33. Inasmuch as sight folders represent many hours of labor, they should be sent by a safe method such as certified mail with return receipt requested, Postal Delivery Confirmation Service or United Parcel Service. Photocopies of the complete sight folder (except cover) will be accepted in the event of a loss in transit. Sight folders may be resubmitted without limitation as to the number of resubmissions. Only N sight folders are submitted to Headquarters. JN sight folders are graded by the squadron.

**6.43 Examination dates.** Instructions accompanying the examination must be strictly followed.

A squadron may schedule an examination to be administered on any date following receipt of the examination shipment from headquarters, subject to the following conditions:

A) Closed-book examinations should be administered to the entire group in a single sitting whenever possible. Any class member unable to take the examination on that date, may take the exam on another day within 14 days of the class examination;

B) The completed examination package must be received back at headquarters not later than 90 days from the date the examinations were printed at Headquarters. If Headquarters does not receive

all examinations within that period, a letter of explanation must be provided to Headquarters by the squadron within that 90 day period. A short extension may be granted by Headquarters but any extension over five working days should be approved through the national course chair. (For names and contact information, see either the EdDept web pages or the back pages of each issue of *The Ensign*);

C) Examination answer sheets for some courses are issued with the names of eligible candidates pre-printed. Examinations must be given only to candidates whose names appear on the order form and approved by headquarters as shown by the examination order confirmation, and for those courses which are scanner-graded, on the pre-printed answer sheet. With prior approval from the national course committee chair (R/C) or from the applicable DEO, the extra examination may be given to any member in good standing. If an examination is administered to a member who is not in good standing, the squadron will be billed for that member's dues.

Examination irregularities always delay the processing of an examination package because administrative time and correspondence is required. This need never occur if the SEO and the examination administrator assure that examination administrators are properly prepared using the *Operations Manual*, the *Educational Department Manual*, Part I and "Instructions for Conducting Examinations" (ED-17) that is included in all examination shipments.

The most common examination irregularities are: ordering exams for ineligible candidates, mixed up or wrong names or certificate numbers, computer-generated examination booklets and answer sheets mis-matched or incomplete examination packages.

**6.44 Conducting examinations.** Plans for conducting examinations should be given careful consideration by local boards. The high regard in which USPS grades are held is due largely to the assurance that course credit or grade cannot be obtained until a candidate has demonstrated his fitness by passing a searching but absolutely fair examination. Examinations should be conducted

with a proper degree of formality and dignity. Local boards can greatly influence the atmosphere of an examination by selecting an appropriate setting. Provision of suitable facilities is also important to enable candidates to make the most of the time available and to minimize nervous strain. Ample desk room for each student is particularly desirable.

To assure uniformity in the administration of examinations in all courses throughout all squadrons, and thus assure that the basis for an award of a grade is the same everywhere, the procedure in the following paragraphs has been established. It guides all officers and members who participate in the educational process, especially examination administrators and chairs of the local boards, whose primary responsibility is to see that examinations are properly administered and are actually the work of individual candidates.

Examinations must be given at the time selected and the place specified, and *only* to those candidates listed on the examination order and approved as eligible by headquarters. Seating arrangements should be such that all students are separated. All instructions given on the examination papers should be strictly followed. Most examinations are computer-generated random exams. Squadron examination administrator may allow students to keep their question booklets for these exams and to submit only the bubble sheet answer forms to headquarters for grading. However, for some exams where the work must be shown, the examination booklet must be submitted for grading. (It will be returned after grading.)

The class chair or an assistant may be present to administer the examination if desired and may answer valid questions. No one else may be admitted to the room except the DEO or other authorized examination administrator as previously specified. There must be full-time supervision of the examination, except for take home examinations. Individual examination folders may be opened only when the class is assembled and all are ready to take the examination.

*No supplementary teaching is permitted during any examination session, nor is any answer to be*

made available to candidates. If, and only if, a candidate requests clarification of a question and, in the opinion of the class chair (or assistant) and administrator present there is an ambiguity, the administrator may restate the question for the benefit of all candidates and render an interpretation. When making such an interpretation, extreme care should be exercised not to contradict any basic statements of the problem, and the explanation must be reported on the examination report form, ED-34, by stating why a question (state the question) was considered ambiguous and how candidates were told to interpret it.

Neither the examination administrator nor class chair may call special attention to, or advise any candidate to check the answer to any multiple-choice or selection-type of question in any examination. All work must be that of the candidate.

No alteration, addition or deletion of any answer or supporting work may be made on any candidate's paper after his completed paper has been submitted to the examination administrator.

Worksheets and plots submitted with open book examinations for grading shall be prepared by hand by the student. Computer generated worksheets and plots will not be accepted. Examinations that are submitted with computer generated worksheets or plots will be returned to the squadron without grading. Copies of forms and worksheets contained in the course materials, when completed by hand, continue to be acceptable. Nevertheless, for open book exams, students may use computers and calculators to check their work. However, all work must be shown (plots on charts, formulas with values substituted, et cetera) using the methods taught in the course or credit will not be given.

If any deviation from these procedures will be required to accommodate a candidate with special needs, an examination may not be ordered or issued except upon prior approval of the national course chair concerned. The request to the national course chair must explain the nature of the disability and the squadron's proposal for enabling the candidate to sit for the examination. The squadron's proposal must specify any deviations from

these procedures that are planned. Each such case must be determined on a case-by-case basis with consideration for the candidate balanced against the primary goal of enabling all candidates to be examined in an equal manner. A request for deviation from these procedures must be prepared by the SEO for signature by the squadron's commander. A copy of any such proposal should also be sent to the DEO. Discretion on the part of all involved in such a request is vital.

**6.45 Return of examination papers.** Squadron examination administrators are authorized to allow students to retain their question booklets for Seamanship and all elective courses. These booklets are useful when students review their examination critiques. For these courses, only the bubble sheet answer forms are submitted to headquarters for grading. Both used and unused answer forms are returned. For other advanced grades, the examination booklets, charts and other materials are returned. Use the pre-addressed label provided in the examination package. The returned exams must be accompanied by one copy of the examination order confirmation and one copy of the examination report, form ED-34. The examination papers and reports are to be sent within two business days as specified in form ED-17.

The examination report, signed by the examination administrator, records the name of the class chair (or assistant) present, the names of those who substituted for the administrator during any temporary absences, the names of others who were admitted to the examination room during the examination and the reason for such admission, details of any clarification of examination questions and any other pertinent information. Any developments during the examination period that are not anticipated by accepted procedures are also to be reported and explained. Copies of these forms are included in each set of examinations.

The examination order confirmation accompanies the examination shipment. It contains a pre-printed list of candidates for whom examinations are being furnished and spaces to indicate by check mark which candidates sat for the examination as well as those who did not.

If there are errors in student information, report them using the personnel change report, form HQ-102 that is available on line or uploaded using DB-2000. No changes are to be made to the pre-printed names of candidates as they appear on the examination order confirmation or on the pre-printed answer sheets.

Unused examinations and the copy enclosed for the class chair must be returned with completed examinations. The extra copy must not be used by a candidate, without approval as stated above; all unused copies are routinely destroyed upon return to headquarters.

All examination return packages must be post-marked and receipted, either by the U.S. Postal Service as certified mail, Postal Delivery Confirmation Service or the United Parcel Service, within two business days, excluding Sundays or legal holidays, of the examination date and time. If examinations are not received at headquarters within ninety days from the date the examination was printed at headquarters, inquiries will be made. Examinations may be voided for unjustified delays in return. Because of the irreplaceable nature of the material, a means of shipment that provides verification of receipt should be used. This makes it possible to trace a lost shipment. If a non-traceable means of transmittal is used, no effort will be made to trace the shipment, and no credit will be given for lost materials.

**6.46 Examination results for advanced grades and elective courses.** The minimum passing grade for all advanced grade and elective course examinations and sight folders is 80%. When examination results are entered into the computer at Headquarters, ED-6 forms and individual achievement certificates are generated. ED-6 forms, with the critique for each student, are forwarded to the SEO. Achievement stickers for membership certificates are mailed to each student passing the course. It is the responsibility of the SEO or administrator to notify those persons who did not pass, making certain that they are given a copy of their critique and that plans are developed to assist them to prepare for a re-examination.

A critique is included with the notice of course completion indicating, for each candidate, the homework question or student manual section covering the examination questions that were answered incorrectly. This is a valuable tool in preparing unsuccessful candidates for re-examination, and helps the instructor identify weak areas in his presentation. *Give a copy of the critique to each student promptly.* A copy should also be given to the instructor or class chair.

After notifying candidates of results, the notice of course completion should be forwarded to the squadron secretary to update the squadron records. If the candidate is from another squadron, the SEO of that squadron should be notified. An announcement congratulating successful candidates should also be sent to the squadron editor for use in the next newsletter.

**6.47 Re-examinations.** When notified that a candidate has not passed the examination, the instructor or class chair should review with the candidate deficiencies reported by the critiques and related course materials. Such an individual needs encouragement and reassurance that he has the ability to pass the examination. Unless the review is initiated immediately and a re-examination scheduled with minimum delay, the candidate will become discouraged, lose interest and his newfound knowledge will be forgotten. This may stifle future participation in other courses as well.

A re-examination is ordered using the on-line exam ordering function. Separate orders must be used for original examinations and reexaminations.

There is no limit on the number or frequency of re-examinations for any course, unless the course has been designated as obsolete. In JN and N, where sight folders are required for course completion, any rejected folder may be resubmitted an unlimited number of times but the final submittal which results in acceptance must arrive at headquarters within a one year period starting on the original date of submittal.

**6.48 Educational proficiency award.** The educational proficiency award (**EPA**) recognizes members holding the grade of AP with the addi-

tional successful completion of any three elective courses. A special uniform insignia is provided.

**6.49 Educational achievement award.** The educational achievement award (EAA) recognizes those who have passed all advanced grade USPS courses currently offered plus any six elective courses. (The older “Motor Mechanics” may be substituted for EM; ID has replaced IQ, IT and IA or IQ but those who have passed both IT and IA are considered to have met the requirements for ID, except in regard to instructor certification.)

A special uniform insignia is provided for this award. The educational achievement award is orally referred to as “senior navigator” and in printed references the member can display his grade as “SN” although “N” remains an acceptable alternative.

A certificate bearing the name of the person entitled to the award and signed by the chief commander will automatically be sent to the DEO.

**6.50 Learning guides and guides.** Learning guides (LGs) are special-interest texts that consist of several lessons as determined by the nature of material and the depth to which it is to be studied. A “Learning Guide” is more specialized than a course and is handled through the most applicable course committee. There are no examinations for learning guides. Guides are books on well-defined nautical subjects. They are available through USPS and sold at other outlets.

Learning guides and guides are available to non-members as well as members and can be ordered by squadrons using the on-line shopping cart, which must be submitted by a commander, SEO, ASEO, ChSPCom, D/C, DEO or ADEO. They may be purchased by individual USPS members from the Ship's Store when the store is set up at a meeting, or by calling (toll free) 1-888-FOR-USPS or on-line from the USPS Ship's Store web site or from any of several marine dealers.

Learning guides and guides currently available are listed in the on-line shopping cart/*Materials Catalog*. All learning guides and guides may be sold to non-members. Pricing for members can be

found in the on-line shopping cart/*Materials Catalog*; for non-members' prices, refer to EdDept website.

**6.51 Agreement between USPS and CPS.** USPS and Canadian Power and Sail Squadrons have an agreement regarding each other's educational courses. Course materials will be furnished to CPS members at the same charge (U.S. \$) as for USPS members. A member of CPS may purchase materials for any of the learning guides or guides and may participate with a USPS squadron and take advanced grades or elective courses.

A similar arrangement will be made for USPS members residing in or near Canada who wish to take advanced grades or elective courses with a squadron of CPS.

A Canadian who passes a USPS qualifying basic public education course examination and desires to become a member or junior associate of CPS should contact the CPS-ECP National Office by email at [membership@cps-ecp.ca](mailto:membership@cps-ecp.ca).

If a CPS member, lady associate, or junior associate wishes to enroll in a USPS advanced grade or elective course, the procedure is as follows:

- 1) The candidate must present to the squadron's commander or SEO satisfactory evidence of CPS membership and grade, such as a membership card for the current year and a membership certificate;
- 2) The candidate will be charged the same fees (U.S. \$) for course material and examinations as a USPS member;
- 3) The Canadian's CPS certificate number, squadron and “CPS” must be noted on Form ED-33 when ordering examinations from USPS headquarters;
- 4) All provisions previously listed must be adhered to Conduct of Classes through Return of examination papers;
- 5) A validating sticker for the candidate's certificate will be mailed directly to the candidate from CPS headquarters.

**6.52 USPS members in CPS courses.** If a member, woman's certificate holder, or apprentice

of USPS wishes to enroll in a CPS advanced grade or elective course, the procedural steps are similar to those outlined above. Contact should be made with CPS headquarters for details.

**6.53 USCG Auxiliary eligible for Instructor Development.** Instruction and examination in ID may be given to members of the Coast Guard Auxiliary using the following procedure:

A) Squadrons must charge USCGAux members the same fees that are charged squadron members;

B) When ordering examinations, list USCGAux members separately on the examination order by name, membership number, and the notation "USCGAux";

C) The examination order confirmation, and an address label for return of the completed examination will be furnished with the examination shipment;

D) Upon receipt of results of the examination, provide the USCGAux member with that information. Instruct the Auxiliary member to transmit the results of the examination to the flotilla; emphasize that USPS will not do so.

**6.54 Non-members eligible for Instructor Development.** Instruction and examination in ID may be given to employees of government agencies charged with educating the public in safe boating, using the following procedures:

A) The course will be conducted by USPS instructors;

B) Squadrons must charge non-members the same fees that are charged their squadron members;

C) When ordering examinations, list government employee on the order form and state "non-member";

D) The examination order confirmation and an envelope for return of completed examinations will be furnished with the examination shipment;

E) Every non-member receiving a passing grade will be furnished a non-member certificate of completion. The non-member must be instructed to notify his sponsor, as headquarters will not.

**6.55 USPS-USCGAux mutual admissions policy.** USPS and the U.S. Coast Guard Auxiliary have a mutual admissions policy whereby a mem-

ber of the Auxiliary who has passed either the USCGAux *Boating Skills and Seamanship (BS&S)* or *Sailing & Seamanship (S&S)* course will be accepted by USPS as the equivalent of having passed the required examination for USPS membership. The Auxiliary counterpart of this policy is that membership in USPS or successful completion of USPS *America's Boating Course* examination is tantamount to having passed the required Auxiliary examination. The agreement concerns only educational requirements for membership; all other membership procedures apply.

#### 6.56 Description of USPS Educational Courses

##### *America's Boating Course*

USPS *America's Boating Course* is the organization's primary civic effort toward public instruction in the fundamentals of safe boating.

This course is designed to familiarize the student with the fundamentals of safe boating and qualify for certification in most states that require boating education before operating a watercraft. This course is presently offered in the classroom and on-line.

Every squadron is expected to teach a classroom version of *America's Boating Course* at least once each year. Although USPS currently has no education requirement for membership, certain squadrons may require the passing of a NASBLA "approved" boating course as a requirement for membership. Subjects covered include:

- Boat handling under normal conditions
- Adverse conditions and emergencies
- Types of boats and boating terminology
- Required and recommended equipment
- Boating regulations and navigation rules
- Lines and knots
- Charts and aids to navigation
- Piloting techniques (offered in an optional Part II of the course)
- Marine radiotelephone usage
- Trailering

The following courses may be taught to members, and if the squadron so chooses, to non-members as well. (Squadrons generally charge a higher fee for non-members.)

### **Seamanship (S)**

Building on the basics learned in *America's Boating Course*, the *Seamanship* course is an important foundation for other advanced grade courses. This course is also available on-line. The student learns:

- Basic marlinespike seamanship
- Hull design and construction
- Navigation rules
- Operation under normal and adverse conditions
- Responsibilities of the skipper
- Fire prevention and control
- Basic first aid
- Common courtesies on the water
- Boat care
- Marina operations

### **Piloting (P)**

This course is the first of a two-part program studying inland and coastal navigation. Its focus is on the fundamentals of piloting; keeping track of a boat's movements, determining one's position at any time and laying out courses to a planned destination. Included are subjects such as:

- GPS navigation
- Charts and their use
- Aids to navigation
- The mariner's compass
- Variation and deviation of the compass
- Plotting and steering courses
- Dead reckoning
- Plotting and labeling charts
- Basic position fixing using traditional methods

### **Advanced Piloting (AP)**

This is the final part of the inland and coastal navigation series. Its emphasis is on the use of modern electronic navigation systems and other advanced techniques for finding position. *Seamanship* and *Piloting* provide excellent background for AP and are prerequisites to the award of the grade of AP. Among topics covered are:

- GPS navigation
- The use of Radar for navigation
- Height of tides and tidal currents and their effect on piloting
- Advanced position finding using bearings and angles
- Running fixes

### **Junior Navigation (JN)**

Junior Navigation is the first in a two-part program of study in offshore navigation. It is designed as a practical "how to" course. The grade of AP is a prerequisite to award the grade of JN. Subject matter includes:

- Precise time determination
- Use of the Nautical Almanac
- Taking sextant sights of the sun
- Reducing sun sights to establish lines of position
- Special charts and plotting sheets for offshore navigation
- Offshore navigational routines for recreational craft
- Electronic and computerized offshore navigation

### **Navigation (N)**

This course is the second part of the study of offshore navigation, further developing the student's understanding of celestial navigation theory. The grade of JN is a prerequisite to award the grade of N. The course covers:

- Overview of how celestial bodies in the sky appear to us on earth
- Advanced sight-reduction techniques
- Use of the sextant to take sights of stars, the moon and planets
- Reduction of the above sights
- Honing skills in sight taking and positioning
- Determining times of sunrise, sunset, twilight, et cetera
- Orderly methods for the navigator's days work at sea
- Navigation coordinate systems and theory
- Navigating with minimal resources, as in a lifeboat
- Electronic and computerized offshore navigation
- Inclusion of several different Navigation software programs

### **Cruising and Cruise Planning (CP)**

This course is designed for members who plan to cruise for a year or just a weekend, in either a sail or power boat. It covers such topics as:

- Cruise Planning Overview
- A Boat for Cruising



- Equipment and Systems
- Anchors and Anchorages
- Electronics and Navigation
- Crew selection and Comfort
- Meals and Provisions
- The Formalities of Cruising in Foreign Waters
- Chartering
- Emergencies and Medical
- Weather
- Other Information Pertinent to Cruising

### **Engine Maintenance (EM)**

This course attempts to make students more self-reliant afloat, with trouble-diagnosis and temporary remedies given special emphasis. It covers marine, gasoline and diesel engines including concepts of operation, maintenance and repair of their:

- Cooling systems
- Electrical systems
- Fuel systems
- Lubricating systems
- Power train components
- Ancillary propulsion components

### **Instructor Development (ID)**

Unlike other USPS courses, this one is not designed to enhance boating skills. Rather, it deals with effective communications for the speaker and instructor, a quality that benefits the individual in all walks of life. Emphasis is on the special demands of teaching adults. Completion of the course qualifies the student as a USPS certified instructor. It offers practical instruction in:

- Preparing for teaching assignments
- Preparing for meeting presentations
- Effective teaching techniques
- Conducting efficient meetings
- Selection and use of audio-visual and manipulative teaching aids
- On-the-water instruction
- Teaching in an on-line environment
- American with Disabilities Act

### **Marine Electrical Systems**

This course teaches essential knowledge about a boat's electrical systems, including:

- Proper wiring both DC and AC shore power
- Grounding
- Corrosion and electrolysis control
- Batteries and their maintenance

- Depth finders
- Alarms

### **Marine Communications Systems**

This course teaches essential knowledge about boat electronic communications systems, including:

- Marine VHF and VHF/DSC radiotelephones
- Short wave radio communications
- Antennas
- Satellite Phones
- Emergency Position Indicating Radio Beacons

### **Electronic Navigation**

This course teaches essential knowledge about a boat's electronic navigation systems, including:

- Radar
- AIS
- Loran, GPS and electronic positioning systems
- Integrated display systems
- Computer software for navigation
- Onboard networks

### **Sail (SA)**

This course provides a thorough study of the terminology and dynamics of sailing. The course covers:

- Types of hulls and rigs
- Types of running and standing rigging and their adjustments
- Hull and water forces caused by wind and waves
- Forces versus balance
- The theory of sailing
- Points of sailing
- Sail handling
- Sailing under various wind conditions
- Navigation rules unique to sailing vessels
- Racing

### **Weather (WX)**

The *Weather* course is designed to teach a student how to make weather observations and predictions for more enjoyable boating. Topics include:

- The Atmosphere
- Wind Pressure and Waves
- Water Humidity and Fog
- Stability, Clouds and Precipitation
- Thunderstorms, Lightning, and Optical Effects

- Mid-latitude Weather and Storms
- Tropical Weather and Storms
- Forecasting

### **Learning Guides and Guides**

Learning guides and guides have been developed to provide in-depth information in many boating-related fields. Subjects have been selected in areas about which members have expressed interest. Current titles available are listed in the on-line shopping card/*Materials Catalog*.

### **Seminars**

As part of the USPS University concept, a number of seminars have been developed on specific nautical topics. Some of them are required for certain levels of boat operator certification. These seminars may be presented to non-members as well as members. They typically are about two hours in length. A current list of available seminars may be found in the on-line shopping card/*Materials Catalog*.

## Chapter 7

### SQUADRON DEPARTMENTS AND COMMITTEES

(EXCEPT EDUCATIONAL DEPARTMENT, SEE CHAPTER 6)

|        |                                      |        |                                 |
|--------|--------------------------------------|--------|---------------------------------|
| [7.1]  | Commander appoints committees        | [7.19] | Roster committee                |
| [7.2]  | Executive department committees      | [7.20] | Telephone calling committee     |
| [7.3]  | Boat show committee                  | [7.21] | Newsletter editor               |
| [7.4]  | Cooperative charting committee       | [7.22] | <i>The Ensign</i> correspondent |
| [7.5]  | Squadron liaison committee           | [7.23] | Computer systems committee      |
| [7.6]  | Legislative committee                | [7.24] | General and Standing committees |
| [7.7]  | Public relations committee           | [7.25] | Election of general committees  |
| [7.8]  | Radio technical committee            | [7.26] | Auditing committee              |
| [7.9]  | Squadron Safety committee            | [7.27] | Nominating committee            |
| [7.10] | Vessel safety check committee        | [7.28] | Rules committee                 |
| [7.11] | Administrative department committees | [7.29] | Standing committee              |
| [7.12] | Membership committee                 | [7.30] | Finance committee               |
| [7.13] | Member involvement committee         | [7.31] | House committee                 |
| [7.14] | Boating activities committee         | [7.32] | Law officer                     |
| [7.15] | Entertainment committee              | [7.33] | Personnel committee             |
| [7.16] | Leadership Development committee     | [7.34] | Supply officer                  |
| [7.17] | Secretary's department               | [7.35] | Property officer                |
| [7.18] | Historian                            |        |                                 |

**7.1** Squadron affairs are handled through appropriate committees whose chairs and assistant chairs have been selected and appointed by the commander for their willingness and ability to serve. Chairs each serve with the rank of lieutenant.

Except for general and standing committees, which report to the membership and executive committee, respectively, it is necessary that committees are assigned either to the executive, administrative, secretary's or treasurer's department as outlined in the plan of organization.

**7.2** The **executive department** is under the supervision of the **executive officer** and is responsible for the functions generally described as external.

The committees generally assigned to the squadron executive department are:

- Boat show
- Cooperative charting
- Liaison
- Legislative

- Public relations
- Radio technical
- Safety
- Vessel safety check

**7.3** The **boat show committee** is responsible for squadron exhibits at all local boat shows and community fairs. It supervises the design, structure and display of the squadron booth. It prepares material to distribute to the public. These brochures present USPS and the efforts to promote safe boating through education. This committee schedules personnel to staff the booth. It is recommended that members staffing a booth, or exhibit, wear USPS uniform; if this is not possible, a USPS blazer or other clothing that will present a good image to the public is suggested. A calendar showing the locations and dates of future public boating courses will promote interest and attendance in this civic endeavor. Copies of the boat show quiz are available from USPS headquarters. It is great to use at the show to demonstrate the need for boating education. Potential students can see how much they know, or don't know, about boating by checking their own answers. Also showing the Joe

Namath Video Public Service Announcement (PSA) is another excellent way to call attention to the boating booth. The boat show committee is responsible for storing and maintaining the booth and other exhibit materials.

**7.4** The squadron **cooperative charting committee** (CoChCom), under the direction of the committee chair, is responsible for coordinating cooperative charting activities within the squadron. The squadron may report on any area covered by National Ocean Service (NOS) products, but may also have a primary area as assigned by the district. The chair initiates activities such as special cruises, land parties and other activities as may be necessary to encourage participation in the program. The chair also holds training classes, processes all individual reports to the district chair [Refer to 4.20 on page 4-5], and checks all reports as prescribed. It is the responsibility of the chair to ensure that articles are prepared for the squadron newsletter. The chair is a member of the district cooperative charting committee. It is recommended that the squadron chair establishes, subject to the approval of the executive committee, an awards program for the squadron and maintains whatever records may be required to support such a program.

The intent of the cooperative charting program is to provide NOAA with data obtained by trained volunteer observers for use in the production of accurate, up-to-date nautical and aeronautical charts and related products, and the preservation of geodetic benchmarks in the National Geodetic Reference System (NGRS). USPS performs this service in accordance with a renewable Memorandum of Agreement (MOA) between USPS and NOAA.

One of the new programs in cooperative charting is the popular Adopt-a-Chart program [Refer to 3.16 on page 3-5].

**7.5** The squadron **liaison committee** (SLCom) reports to the executive officer, and consists of the liaison officer (SLO) as chair, appointed by the commander, and other squadron members as are deemed appropriate. The SLCom has the same responsibilities and restrictions on a squadron-area basis as those assigned to the DLCom [Refer to 4.21 on page 4-6]. The SLO has the responsibility

of maintaining all contact records for the squadron.

The squadron, the working unit of USPS, furthers the goals of USPS by developing and maintaining good relationships with key individuals of public agencies and other organizations. The committee members refer to *USPS Manual for District and Squadron Liaison Officers* for a list of suggested individuals and organizations. Each SLO should have an up-to-date copy of this manual which is sent to each squadron commander.

Each squadron, under the direction of the SLCom, compiles a liaison directory, a list or file of community VIPs. This important reference initially contains names, addresses and phone numbers of local contacts (Red Cross director, mayor, commissioners, Department of Natural Resources personnel) and any person or organization interested in furthering boating safety and education. The public relations, safety, legislative and educational committees also contribute pertinent data. This network effort will help publicize the educational program and enhances the image and work of the squadron. The directory should be current, on-going and updated with additional records of new resources.

When a person is invited to speak at a squadron function, the SLO prepares a fact sheet about USPS and the squadron so that the guest will have some knowledge about the organization, its goals and activities. Following an event it is valuable to record notations in the directory as to the date of appearance and subject expertise of the guest speaker. The directory now becomes a more valuable resource for future planning. It is important to nurture the relationships among local, state and national maritime organizations. The squadron directory is submitted to the DLO to become part of the district liaison directory.

The SLO, or members of the SLCom, should be well acquainted with key individuals connected with organizations concerned with maritime recreational activities. The SLO recommends to the commander, without being asked, the names of possible invitees to any phase of squadron activities. The SLO or members of the SLCom will serve as host to the commander's invited guests, as

directed by the commander. The SLCOM has the responsibility for presenting and retiring the colors. In matters relating to flag etiquette and protocol, the SLO is encouraged to refer to the “Flag & Etiquette” section of *Operations Manual* [Refer to Chapter 12 on page 12-1].

The SLO makes timely reports to the district liaison officer (DLO) [Refer to 4.23 on page 4-6], when requested, covering the squadron's liaison activities. These reports should include, but are not limited to, the specific liaison goals for the watch year, identity of guests and speakers at squadron functions, names of all organizations and individuals who have helped the squadron.

**7.6 The squadron legislative committee (SLegCom),** under the leadership of the squadron legislative officer (SLegO), monitors and reviews enacted or proposed legislative matters affecting boating in the squadron area in order to keep the commander and membership informed. The squadron legislative officer works with the district legislative officer to keep the membership advised through communications with the district, and the district, in turn, with the national legislative committee, so that determination can be made concerning any action that can be taken on any given matter related to enacted or proposed legislation.

While legislation affecting boating may be of interest to USPS and to its members, taking a position on matters of legislation as an organization or as a member of USPS is not in the member's best interests. Any member may appear as a private citizen at any hearing at which he desires to testify or to be heard, provided he does not intimate that he is representing USPS or any of its units. USPS stationery must not be used to write individual letters to legislative or political bodies or entities except to issue an invitation to a squadron activity or to confer honorary membership. Whenever there is any doubt concerning the propriety of action on any legislative matter, the district legislative officer must be consulted [Refer to 4.24 on page 4-7].

The squadron legislative officer has the following duties:

A) Effectively monitors all local legislative activity in the squadron's area. Some of this may be

delegated, but responsibility for its satisfactory conduct remains with the legislative officer;

B) Attends all district council meetings and conferences to ensure that all information on legislative activity in the district is available to him and to his squadron. This responsibility should not be delegated to another squadron member;

C) Forwards copies of all legislative reports to the district legislative officer so that the district benefits from his efforts;

D) Keeps the squadron law and executive officers informed at all times about any legislative changes or modifications affecting recreational boating in the squadron's area. Such changes can range from local ordinances to national laws and regulations;

E) Maintains records of legislative activity of the committee so that appropriate merit mark recommendations may be made each year.

**7.7 The squadron public relations committee (SPRCom)** is chaired by the squadron public relations officer (S/PRO). This officer is critical to the growth and well-being of the squadron. The S/PRO is an active, seasoned member who is a self-starter with a creative imagination, communication skills, initiative and a desire to excel in promoting the squadron and its image.

This officer and the PR committee members have two primary duties:

A) Publicize information pertaining to the *America's Boating Course* dates, times, location(s) through various types of media (posters, flyers, newspapers, radio, TV);

B) Implement a year-round public relations program to enhance the squadron's image and increase public awareness of the contributions that the squadron and USPS make to boating safety through education.

The PR committee is the most important link between USPS and the public. Since the squadron executive committee may be the prime source of information that should be conveyed to the public, it is suggested that the S/PRO be invited to attend executive committee meetings.

In addition to being selected for initiative and ability to serve in this position, consideration

should be given to the candidate's willingness to remain in office for several years because of the time it takes to establish effective contacts and develop well-coordinated public relations programs. The S/PRO reports to and works under the direction of the squadron executive officer and is a member of the district public relations committee. The S/PRO makes use of the *PRO-Log* (PR Manual) and all products and material available from the national public relations committee (N/PR/Com).

It is the duty of the S/PRO to collect descriptions and receipts of the various projects that promote and advertise the public boating classes.

Another activity which is designated to the squadron public relations committee is the fostering of entries in the three PR **competitive contests**: the Charles F. Chapman PR Award for compiling the best squadron scrapbook; the Carl C. Mahnken Commander's Cup Award for excellence in developing a slide presentation; and the Roger Upton Video Contest for creating a video production explaining a particular concept and using a variety of visual images [Refer to on page 3-12].

The S/PRO and his/her committee have the responsibility and specific duties of promoting classes, image building and promoting the benefits of USPS to the public. However, every member of the squadron shares these responsibilities in telling all boaters who we are, what we do and why they will benefit by being involved with USPS.

**7.8 The squadron radio technical officer (SRTO)** is a member of the district radio technical committee (DRTCom) [Refer to 4.25 on page 4-7]. The individual selected for this office should have a broad technical background in maritime electronic systems, including telecommunications; however, this knowledge may be augmented by assistant RTOs.

The SRTO has the following responsibilities:

A) Acts as the focal point in the squadron regarding technical matters and regulations relating to installation and operation of marine electronic equipment, including telecommunications;

B) Establishes liaison with local representatives of the Federal Communications Commission (FCC) and marine electronics and telecommunications organizations, including yacht clubs and marinas licensed as private coast stations. Identifies qualified representatives who could be invited to provide programs at squadron meetings. The chair of the district liaison committee is to be advised of all contacts with outside agencies;

C) Takes an active part in all educational activities of the squadron that contain material relating to marine electronic equipment;

D) Attends, or has a representative attend, meetings of the district radio technical committee. When any squadron member with an interest in radio technical activities attends a Governing Board meeting he should attempt to attend open meetings of the elective courses division and the boating activities committee to determine which national committee has responsibility for his area of interest.

The SRTO, in his role as liaison between the DRTCom and his squadron, is alert for articles on maritime electronics in squadron publications, reports, correspondence and minutes of RTCom activities and brings them to the attention of the district chair and national chairs of committees concerned with these issues.

**7.9 A Squadron Safety Officer (SSO)** is appointed by the squadron commander on the basis of his interest in marine or industrial safety and carries on an informative program during the year in class work and during the boating season. He should work closely with the educational staff to relate the teaching of certain subjects in their application to the promotion of safer boating. He is responsible for distribution of bulletins, posters, safety literature, et cetera, received from the National and District Safety Committees. It is the SSO's job to inform and advise the squadron membership in conjunction with the Squadron Legislative Officer of any state legislation pertaining to boating. He should be encouraged to become certified as a Vessel Safety Examiner.

It is his duty, together with the Public Relations Officer, to promote National Safe Boating Week

and make the public aware of safe boating practice all year, thereby performing a civic service. He should originate information and news applicable to his local area. He should organize an adequate safety patrol at squadron rendezvous. He should initiate such safety special events as will educate and interest the members of the squadron. He is expected to communicate with other safety organizations in his/her area and serve as a member of the District Safety Committee. [Refer to 4.26 on page 4-8].

The SSO is responsible for the completion and submission of the Safe Boating Week Campaign Activities Report and the United States Power Squadrons/Motor Boating Chapman Safety Award reports. Squadron members should be cognizant of any deserving member on an individual basis, company or organization on a squadron/district area-wide basis as a recipient of this award and bring it to the attention of the SSO and the DSO [Refer to 4.26 on page 4-8].

For more information on “America’s Waterway Watch,” National Weather Service, and Environment refer to 3.23 on page 3.9.

**7.10 Vessel safety check committee.** Squadron members are encouraged to become vessel safety examiners. There are various requirements before a person is qualified for this important function. A member must have classroom training, pass a proctored exam and conduct five safety checks under supervision. Each VSC examiner makes a difference in recreational boating safety by making certain that boats meet the federal and state requirements for safety equipment. After a boat has passed the inspection an appropriate decal is displayed on the vessel. An official uniform identifies those USPS members who are in the VSC program [Refer to J.3 on page J-2].

**7.11** The **administrative department** of the squadron is responsible for functions generally described as internal. It is under the supervision of the **administrative officer**. The committees currently assigned to the administrative department are:

- Membership
- Member involvement

- Boating activities
- Meetings and program
- Operations training

**7.12** The **squadron membership committee** (SMemCom) is under the leadership of the squadron membership chair, an outstanding member dedicated to USPS, appointed by the commander. He or she reports to the administrative officer. This committee plays a large role in the future growth and success of a squadron. The committee is concerned with the acquisition of new members. The ability of USPS to protect its private status and the integrity of its educational programs depends on strict adherence to membership procedures set forth in the *Membership Committee Guidelines*.

The membership committee reviews, evaluates and processes applications for membership. Under guidelines approved by the Operating Committee, its prime function is to accept applications and recommend these applicants to the squadron’s executive committee for approval. After that, membership responsibility passes to the member involvement committee for familiarization of the new members and their assimilation into the squadron.

The key to successful acquisition of a prospective member is in the timing and expeditious processing of the required paperwork. Procedures have been designed to eliminate time consuming delays which can result in the loss of potential new members. From the moment the individual indicates a desire to join USPS, time is critical. A knowledgeable, well organized and efficient membership committee translates into a greater number of acceptances.

The squadron membership committee can be small, perhaps consisting of a chair and just three or four others. Trained interviewers, when needed, may be recruited from the member involvement committee. Interviewers are trained by the membership committee for this purpose and supplied with the necessary forms and pamphlets.

The membership committee must make a concerted effort to select and train interviewers in the procedures and techniques used in conducting an

interview in the most efficient and expeditious manner. Because interviewing time is often limited, the interviewer should:

A) Explain to the prospective member the purposes, aims, goals and contributions of USPS and of the squadron;

B) Evaluate the individual's desirability as a member.

Effective interviewing requires skill and expertise. These qualities determine the success of the squadron in acquiring members and identifying particular expertise which may be beneficial to the squadron.

**7.13** The **squadron member involvement committee (SMIC)** is composed of a group of enthusiastic squadron members who are responsible for the involvement both in educational and social activities of all members. They must encourage new and active members, as well as inactive members, to participate fully in squadron educational and social activities. It is suggested that a committee large enough to involve ALL members consist of one (1) committee member for each fifteen (15) squadron members.

The squadron member involvement committee is responsible for the following:

A) Providing warm and enthusiastic welcomes to members in attendance at every educational class and social function;

B) Monitoring the changing needs of the membership and communicating these needs to the squadron bridge and executive committee;

C) Developing a *Members Manual* which is available to all squadron members. A model is available from USPS headquarters;

D) Surveying a member's skills and interests and reporting findings to the squadron bridge, executive and nominating committees for committee and squadron officer assignments;

E) Developing a telephone calling committee that will contact the squadron membership monthly regarding educational and social programs;

F) Developing a buddy mentor program for new members so that they may be properly assimilated into squadron activities;

G) Presenting the squadron orientation programs;

H) Encouraging youth, ages 6-14, to participate in the annual USPS Poster Contest [Refer to 3.47 on page 3-22]. Youth involvement leads to adult membership;

I) Submits retention and involvement ideas to the district Membership Chair, via the Involvement Chair. These ideas will be shared with all of USPS and will be entered in the William Selden IV Member Involvement Retention Award - MIRA contest which recognizes three (3) outstanding involvement ideas yearly. MICA was developed to enable the national membership committee to accumulate retention and involvement ideas for dissemination to squadrons and districts [Refer to 3.45 on page 3-21];

J) Making sure that the *New Member Involvement Manual* (MI Manual) is a part of the squadron's library and that the ideas contained in this *MI Manual* are used for the betterment of the squadron;

K) Assisting yearly with contacting non-renewals.

The national membership committee sponsors a **youth poster contest** [Refer to 3.47 on page 3-22]. Squadron winners, first, second and third place in each category will be announced at the district spring conference or summer rendezvous and will be entered at the national level. All participants at the national level will receive certificates of appreciation. It is also suggested that all participants be recognized by their squadrons.

There is a William Selden IV Member Involvement Retention Award - MIRA [Refer to 3.45 on page 3-21] developed by the national membership committee. The committee is endeavoring to accumulate retention and involvement ideas so that these may be disseminated to all USPS squadrons. The following rules describe this award:

- Squadron entries must describe a plan that was devised and utilized to solve a member's involvement need that has produced measurable retention results. Before and after figures are welcome.
- The award is presented yearly at the spring Governing Board meeting. Squadrons may submit as many entries as desired.

**7.14** The **squadron boating activities commit-**



**tee** (SBACom) plans and organizes various boating activities. Participating in these events fosters fun and friendships. Plans might include rendezvous, raft-ups, cruises, picnics or other on-the-water activities. Boating unites the squadron members in a cohesive unit. The SBACom has the responsibility for coordinating and implementing the boating activity programs in the squadron. Dates and locations are selected for rendezvous and cruises and are cleared with the chair of the district committee so that as few conflicts as possible will occur with cruises of nearby squadrons, district gatherings or local yacht clubs to which members may belong. These plans are made and submitted early in the session to the squadron executive committee for approval.

The chair ensures that at least one **port captain** is designated for each major boating area and that all areas within the squadron's geographic regions are covered. Designated committee members are very knowledgeable and articulate about local waters, marinas, repair facilities, and other shoreside facilities and services of interest to cruising members [Refer to 3.39 on page 3-18].

In some squadrons there are two sub-committees, one to take charge of cruises and nautical contests and the other to be in charge of rendezvous. At all times consideration is given to the safety and well-being of all who participate.

Once approval is given for these suggested cruises and rendezvous, the committee works closely with the editor of the squadron newsletter in order that all members are aware of dates and details as early as possible. Such information as to what arrangements are being made for overnight stops, fuel and meal accommodations, time and place of departure, details of courses to be followed and events to be held will all help to insure the success of these undertakings.

The chair encourages all members holding an amateur radio license to participate in USPS-CPS amateur radio network activities every Saturday at 1700 GMT on 14.323MHz.

The squadron boating activities chair is to maintain close liaison with the district chair and to

support each program of the boating activities effort. He works with squadron officers on program content and member selection of the committee. Guidance and assistance may be obtained from the district boating activities committee chair and from related national committees. Forms for each program may be obtained from USPS headquarters or the national boating activities committee.

**7.15** The **squadron meetings, programs and entertainment committee** plays an important part in the success of the squadron. Affairs, such as anniversary parties, change of watch dinners and commander's balls, require much attention to detail. A large committee might be divided into three smaller committees or sub-committees, each with specific responsibilities. Various detailed tasks are easier to manage and can be delegated to a smaller working group. The meetings sub-committee secures the meeting place, arranges for the conduct of the meeting such as size of the head table, rostrum, number of seats and microphones, tickets, menus, decorations and flags. The program sub-committee is responsible for obtaining the guest speaker, or the "program for the evening". The duties might entail requesting the "bio" of a speaker and preparing his/her introduction. It also might prepare announcement posters or the news article about the program plans which will appear in the squadron newsletter. The entertainment sub-committee arranges for an orchestra or some type of music, obtains equipment for showing a movie or secures any necessary equipment and works out details in cooperation with the program committee. It is important that the commander be informed of all plans prior to final arrangements being made, and it is the commander's privilege to finalize seating arrangements.

**7.16** The **Leadership Development Committee (LDCom)** conducts the squadron operations training and leadership development programs in accordance with standards set forth by the national operations training committee [Refer to 3.47 on page 3-22]. It is responsible for recruiting and training other members of the squadron and for providing trained instructors for conducting its many courses and programs. The LDCom chair reports to and consults with the district LDCom chair [Refer to 3.47 on page 3-22]. This committee

has the responsibility to employ two important programs.

The **operations training program** is a management tool which offers members the opportunity to learn about the workings of USPS, including the relationship among squadrons, districts and the national organization. It includes insight into squadron education, training, staffing, planning, conducting a meeting, USPS protocol and communications. The program, presented in modules, normally takes about twelve hours in class; however, there is no exam. Each squadron offers the program at least once each year and encourages all members to complete it. It is a prerequisite for becoming commander, unless waived by the district commander under extenuating circumstances.

The **leadership program** presents workable tools for a practical approach to leadership. It provides a means of identifying and choosing the proper course of action in using situational leadership and various leadership styles. The program consists of three parts: leadership, communications and motivation. This program normally takes about three hours in class; however, there is no exam. It is recommended that the program be offered at least every other year. The OT chair requests from headquarters on **forms OT-2** and **OT-3**, certificates of completion for each member completing the operations training and leadership development programs.

*Presenter's Guides* for the OT and LD programs are available as tools for squadron chairs and presenters to aid and facilitate their presentations. Both contain important tips for each topic and include PowerPoint slides and speaker notes, OT and LD program manuals, forms and this *Operations Manual* (used extensively in OT) which may be downloaded from the LDCom website.

**7.17** The following committees are recommended under the **secretary's department**:

- Historian
- Directory (roster)
- Calling (telephone)
- Newsletters (publications)

- *The Ensign* correspondent
- Computer systems committee

**7.18 The squadron historian.** It is important for the preservation and indexing of valuable historical material that each squadron have a historian. The commander appoints a member willing to serve in the office more than one year so that the historian becomes a link between changes of watch. The **squadron historian** has the rank of lieutenant (Lt).

Files of correspondence, records and reports from all officers and committee chairs will attain considerable bulk and are turned over to the historian for retention in the archives. He may dispose of those with no historical value. Discretion is used to decide which files to retain; however, it is a requirement that membership records be kept for five years. Much of the routine correspondence concerning address changes, transfers and resignations quickly lose value and can safely be destroyed. However, there are records and reports which are kept because they are the history of the squadron.

The historian prepares and files the annual squadron reports (**form H-701**), due 30 days after the change of watch. Two copies of this report are forwarded to the **district historian** [Refer to 4.42 on page 4-13], who retains one copy for files and forwards the second to the national historian committee representative. The historian is responsible for publishing articles in the newsletter which relate to the history of the organization, particularly to commemorate USPS Founders' Day (2 February) or anniversaries.

The squadron historian's records include:

- Minutes of the original organizational meetings
- The original squadron charter (laminated for protection)
- A copy of the incorporation papers, including periodic endorsements
- A color rendition or photograph of the squadron burgee and its heraldry
- Bylaws, including all amendments adopted
- Important correspondence (congratulatory and official)

- Minutes of all meetings (annual, special, executive committee, including reports)
- Publicity (newspaper clippings, radio and TV scripts, photos)
- A complete file of squadron periodicals (newsletters, directories) and annual reports
- Biographies and photos of past and present squadron flag officers.

**7.19** The **squadron roster committee** is responsible for the preparation of a directory which becomes a most important document to the members and especially to the squadron bridge. The roster contains data about the officers, chairs and members. The list of bridge officers and committees appears in the directory as well as the names of past commanders. The name of the member, rank, grade, courses completed, certificate number, address, telephone number, email address and name of the spouse are included. Usually there is a fleet roster listing name of vessel and type. Rosters vary depending on the size of the squadron. Some contain only a few pages while others are professionally published and include pictures of activities and officers.

**Restriction.** A roster of officers, members and committees is to be considered strictly proprietary and not available to any outside individual, organization or agency. No member of USPS may use any such source for any purpose, public or private, outside the normal activities of USPS without approval of the Operating Committee.

**7.20** The **squadron telephone calling committee** is a very important and valuable group. This special committee is probably unique at the squadron level. This committee is the personal contact, a real person, notifying the squadron members of coming events and inviting them to participate in these activities. An invitation to a meeting, rendezvous or social has special meaning when it is a personalized message. Usually one person is designated as chair, and the committee members are assigned various members to contact on a regular schedule. This committee has the dual role of also being part of the membership involvement committee under the administrative department.

The following are **guidelines** for the telephone

committee:

- Establishes procedures and schedule for regular contact of all members (except any specifically wishing not to be contacted)
- Organizes a committee with enough members for the squadron membership (a good ratio is 1 committee member for every 10-15 squadron members)
- Add new members to the calling list as soon as they have joined the squadron and want to participate in a job.

The chair, who may become a substitute caller in cases of emergency, is the contact person who passes the information (meetings, classes, socials and district/national activities) to committee members, collects responses, and gives his report to the appropriate officer or chair.

**7.21** The (publications) **newsletter committee** in the squadron is chaired by the editor. He and the committee members are responsible for editing and publishing the newsletter. These publications vary from a simple one-page monthly newsletter to a magazine complete with pictures and advertising. Newsletters are the media by which all USPS activities are brought to the attention of the membership. In so doing, they provide an effective method of binding the organization together and stimulating interest at its various levels. They recognize those members who provide leadership and those who contribute to its welfare by participating in the many activities. In addition, newsletters provide information on educational programs, boating safety and social events.

The newsletter committee includes members with talents appropriate to the needs of publishing. These members are writers, artists, photographers, cartoonists and graphic arts specialists. Newsletters contain inspirational or motivational articles written by the commander or a designated bridge officer. They also carry informational articles written by other bridge officers, in addition to squadron, district and national news and notice of coming events. It is important that the editorial content and all features be in accordance with USPS policies. Any questions dealing with standards are discussed with the respective commander or his representative. The commander assumes complete responsi-

bility for the contents of the publication.

Because it is important to keep lines of communication open between squadron and district, many squadrons appoint a correspondent to the district newsletter editor. Information about squadron activities then receives recognition in the district publication [Refer to 4.44 on page 4-13].

Most squadron newsletters are published monthly, with the possible exception of July and August. In addition to the normal distribution of publications to the squadron membership, copies should also be sent to the national bridge officers, the chair and assistant chair of the national publications committee [Refer to 3.53 on page 3-24] and to the chair of the district publications committee [Refer to 4.44 on page 4-13].

Squadron newsletters that are outstanding and follow specific accepted rules of good publication receive recognition from the national publications committee. At least four issues of the newsletters must be sent to a designated national committee member. He evaluates these issues based on specific criteria. Those squadrons publishing the best newsletter are listed on the Honor Roll and given the **Distinction in Journalism** award, a special logo that appears on newsletters the following year [Refer to 3.53 on page 3-24].

**7.22 Correspondents to *The Ensign*** are appointed by each squadron commander based upon ability as a writer and reporter. *The Ensign* correspondent:

- Writes and solicits articles of noteworthy activities such as cruises, rendezvous, public relations, cooperative charting efforts and other information of national interest and forwards to *The Ensign* editor
- With the assistance of the squadron or district photographer, obtains pictures to accompany such articles, as well as photos suitable for *The Ensign* cover pages
- Solicits advertising for *The Ensign* and may earn commissions for the squadron
- Becomes familiar with *The Ensign* monthly feature and deadline schedule
- Checks the squadron newsletter distribution list to see that the appropriate member of *The*

*Ensign* committee receives a copy of all publications.

**7.23** Many squadrons have established **squadron computer systems committees** (SComSysCom), and the number continues to increase. These committees are valuable in promoting continuity in the use of computers within USPS and also alerting the public to the location and work of USPS. The ComSysCom has four main functions:

- Maintains the local roster
- Locates local help-desk for USPS supported software
- Creates the local web site
- Interacts with district ComSysCom [Refer to 4.46 on page 4-14] and the Information Technology Committee [Refer to 3.58 on page 3-27].

Many squadrons have designed their own web site. The squadron web site can be thought of as a giant marketing tool, just for the squadron. On the site, information about the squadron, such as the location of the unit, the dates and places of the various public boating courses and a contact person may be listed. In addition, pictures, articles and other newsworthy items show not only why safe boating is important, but also why USPS is fun and a family oriented organization.

Secretaries and treasurers easily maintain their records with their counterparts, district secretaries and treasurers, using the on-line resources available from national headquarters. Each squadron and district is able to establish an electronic mailing list. This mailing list can be used to post notices, exchange ideas or supplement the squadron newsletter. Many of the forms used in USPS are maintained on the ever-expanding and improving USPS members' web site. The national committee counterpart is the **information technology committee** [Refer to 3.58 on page 3-27] which is available to assist squadrons with their web pages.

As previously mentioned, the ComSysCom may be responsible for the squadron roster. Roster maintenance is an extremely important function within USPS. It is through this mechanism that headquarters is able to keep the database up-to-date with the following information:

- member name
- current job within USPS
- address
- rank and grade of member
- telephone number
- name of boat
- spouse name

Other information that is maintained electronically is the reports of the historians. Also the resume of each member is recorded on USPS computer, and now can be completed and submitted directly to the Committee on Nominations. This data is valuable and useful for the nominating committees at all levels.

The following is a list of reference areas available to members, and the list continues to grow:

- A) USPS news groups
- B) Mailing list (email)
- C) Members' email directory
- D) Course descriptions, advanced and elective
- E) USPS graphics, clip art
- F) National committee pages
- G) Squadron and district home pages
- H) Boat insurance program
- I) Discount services for members
- J) Port captains list
- K) Ham radio roster
- L) Model bylaws (squadron, district and provisional)
- M) Archives
- N) Various software
- O) USPS Bylaws and *Operations Manual*

**7.24** There are certain squadron functions performed by committees designated in the squadron plan of organization as either general committees or standing committees. By the nature of their duties and responsibilities they report to the membership (general committees) or the executive committee (standing committees).

**7.25** The chair and all members of the following **general committees** are elected by the squadron in the spring or fall, depending on the bylaws of the squadron.

- Auditing
- Nominating
- Rules

**7.26** The **auditing committee** audits funds and records on the basis of the fiscal year established by the bylaws. Usually the committee consists of a chair and two members who are elected annually. The committee, experienced in finance and record-keeping, is responsible for auditing and verifying the financial status and procedures of the treasurer's department. A detailed report of performance and accuracy is given to the membership before the annual treasurer's report is accepted.

A procedure for auditing the treasurer's records is outlined:

#### **Cash**

A) Obtain copies of bank statements and account reconciliations

B) Compare bank account statement balances to checkbook balance and traces to ledger accounts

C) Review listing of outstanding checks for old outstanding checks. Ascertain reason for old outstanding checks and void or re-issue such checks

D) Examine the statement provided by headquarters to the treasurer if funds are on deposit with the national treasurer

E) Verify that the savings account or investment balances shown on the books are supported by statements or directly confirmed by the institution.

#### **Revenue**

F) Identify primary sources of revenues as dues, sale of educational material and interest on savings

G) Test dues or assessment totals, multiplying membership count by unit monies. Trace deposits to bank statements and book of accounts

H) Determine if income from other sources (sales, donations, socials) is promptly deposited and credited to proper accounts

I) Determine if interest or dividend earnings are properly reflected in the accounts

J) Verify other income - newsletters' advertising revenue - acknowledged in the minutes of the executive committee and credited in the amounts according to their directions

K) Test all sources of income by comparing to estimates adopted in the current budget. Questions differences from the budget.

### Expenditures

L) Obtain a copy of the current budget for expenses and any minutes reflecting changes in budget amounts

M) Determine that expenditures are within budget authorizations for account categories

N) Examine supporting documents for any disbursements and determine if authorization is correct.

### Other

O) Some squadrons or districts own real property and buildings. The auditing committee assures itself that title is properly held in the name of the organization or trustee(s) of the organization. Checks to see if adequate insurance is provided. If the real property and buildings are being depreciated for financial statement or other purposes, the life of the asset, the depreciation method and depreciation calculation should be tested for reasonableness and accuracy.

P) Other assets, teaching aids, flags, vehicles, should be accounted for by the appropriate bridge officer.

**7.27** The **nominating committee** is responsible for selecting a slate of officers. The committee weighs the qualifications of members being considered for elective office and then nominates candidates. Nominations from the floor for elective offices are often unsatisfactory. The size of the nominating committee varies according to the bylaws.

Election of the members of the nominating committee itself is almost as important as the election of officers. The commander points out any restrictions on nominations imposed by the squadron and national bylaws or procedures. It is undesirable to nominate newer members; however, past commanders are well qualified because of their experience. Furthermore, past commanders have already served, and they usually are not considered for elective office, although they are good candidates for general committees.

The "model" bylaws provide that members of the nominating committee be elected in successive years so that there is continuing experience on the committee. Therefore, each member elected is des-

igned a prescribed term of office. This is desirable for it provides a nucleus of members acquainted with the details of previous considerations of the committee. It is imperative that the committee has extensive knowledge of these qualifications. This comes from years of experience.

There is sometimes a tendency to nominate from the floor the number of members required for the nominating committee and then move to close the nominations, giving the membership little choice as to who is on the committee. This can be avoided if the commander declines to recognize the motion to close nominations until more than the number required for the committee have been nominated.

The Nominating Committee may conduct several meetings while preparing the list of nominees for the next election cycle. The committee may interview prospective nominees, including members who might not be considered candidates for the next election. For example, the most recent past commander might be asked to suggest candidates for elective office and to comment on the abilities of the officers who held key positions during the prior year. The committee needs to conduct such interviews in a way that its decision-making process is not revealed.

The committee weighs the qualifications of members being considered for elective offices. Nominees for bridge officers are chosen on a basis similar to sound business practices. The duties of the job come first. The nominee possesses the requisite abilities, including dependability, willingness, steadiness of work habits and the time to devote to the job. He is well enough liked to inspire members to work with him. It is important that the committee consider the views of all of the membership, not a select group.

The nominating committee determines if the candidate is willing to stand for election. When the committee reaches a conclusion, but before the nominations are reported, it secures from the national educational officer or his designee approval of the nominees for educational officer and his assistant. After the approval is granted, the committee submits its report to the secretary. The

report of the nominating committee is included in the call to the meeting at which the election is conducted. Any member who does not support the nominations of the nominating committee may submit other nominations by petition, as specified by the squadron bylaws, to the secretary. If provided in the bylaws, nominations from the floor by active members may be made to fill a vacancy at the time of election in a properly formulated slate of nominees.

**7.28** The **rules committee** is the guardian of adherence to bylaws and USPS policy matters. It does not have the authority to finalize or amend any action pertaining to them. The committee interprets the bylaws and advises the commander on procedural matters. The chair often serves as parliamentarian at the meetings. Committee members have a complete understanding of the bylaws and have copies of both the local and USPS Bylaws. Usually from three to five members serve on the committee, and by electing some of the members each year, the membership on the committee has continuity.

The committee prepares recommendations and changes where necessary to keep bylaws up-to-date. All decisions or actions required to amend bylaws are channeled through the Committee on Rules [Refer to 3.82 on page 3-33].

It is imperative that squadron bylaws be consistent with the policies of USPS. In addition, squadron bylaws must also be consistent with the bylaws of the district to which that squadron is assigned. At frequent intervals the squadron rules committee compares its current bylaws with the “model” bylaws for squadrons and the district bylaws. A copy of the current model is included in the “kit” provided to commanders upon their election. Printed copies and copies on diskette of the “model” bylaws are ordered from headquarters. Also there are copies, which may be downloaded, on the members’ page on USPS Web Site.

A definite procedure exists when it becomes necessary to amend squadron bylaws, or to change a squadron name, or to adopt bylaws by a new squadron. The usual practice is for the executive committee to discuss and agree on the desired

changes. The preparation of the specific amendments is assigned to the rules committee. It is important that an early, informal review by USPS ComRules, before amendments are presented to the membership, be made to avoid any embarrassment arising from issues which may cause the need for a second vote of the membership. The ComRules assignments are listed in *USPS Directory of National, District and Squadron Officers* and on the committee website. Any deviation from the model is underlined in red or highlighted and explained in an accompanying letter. One copy of the current bylaws accompanies any proposed amendment. Prior review by the Committee on Rules helps to avoid ambiguities and other difficulties and expedites subsequent approval by the committee. Following action on changes suggested by the Committee on Rules, the bylaws or amendments are presented to the squadron executive committee which then proposes adoption by the membership. Care is taken during the process that any current bylaw provisions relating to amendments are followed closely.

After action by the membership, the squadron secretary submits the adopted bylaws or amendments to the same member of the Committee on Rules with a request for formal approval. The following documents are included with any such request.

One copy, preferably electronic, of the bylaws or amendments adopted by the membership and one signed copy of the certification should be sent to the member of USPS ComRules with oversight responsibility. Any electronic copy which includes signatures must be scanned or may be mailed as a single sheet if scanning is not available.

Bylaws become effective on approval by ComRules. The secretary should then notify the membership.

It should be noted that a name change is a change in the bylaws and must follow the same basic procedure. The name change may need to go to ComRules before it goes to the membership. The addition of “Sail and” already has preliminary approval and need not be separately pre-approved by ComRules. A geographical change needs pre-

approval by ComRules and final approval by the Governing Board. Again, only one copy, preferably electronic, of the bylaws and the scanned approval sheet need to be sent to ComRules.

**7.29 Standing committees** report to the executive committee. The following committees are usually standing committees or individuals, appointed by the commander with the approval of the executive committee:

- Finance
- House
- Personnel
- Law officer
- Supply officer
- Property officer

**7.30 The finance committee** works in close cooperation with the treasurer. It prepares the budget and, in general, plans the overall financial affairs. It also investigates and approves any investment of funds. There is no conflict with the operations of the treasurer, who has the responsibility of administration, or the auditing committee, which reviews and verifies the financial transactions. All requests for financial appropriations are sent to the finance committee. Then there is approval by the executive committee or squadron membership, depending on the bylaws.

A budget committee and financial committee are often combined into one committee, and then this committee is responsible for the financial operations of the organization.

**7.31** Some squadrons may have need of a **house committee** to manage buildings or premises owned or leased by the squadron for offices or meeting purposes.

This committee also assists as directed by the commander in obtaining rooms and facilities for meetings, educational programs and other squadron activities. Before the squadron builds or acquires property for any cause, it is required that the commander discuss the situation with the national law officer before the squadron commits itself to any real estate action.

**7.32** The members of the **personnel committee**

are appointed by the commander with approval by the executive committee. This committee performs two important functions. The first is to maintain an inventory of the skills and interests of each member so that these members may be called on for staff positions, chairs and committee assignments. This committee makes appropriate recommendations to the commander.

The second function is to plan suitable recognition of individuals or organizations which the squadron wishes to recognize. There are many forms of recognition: letters, plaques, flags or certificates. It is important that recognition be carefully considered for it is embarrassing to honor one and neglect others.

**7.33** The squadron **law officer**, appointed by the commander, is a member of the bar of the state where he holds squadron membership. He may have an assistant law officer who also is an attorney. The law officer is the legal counsel to the commander and all committees. He supervises disciplinary hearings and maintains a liaison among squadron, district, and national law officers. There is cooperation among all levels. The law officer is concerned with the incorporation of the unit and the compliance with state and local laws which affect the various activities. He also assists or substitutes in the duties of the rules committee or the legislative committee as the situation requires. All squadrons within a state must operate on the same basis with respect to the laws of that state.

Before a law officer takes legal action on any matter involving USPS or any of its squadrons or members, the national law officer and chief commander must be notified.

One important responsibility of the law officer is to review the process and progress when a squadron desires to become incorporated. It is desirable for squadrons to incorporate, and this is possible as a non-profit organization [IRS Code 501(c)(3)] under the laws of the state in which the organization has its main activities. Consultation with the law officer of the squadron will make known the advantages of incorporation.



Before incorporation papers are filed, a copy of the proposed articles of incorporation is sent to USPS law officer for his approval. If such incorporation requires any change in a squadron's bylaws, such proposed change or changes must also be submitted to USPS chair of the Committee on Rules for consideration and approval.

**7.34** The appointed squadron **supply officer** brings to each meeting a small supply of burgees, ensigns, insignia, belts, and tie clips. Most of these items are obtained from the Ship's Store located at headquarters. The supply officer also has catalogs to which he can refer the members. He is an advisor and is completely familiar with all provisions of the bylaws and the *Operations Manual* which affect these items. He reports to the administrative officer any irregularities concerning articles which have definite specifications or of unauthorized sources selling USPS ensigns or articles bearing its

reproduction. The supply officer provides a great service and convenience for members of USPS. This officer may serve the commander as a standing committee or may report directly to the treasurer, depending on the squadron bylaws.

**7.35** The **property officer** and members of his committee, appointed by the commander, maintain an inventory of all properties belonging to the squadron. These include films, projectors, slides, flags, teaching aids, computers and awards. It is important to know the location of these items. A report of this inventory is made at least once each year to the executive committee. This annual inventory is necessary for the squadron to provide adequate insurance coverage for its property. This committee may report directly to the commander as a standing committee or may serve in the treasurer's department, depending on the bylaws.



## Chapter 11

### MEETINGS AND CEREMONIES

- |                                     |  |
|-------------------------------------|--|
| [11.1] The Pledge of Allegiance     | <b>Special occasions and ceremonies</b>    |
| [11.2] Order of business            | [11.34] Induction of new members           |
| [11.3] Seating of officers          | [11.35] Administering USPS Pledge          |
| [11.4] Bridge meetings              | [11.36] The Pledge preamble                |
| [11.5] Board of directors           | [11.37] USPS pledge                        |
| [11.6] Squadron executive           | [11.38] Installation of officers           |
| [11.7] Duties                       | [11.39] Utility pledge                     |
| [11.8] District council             | [11.40] Short form                         |
| [11.9] Functions                    | [11.41] Squadron commander                 |
| [11.10] The Governing Board         | [11.42] District commander                 |
| [11.11] Procedures                  | [11.43] Other district bridge officers     |
| [11.12] Duties                      | [11.44] Formal banquets                    |
| [11.13] Meetings                    | [11.45] Planning                           |
| [11.14] Board of Directors          | [11.46] Dress code (Uniform of the Day)    |
| [11.15] Composition                 | [11.47] Speeches                           |
| [11.16] Responsibilities            | [11.48] Official guests                    |
| [11.17] Restrictions                | [11.49] Opening and closing ceremonies     |
| [11.18] Squadron membership meeting | [11.50] Flags to be used                   |
| [11.19] Squadron's annual meeting   | [11.51] Advancing the colors               |
| [11.20] Actions                     | [11.52] Retiring the colors                |
| [11.21] District conference         | [11.53] Founder's Day                      |
| [11.22] Procedures                  | [11.54] Pass-in-review                     |
| [11.23] Agenda                      | <b>Religious activities and ceremonies</b> |
| [11.24] Resolutions                 | [11.55] Services and prayers               |
| [11.25] Social activities           | [11.56] Resources for chaplains            |
| [11.26] Attendees                   | [11.57] Service at sea                     |
| [11.27] Annual meeting              | [11.58] Death of a member                  |
| [11.28] Order of Business           | [11.59] USPS funeral/memorial service      |
| [11.29] Actions                     | [11.60] USPS service script                |
| [11.30] Recognition                 | [11.61] Annual memorial service            |
| [11.31] Special meetings            | [11.62] Burial at sea                      |
| [11.32] Committee meetings          | [11.63] Military honors                    |
| [11.33] Uniforms                    | [11.64] USPS ensign                        |
|                                     | [11.65] Pall bearers                       |
|                                     | [11.66] Grave markers                      |

Meetings at all levels of USPS are conducted according to USPS Bylaws and, in squadrons and districts, the bylaws of the squadron or district. All bylaws usually stipulate that when not in conflict with their own provisions, some recognized authority on rules of order will be observed.

**11.1 The Pledge of Allegiance.** Many meetings of USPS, particularly business meetings, begin with members joining in reciting the *Pledge of Allegiance*. It is as follows:

*I pledge allegiance  
to the flag  
of the United States of America  
and to the republic  
for which it stands;  
One nation under God,  
indivisible,  
with liberty and justice for all.*

**11.2 Order of business.** It is strongly suggested that all business meetings at all levels follow this outline for the order of business:

- A) Roll call
- B) Determination of quorum
- C) Reading of minutes
- D) Reports of officers
- E) Reports of committees
- F) Unfinished business
- G) Elections (when appropriate)
- H) New business

**11.3 Seating of officers.** There are very few truly formal meetings where a head table is required. Ordinarily, especially at monthly luncheons or dinner meetings, a head table is not only unnecessary but often contributes to an unfortunate “them/us” atmosphere. When a head table is appropriate, such as at a strictly business meeting, officers do have designated seating. If an officer is absent, his assistant or next in command is seated in his place, and that person is prepared to act and report for the officer.

The commander sits in the center seat flanked by, on his left, the education officer, then the treasurer and secretary in order of seniority and on his right, the executive and administrative officers in that order.

**11.4 Bridge meetings.** Squadrons and districts are encouraged to hold bridge meetings on a regular schedule. These meetings of the elected flag officers allow detailed planning of specific goals and future activities and events. The assistant educational officer, assistant administrative officer, assistant secretary and the assistant treasurer plus

special guests are usually invited to attend the bridge meetings. An evaluation of the progress and achievements of the squadron or district is also appropriate. This exchange of plans, thoughts and actions prevents problems and misunderstandings.

**11.5 Board of directors.** The executive committee in the squadron, the council in the district and the Governing Board on the national level serve as the *board of directors*. These committees meet on a regular basis and handle the business of that specific level.

**11.6** In the **squadron**, the **executive committee** usually consists of the bridge officers (commander, executive officer, educational officer, administrative officer, secretary and treasurer) and three or more members-at-large elected by the membership; the bylaws specify the exact number of members-at-large. In addition, a squadron may, if its bylaws so provide, permit its immediate past commander to serve as a voting member of the executive committee. All members of the executive committee are elected by the squadron’s membership at the annual meeting.

**11.7 Duties.** This committee advises the commander on most aspects of squadron activities. The squadron bylaws usually define the powers and functions of the executive committee.

The executive committee has general charge of the policy, management and functions of the squadron. It has custody of all property of the squadron, including money. All bills contracted by the squadron must first be approved by the executive committee, and its recommendations for the following year must be presented to the membership for vote in time for dues notices to be prepared and mailed by headquarters.

Another responsibility of the executive committee is the approval of applications to membership. Applicants are recommended by the membership committee, and these recommendations are acted upon by the executive committee. This committee also approves nominations for associate membership, honorary membership and for transfers into the squadron.

The executive committee approves the selection of apprentices as provided for in USPS and squadron bylaws.

Any vacancy in an elective office in the squadron is filled by the executive committee until the next meeting of the squadron or until a successor is duly elected.

**11.8 District council.** Each district has a council consisting of, as a minimum, the district bridge officers and squadron commanders of that district. The membership of the council may include the chairs of the standing committees. All members of the council are elected and must be active members of a squadron within that district.

**11.9 Functions.** The council meets several times a year so that its members thoroughly discuss all matters to come before the district conference.

It is advisable that council meetings be distributed geographically within the district. Many districts have each council meeting sponsored by one or more squadrons of the district on a rotating basis resulting in a more thorough acquaintance of individual squadron members with district affairs.

It is highly desirable to have all squadron bridge officers attend council meetings to acquaint them with district matters. They have the privilege of the floor but no vote.

Many districts find it expedient to provide for attendance at council meetings of general members of the Governing Board and national officers from their district so that the council may not only benefit from the experience gained by these individuals at Governing Board meetings but also be represented on the Governing Board by those who are aware of the plans and operations of their district.

By reason of conspicuous service to USPS or to the district, the district council elects persons who are not members of USPS as honorary members of USPS. Such elections are valid for one year at a time. Persons elected to honorary membership by district councils enjoy the same privileges and restrictions as those elected by squadron executive committees.

**11.10 The Governing Board (GB)** regulates the management and policies of USPS, its districts and its squadrons. Its membership is composed of three classes of members:

- 1) Those who acquire membership by virtue of office held (i.e. members *ex officio*);
- 2) Those who are elected as individuals;
- 3) Members emeritus (members with fifty merit marks).

Members *ex officio* include the chief commander, vice commanders, rear commanders, district commanders, district educational officers, members of the national general committees, squadron commanders, past chief commanders and past vice commanders who have served a minimum of two full elected terms as such. District and squadron commanders may be represented by authorized alternate: the district commander by the district executive officer or the district administrative officer (in that order); the squadron commander by another member of his squadron or his district commander. Elected individuals are referred to collectively as “general members”.

Special meetings of USPS may be called at any time or place by the chief commander, by the Governing Board or by active members. Notice of annual and special meetings is mailed to each member of the Governing Board no later than 60 days in advance.

Minutes of Governing Board meetings are sent to each of its members. In addition, past vice commanders, past rear commanders and past district commanders are sent minutes upon written request. Other members subscribe individually.

**11.11 Procedures.** Voting procedures at Governing Board meetings are explained. In order to vote, all members of the Governing Board or authorized alternates and delegates are registered and in attendance at the time the vote is taken. The secretary is responsible for registration of voters. The Committee on Rules advises the chair on parliamentary matters and passes on the credentials of delegates and proxies.

General members are elected at the annual meeting in the ratio of one for every six hundred

active members of USPS as of the preceding 1 March. The general members are nominated by the Committee on Nominations, usually upon recommendations submitted by the district commanders. Each member has a personal vote, entirely independent of the district commander or squadron commander. Each is deemed a representative of the general membership of USPS, and each has the responsibility to keep informed on issues and is expected to attend at least one Governing Board meeting a year. General members meet before each Governing Board meeting to be familiarized with and discuss matters that require their vote at the Governing Board session. They discuss and originate other matters affecting USPS. They are to report back to their districts. The number of general members shall not be exceeded by the number of rear commanders.

The Governing Board holds two regular meetings each calendar year: the organizational meeting of the newly-elected Governing Board, in conjunction with and immediately following the annual meeting at which it was elected; a meeting in the Fall; and, finally, a meeting of the retiring Governing Board in conjunction with and immediately prior to the ensuing annual meeting. The time and places of all Governing Board meetings are designated by the Governing Board.

Certain USPS officers and committees report directly to the Governing Board, namely the Board of Directors and the standing committees (auditing, finance, law, marketing and planning).

#### **11.12 Duties.** The Governing Board:

- A) Regulates the management and policies of USPS, its districts and its squadrons;
- B) Makes and executes contracts and makes expenditures provided the liability of USPS does not exceed reasonably anticipated uncommitted funds;
- C) Makes and amends bylaws and rules for its own governance;
- D) Enforces the authority given it under USPS Bylaws and takes action to advance the best interests of USPS, its districts and its squadrons, including disciplinary action and/or imposition of penalties for violation of USPS policy and bylaws;

E) Holds regular and special meetings at such times and places as it designates as well as sets the time and place of USPS annual meeting;

F) Establishes committees of the Governing Board and of the departments and makes appointments and establishes offices to be held and designates rank for the holders of such offices;

G) Controls the educational policies and practices of USPS as administered through the educational department and its officers; including the award of grades and other recognitions of proficiency;

H) Is empowered to waive district conferences and to constitute and reconstitute the districts and to form districts into groups;

I) Passes upon applications for squadron charters;

J) Elects to elective office members other than those elected at an annual meeting;

1) the district officers of any district;

2) chairs and assistants of the committees of the Governing Board.

K) Makes appointments to appointive committees and department offices;

L) Fills vacancies in any elective or appointive national office; any such officer to hold office until the next annual meeting of USPS or until a successor has been elected or appointed;

M) Admits persons to membership in USPS;

N) Fixes requirements for transfer of members and for resignations by members;

O) Promulgates specifications for and regulates the wearing of uniforms and insignia by members of USPS and flags and pennants to be used by members or flown from vessels commanded by members;

P) Publishes an official magazine of USPS, a manual for the guidance of officers and others, and other publications as it is ordered;

Q) Fixes all national fees and dues.

**11.13 Meetings.** The Governing Board meetings are normally scheduled in different cities around the country to reflect the diversity and interests of the membership. These meetings are usually “hosted” by a USPS district in or near the site of the Governing Board meeting. There is no geographic formula for specifying where or how often any meeting is to be held in a given region. Selection considerations include availability of adequate

and suitable hotel and convention facilities at competitive rates, public transportation access and recreational amenities.

The host district for a Governing Board meeting works under the direction of the National Meetings Committee. The National Meetings Committee has the direct responsibility for all aspects of these meetings.

Special meetings of the Governing Board may be called by the chief commander or by the Governing Board to be held at any reasonable time and place, or by the written request of 100 members of the Governing Board. Only business as is referred to in the notice of meeting is transacted at a special meeting.

Notices of all meetings of the Governing Board, including a report of nominees, if any, by the Committee on Nominations, are mailed by the national secretary to each member of the Governing Board at least 30 days before the meeting. An announcement by the chief commander at a special meeting of USPS is sufficient notice for holding a special meeting of the Governing Board immediately following a special meeting for the purpose of organization, election and appointment of officers, approval of committee members and chairs and implementation of any policies or resolutions adopted by the immediately preceding special meeting. At all meetings of the Governing Board, 100 members constitute a quorum.

**11.14 Board of Directors (BOD).** When the Governing Board is in recess, or in between meetings, the Board of Directors carries on routine business of USPS.

**11.15 Composition.** The Board of Directors is comprised of the National Bridge and the most recent past chief commander willing and able to serve, such directors to be elected by the Governing Board at its annual meeting.

All actions taken at an Board of Directors meeting are subject to Governing Board ratification no later than the meeting of the Governing Board next following the Board of Directors meeting for which minutes are in the hands of the Gov-

erning Board members.

**11.16 Responsibilities.** The power of the Board of Directors to establish policy is limited to urgent matters which have no significant effect upon district or squadron operations. Unless specifically adopted by the Governing Board, any policy expires at the meeting of the Governing Board next following the Board of Directors meeting at which such policy was made.

The duty of the Board of Directors in making appointments is limited to filling of vacancies created since the last meeting of the Governing Board, and all such appointments are for a term that expires at the meeting of the Governing Board following the Board of Directors meeting at which such appointments were made.

Proceedings of the Board of Directors are recorded by the national secretary. The minutes of each Board of Directors meeting are submitted to all members of the Governing Board no later than 45 days following the meeting. If a regular or special meeting of the Governing Board occurs less than 45 days following a meeting of the Board of Directors, the chief commander notifies members present at the Governing Board meeting of any matters of importance that were voted upon at the Board of Directors meeting unless the minutes of the meeting are already in the hands of the Governing Board members.

**11.17 Restrictions.** The Board of Directors cannot:

- Change the composition of the Governing Board or the Board of Directors
- Amend USPS Bylaws

**11.18 Squadron membership meeting.** Squadrons usually conduct one membership meeting each month or as specified in their bylaws. This meeting may be strictly a **business meeting** or it may follow a dinner meeting or even a social (picnic, pig roast or rendezvous). If there is a charge for the dinner or social, a member is not obliged to attend that function. If a meal or entertainment is scheduled in conjunction with a meeting, members still must be permitted to attend the meeting itself without charge, even if it is convened at a location

which charges admission, such as an excursion boat. No fee or charge may be attached to attending a membership meeting. A member must be allowed to attend any business meeting itself without charge. A member cannot be required to pay for the privilege of voting. The business meeting is well planned. After the place has been selected, notice is mailed to members. This may be achieved by a detailed meeting notice in the squadron newsletter that is sent to each member or a call from a member of the telephone calling committee to issue a personal invitation.

The commander presides at the meeting and is flanked by the lieutenant commanders and such national and district officers as may be present. The various officers and committee chairs prepare reports for the membership. The meetings committee, entertainment committee or other group makes necessary arrangements for the entertainment part of the meeting.

**11.19** The **squadron's annual meeting** is the meeting at which squadron officers are elected. The Governing Board recommends that the meetings be held in March of each year, with the change of watch to take place before 31 May. Some squadrons have their annual meeting between 01 October and 01 December. This timetable permits a smooth transition at the national, district and squadron levels. The period between election and assumption of command permits orderly winding up of the old administration's affairs and preliminary organization time for the new. It is desirable to have good attendance at the annual meeting as this is the principal business meeting of the squadron year. The retiring commander makes the program for the annual meeting sufficiently interesting to attract good representation.

**11.20** **Actions.** At the annual meeting the order of business outlined by USPS is followed. All elected and appointed officers give complete reports on activities within their responsibility. The commander's report outlines what has been accomplished by the squadron generally and includes a brief resume of what USPS has accomplished in the interest of boating. A complete financial report is made by the treasurer, but this is not accepted until approval of the report by the auditing commit-

tee. To aid the secretary, all reports are submitted in writing.

All appointed officers are discharged with thanks by the retiring commander, in deference to selections which are made by his successor. The chair then surrenders to the senior national or district officer present, or to a past commander of the squadron, for conducting the elections of officers for the ensuing year.

The report of the nominating committee is read to the membership. The secretary then asks for any nomination as prescribed under the bylaws. The balloting for office then begins and continues until all elective offices have been properly filled. Polls remain open only for the first hour after the election has been initiated as an order of business, and all contested offices are decided by secret ballots cast in person.

Upon election to office, the new squadron bridge, other elected officers and new members of the executive committee are introduced to the general membership. In squadrons whose bylaws provide for those elected to assume their new duties immediately, they are called to their proper places on the dais and are inducted by the senior official present. After an acceptance speech by the newly-elected commander, new business is taken up, and the squadron moves forward under its new leadership.

In many squadrons, bylaws and long-standing custom call for the new bridge and others to be installed at a formal change of watch ceremony. Where that concept is used, the time between the annual meeting and the change of watch is a reasonable period so as not to delay the programs of the incoming administration.

**11.21** **District conference.** Each district is required to hold a district conference between 1 March and 1 May and between 1 October and 1 December each year unless the requirement is waived by the Board of Directors. The conference is the primary meeting of the district and is a clearing house for subjects of particular interest to the district. Questions of policy and procedure appear on the agenda, and participation by all squadrons in



that district is important to consolidate ideas on these subjects.

In planning a District Conference, the Conference Planning Committee should pay particular attention to both civil and religious holidays occurring during the planned conference dates. Every effort should be made to avoid planning a conference that spans those holidays. District Chaplains should advise the planning committee on scheduling conflicts with religious holidays. A listing of the Jewish holidays can be found in the Table of URLs in Chapter Zero.

**11.22 Procedures.** The district commander or secretary sends notice of a district conference as far in advance as possible to the commander of squadrons in the district as well as to the chief commander, the national executive officer and the national secretary. This notice gives the date, time and place of the conference and is sufficiently timely to allow national officers to make plans for attendance. Because district commanders and their staffs are usually elected and installed at the spring conference, with the chief commander or his representative present, the D/C notifies the designated visitor in advance as to the nature and timing of duties he will be expected to perform in connection with installation, pledging and presentations. If flags of office or plaques are to be presented, the official visitor is properly briefed. If any amendments to district bylaws are to be voted on, they are set forth in the notice of the meeting as required by the district's bylaws.

There are two means by which district conferences are arranged:

- 1) The district assumes full responsibility for the conference, under the leadership of a conference chair and a conference committee. The district commander appoints a chair who is willing to serve for several years, thus providing continuity and experience;

- 2) The conference is hosted by one or more squadrons in the district. It is usually desirable to have host squadrons attend to the general and social features while responsibility for arranging business meetings is placed on one of the district's department heads. Hosting a conference by a squadron enhances the prestige of that squadron

and increases interest of its members in district affairs. The responsibility for the format of a conference rests with the district.

**11.23 Agenda.** Squadron commanders of the district communicate with the DXO well in advance, giving a brief summary of the subjects they wish presented at the conference. The D/C prepares an agenda including matters brought up within the district and additional national matters. It may be the duty of a designated district department head to correlate these agenda and reduce them to simplified forms. Some districts prefer to have a council meeting a month or six weeks in advance of a conference, at which time the agenda is discussed and brought into final form. In the event that an amendment of the district bylaws becomes necessary, it is advisable that it first be discussed at a district council meeting, then referred to the district rules committee for preparation and final recommendation by the council to the district conference for adoption. Preliminary approval by the Committee on Rules is recommended, and final approval by this committee is mandatory.

A district conference includes meetings or seminars of all departments and committees of the district in order to provide a full and complete discussion of all district activities. Details of plans for these meetings of the departments are arranged by the D/C with the assistance of each department head and committee chair.

Educational meetings during the conference provide an opportunity to exchange ideas for improving teaching methods and for discussion between instructors on effective presentation of subjects, proper use of teaching aids and other matters of interest to all members.

**11.24 Resolutions.** The minutes of any district conference, together with any resolutions adopted for forwarding to the Governing Board, are sent to the national executive officer, the national educational officer and to the national secretary immediately after the conference. At the first Governing Board following receipt of a resolution from a district conference, the national executive officer will summarize the resolution to the Governing Board

and propose referral to a national committee or officer for further study.

At the following Governing Board meeting the committees or officer assigned the resolution will report its recommendations, and the resolution will be presented to the full Governing Board. The text of the resolution is published in the minutes of the Governing Board meeting where it was referred and in the call for the ensuing meeting.

**11.25 Social activities.** One of the functions of a district conference is to bring together members of the squadrons. It is therefore urged that a conference be accompanied by social gatherings, such as a dinner and dance, to attract squadron members and guests. Although district conferences do have a luncheon or dinner, a member is not obligated to pay anything to attend a conference or to vote, if he is eligible. This fact should be made clear in the call to the meeting.

**11.26 Attendees.** A squadron is represented by its commander and delegates, the number of delegates varying with bylaws of the various districts. It is important that delegates attend the conferences. It is also desirable that representatives of the educational department of the squadrons attend conferences because one of the functions of a conference is to provide an interchange of information among squadrons on educational matters. Attendance by all squadron members is encouraged.

The order of business at district conferences is suggested and should appear in the district bylaws. The vote at a district conference is binding on the district and its squadrons insofar as it relates to district matters, provided it does not conflict with USPS or district bylaws.

**11.27 Annual meeting.** USPS annual meeting is held early each year, usually in January, at a time and place designated by the Governing Board. The chief commander, with the concurrence of the Board of Directors, is responsible for recommending to the Governing Board for its decision suitable times and places for holding the annual meeting. The National Meetings Committee, under the direction of the national executive officer, evaluates prospective sites and hosting responsibilities

for such meetings and furnishes its recommendations concerning selection. This committee is also responsible for the planning, scheduling and administration of arrangements for hotel accommodations, meeting facilities, exhibits, transportation and publicity for all national meetings [Refer to 3.20 on page 3-7].

**11.28 Order of Business.** The order of business at the annual meeting is prescribed in the bylaws. Unless otherwise provided by the members or the presiding officer, the order of business shall be as outlined.

**11.29 Actions.** The annual meeting is comprised of the broadest voting base of all national meetings because it includes delegates representing the membership. These delegates may be instructed by their squadrons as to what position to take on a matter before the meeting. Certain actions, therefore, may be taken only at the annual meeting or a special meeting called for a specific purpose. Among them are the following:

A) The bylaws of USPS may be amended by a two-thirds vote of those present and voting at any annual or special meeting of USPS or at any meeting of the Governing Board, provided such proposed amendment is stated in full in the notice of the meeting. When any amendment is properly before any meeting, it may, before final action, be changed by a majority vote provided the change is germane to the subject covered by the amendment as proposed;

B) The national bridge, the chair and members of the Committee on Rules, the chair and three-year members of the Committee on Nominations and general members of the Governing Board are elected at the annual meeting;

C) The annual presentation of awards is made to members, squadrons and districts in a wide variety of programs or activities in the furtherance of the objectives of USPS.

**11.30 Recognition.** Traditionally, special honors are presented at the annual meeting by the chief commander.

**11.31 Special meetings.** Special meetings of USPS may be called at any time or place by the chief commander, by the Governing Board or by

active members if called by written request filed with the national secretary not less than 60 days before the meeting. If called by the Governing Board, the request is signed by at least 100 members of the Governing Board. If called by the members, the request is signed by at least 10 active members from each of at least 10 districts.

Notice of annual and special meetings, including a report of nominees, if any, by the Committee on Nominations, is mailed by the national secretary to each member of the Governing Board no later than 60 days before the date of the meeting. Any list of nominations by petition validly received by the national secretary is mailed to each member of the Governing Board at least 15 days before the date of the meeting. Squadron commanders notify delegates representing the squadron.

At any annual or special meeting of USPS, 75 members of the Governing Board plus 75 delegates actually present or 150 or more alternate voter authorizations held by members of the Governing Board or delegates present constitutes a quorum.

At national meetings the rules contained in the most current edition of *Robert's Rules of Order, Newly Revised* govern in all cases in which they are applicable and in which they are consistent with USPS Bylaws and any special rules of order which USPS may adopt. All questions of interpretation of *Robert's Rules* or USPS Bylaws are answered by the chair of the Committee on Rules or the chair's designee.

**11.32 Committee meetings.** Chairs of the various committees on all levels usually conduct committee meetings. These meetings are held for various reasons: (1) to review progress in a given area, (2) to coordinate efforts on a particular project, (3) to share experiences, or (4) to gain further information relative to a future activity. These meetings are most valuable and are essential for the cohesive attainment of the responsibilities of that assigned committee.

**11.33 Uniforms.** Customs vary with respect to wearing uniforms at squadron membership meetings. Some squadrons are quite formal, with the bridge in uniform, while others will have not a uni-

form in sight. USPS blazer is most often the preferred dress at squadron meetings. While no uniform is ever to be "required", the custom of an individual squadron is the deciding factor. Uniforms are not ordinarily worn at bridge meetings or meetings of the executive committee, socials, rendezvous, unless these activities are in conjunction with another activity or meeting where uniforms are appropriate.

Uniforms are customarily worn at district conference and Governing Board meetings. They are not usually worn at district council meetings or meetings of the Board of Directors [See Chapter 13].

### Special occasions and ceremonies

**11.34 Induction of new members.** As a fraternal boating club, each squadron makes it a practice to welcome new members at meetings and social occasions. A member's first meeting is one that he or she recalls with fondness and pride. At the same time, a friendly greeting extended to these new shipmates evokes in "old timers" a feeling of dedication to a constructive purpose and satisfaction in their own accomplishments. Squadrons are encouraged to present a USPS ensign to each new active member with appropriate ceremony, the cost of the ensign being borne by the squadron.

**11.35 Administering the USPS Pledge.** Although new active members sign the USPS pledge when accepted into membership and are not required to formally recite it at a squadron meeting, it is desirable to ask them to stand together at a squadron function and recite the pledge before their new colleagues. To ensure greatest significance and dignity, the pledge is administered by the highest ranking USPS officer in attendance or a respected former district or national officer. When the pledge is recited by new members, it is almost universal custom for the entire membership present to accompany them in unison, each member thus reaffirming his own personal dedication.

**11.36 The Pledge preamble.** The inducting officer will address all candidates as follows:

*Ladies (and/or) gentlemen: You have accepted an invitation to membership*

*in United States Power Squadrons, a nationwide boating organization dedicated to high standards of seamanship and an appreciation of yachting traditions. I ask you to raise your right hand and affirm your willingness to fulfill the obligations of all members of USPS and of \_\_\_\_\_ Squadron.*

### 11.37 USPS Pledge.

I do solemnly pledge  
to abide by the bylaws  
of United States Power Squadrons;  
promote high standards of  
navigation and seamanship;  
maintain my boat and operate it legally;  
render assistance whenever possible;  
and conduct myself in a manner  
that will add prestige, honor and respect  
to United States Power Squadrons.

Following recitation of the pledge, membership certificates, if available, are ceremoniously distributed by the inducting officer with the squadron commander assisting.

**11.38 Installation of officers.** Officers are installed individually or in a group, but the most common procedure is a separate installation of the commander followed by installation of all other flag officers as a group.

Installation ceremonies are usually conducted by the senior officer present. In the case of a squadron change of watch, the installing officer is a national or district officer. At a district ceremony, a national officer officiates. In all cases, the installing officer is invited well in advance of the affair. He is told exactly what is expected of him and is furnished with a typed or printed list of the new officers' names, grades, offices into which they are being inducted and their mates' names. The correct pronunciation of each name is noted.

Installation of assistant department heads (first lieutenants) and executive committee members is optional. Appointed officers (lieutenants) are not normally formally installed.

**11.39 Utility pledge.** The following pledge, quite broad in character, is used in conjunction with installation generally.

*I do solemnly pledge myself that during the term of my office I will abide by the bylaws of United States Power Squadrons and the bylaws of \_\_\_\_\_ Squadron (or District \_\_\_\_\_), that I will follow the procedures contained in the Operations Manual; that I will cooperate with national and district officers whose duties require them to direct and supervise certain aspects of my work; and that I will work in harmony with my fellow officers, always remembering that this is a fellowship organization dedicated to the advancement of boating and the self-education of members.*

**11.40 Short form.** This short but completely adequate pledge is also used:

*I do solemnly pledge myself to perform faithfully and impartially the duties of the office which I am about to assume.*

**11.41 Squadron commander.** A squadron commander is pledged individually as follows:

You have been selected by your peers to take command of \_\_\_\_\_ Squadron. This selection indicates confidence in your ability and integrity, but it also carries with it certain obligations. I ask that you make the following pledge, raising your right hand and repeating after me:

*I do solemnly promise that I will serve \_\_\_\_\_ (Sail and) Power Squadron faithfully as commander by always keeping in mind the best interests of the organization: that I will conduct our meetings in a dignified, impartial manner; striving to uphold the standards of the squadron, and improving them as I see the need and opportunity; that I will accept the responsibility, to the best of my ability, of seeing that my officers and committee members carry out their designated assignments; and, that I will bear in mind that it is my responsibility to give careful consideration to the desires of the members provided they are not contrary to*

*the best interest of our organization and are not in conflict with the bylaws of this squadron or of United States Power Squadrons.*

*organization, dedicated to the advancement of boating and the self-education of its members.*

### Formal Banquets

**11.42 District commander.** A district commander is installed as follows:

You have been selected by the delegates of district \_\_\_\_ to command this district for the coming year. This election indicates your member-squadrons' exceptional faith in your ability and integrity, but it also carries with it certain obligations. I ask you to make the following pledge, raising your right hand and repeating after me:

*I do solemnly promise that during my term of office as commander of District \_\_\_\_ I will serve the best interests of United States Power Squadrons, District \_\_\_\_ and its member-squadrons. I accept the responsibility of seeing, to the best of my ability, that the officers and committees of the district and its member-squadrons carry out their designated assignments, giving careful consideration to the needs and desires of the individual members. I will abide by the bylaws of United States Power Squadrons and District \_\_\_\_\_. I will work in harmony with my fellow officers, always remembering that this is a fellowship organization, dedicated to the advancement of boating and the self-education of its members.*

**11.43 Other district bridge officers.** Other district bridge officers are installed as a group as follows:

*I do solemnly pledge myself to perform faithfully and impartially the duties of the office which I am about to assume. I will abide by the bylaws of United States Power Squadrons and District \_\_\_\_\_ and I will follow carefully the procedures outlined in the Operations Manual. I will cooperate with all national, district and squadron officers where our respective duties converge, to further the objectives of USPS. I will always remember that United States Power Squadrons is a fellowship*

**11.44** Most squadrons and districts hold formal banquets at one or more times during the year. Many have a "commander's ball", honoring either a newly installed or just retired commander; others schedule their "change of watch" as a dinner at which the installation ceremony is a featured part. There are also Founders' Day parties and other types according to local custom and need.

**11.45 Planning.** An invitation to formal squadron functions should always be directed to the district commander and, usually, to the commanders of neighboring squadrons. Navy and Coast Guard officers serving in the local area are desirable guests, as are cooperating business, civic and municipal officials. A formal, printed invitation is sent to all invited guests, including squadron members. Make sure that the proper use and placement of the ensign and squadron burgee appear on any printed matter.

**11.46 Dress code (Uniform of the Day).** The commander of the sponsoring entity stipulates the dress code or "uniform of the day" and ensures that not only his constituents but also all invited guests are informed early. The announced uniform should specify either four-in-hand or bow tie if there might be a question and advice is given to guests as to whether the uniform cap or hat is required. Appropriate dress for non-members is also noted, "formal", "semi-formal" or "informal".

**11.47 Speeches.** There may be a principal address, either by an officer of the hosting organization or by a guest speaker. Other than that, speeches are topical, timely and brief. If it is desired that an officer from a higher level address the gathering, he is advised of that fact well in advance, together with an indication of a preferred subject, if any, and the time allotted for his remarks.

**11.48 Official guests.** When an official visitor or guest speaker is present, it is important that he be

accorded proper courtesy and accommodation. Inasmuch as the commander will likely be occupied with a variety of duties, responsibility for guests are assigned to his flag lieutenant or to one or more aides who can devote themselves to introductions, pointing out assigned seating, organizing cocktails and otherwise assuring their comfort. Official guests are not asked to pay for their attendance and specific precautions are taken to preclude their being charged at the door.

They are also given the courtesy of advance information regarding:

- the program or agenda
- what is expected specifically of them
- the names of other head table personnel
- the names of other guests they may or should know
- any special facts about the organization or its members which may be helpful, either socially or in their remarks.

### Opening and closing ceremonies

**11.49** Although it is not recommended, at squadron and district business meetings it is occasionally desirable that flags be advanced and retired ceremoniously.

**11.50 Flags to be used.** When flags are advanced or retired, one does not require the other, the U.S. flag and USPS ensign are used as a minimum; if it is desired to honor a foreign country, organization or visitor, that flag(s) is included. The correct positioning of flags in procession and when mounted is most important and should be studied prior to the activity.

**11.51 Advancing the colors.** The route of march in advancing the colors will depend upon the size and layout of the meeting place, furniture arrangement, width of aisles and height of the ceiling. In small or congested rooms the following is recommended:

A) The bearer of the flag of the United States stands at the right side of the room, as viewed by the audience, with the bearer of USPS ensign on the opposite side of the room, in the open space between the first rows of chairs and the speaker's platform;

B) The commander raps his gavel for order, and announces, "All please rise" and calls for the invocation;

C) At the end of the invocation, the commander orders, "Color bearers: present the colors";

D) As the bearers start their march across the room, the commander orders, "Breast salute";

E) Members of the color bearers, on the order, march, not stroll or shuffle, towards each other across the room in front of the speaker's platform and pass each other carrying the U.S. flag nearest the audience. At the point of passing, the bearer of the USPS ensign dips his flag slightly. Both bearers continue their march and place their flags in their respective stands with finials (top ornaments) facing the audience. Marching and close-order drill maneuvers such as "column right" and "about face" must be executed correctly;

F) After each flag is in place, both bearers step back and come to attention. The color bearers then face the flag of the United States, and render a hand salute if in uniform and covered (wearing a cap), or breast salute otherwise;

G) If the national anthem is to be played, it is played at this time. Members hold their salute. If a foreign national anthem is also to be played, it follows the U.S. anthem and members retain their salute throughout;

H) If the *Pledge of Allegiance* is to be recited, it is done at this time, with members holding their salute;

I) The commander orders, "Two" (second count of the salute routine), and all present return to the position of attention;

J) The color bearers retire;

K) The commander raps his gavel and orders, "Be seated."

If a larger hall is used or more formal ceremonies are desired, the flags are marched up the center aisle or right aisle. If in single file, the United States flag is in the lead; if abreast, the U.S. flag is on the right of other flags.

If marching up the center aisle, at the point where the cleared space between the front seats and head table is reached, the bearer of USPS ensign stops momentarily and allows the bearer of the U.S. flag to cross in front of him. The flag dip is used only when the flags meet from opposite direc-

tions as in the procedure above.

**11.52 Retiring the colors.** The ceremony of retiring the colors is conducted essentially as follows:

A) Just before declaring the meeting adjourned the commander orders, “Color bearers, stand by to retire the colors”;

B) On receiving this order, the color bearers advance and stand directly in front of their respective flags;

C) When they are in position the commander orders, “Attention” or “Please rise”, and all present rise and stand at attention;

D) The commander orders, “Color bearers, secure the colors”;

E) Color bearers remove their flags from the stands and correctly execute an about face, facing the audience;

F) They hoist the flags to carrying position;

G) The commander orders, “Breast salute”;

H) The color bearers step off in unison to retrace their presentation march. If the method first described for presenting colors is used, dipping is repeated just as they meet;

I) The commander orders, “Two”, as soon as the colors reach the side of the room, or, if the aisle method is used, as soon as the colors pass from sight or reach the back of the room. All present return to the position of attention;

J) The commander now calls for a benediction, orders the meeting adjourned, or seats the audience if informal activities follow.

### Founders’ Day

**11.53** By Governing Board resolution, “Whereas: United States Power Squadrons was organized on 2 February 1914, and through the succeeding years, in peace and war, has demonstrated its value and importance in the teaching of navigation, seamanship and good sportsmanship afloat; and Whereas: The ensign of United States Power Squadrons is recognized by the nautical world as a signal that the vessel flying it is under the command of a lover of the sea who is skilled, capable, trustworthy and law abiding; Now, Therefore, Be It Resolved: That February second of each year be designated by the chief commander as Founders’ Day, and that on that day throughout the

United States recognition be given publicly to the work, growth and progress of United States Power Squadrons and to its founders”.

### Pass-in-review

**11.54** As part of a rendezvous or as a special recognition ceremony, squadrons occasionally honor their commander, past commanders or distinguished guests by staging a marine review. The beneficiary of the honor is usually situated on board an anchored vessel or in a reviewing area on shore, while the fleet files past rendering appropriate salutes. In confined quarters, however, the reviewing officials review the stationary fleet from a moving vessel.

The activity is well choreographed in advance, and each skipper advised of not only his particular place in line but when and how to assemble for, participate in and return from the procession. He is also appraised of the various protocols to be observed as respects saluting and dressing the ship.

Both sail and power boats are accommodated. It is not recommended that sail craft proceed under sail, but if they do so it is advisable to group them separately. A sailboat without auxiliary power is towed.

Boats are formed in a mustering area beforehand and proceed in pre-arranged order following the guide vessel or “van”. The speed of all boats is slow enough to accommodate the slower hull speed of sailboats yet fast enough for maneuverability of larger power craft. A uniform distance between boats of about 150 feet is maintained.

As each boat approaches the flagship or reviewing area, the helm is given over to a volunteer and the skipper and his guests stand at attention at the rail. Just before drawing abreast of the flagship, the skipper renders the hand salute and, if so equipped, a cannon is fired. In some municipalities, a permit is required for discharging a saluting cannon. The hand salute is held until answered. Whistle salutes are inappropriate.

It goes without saying that squadron members should be in uniform, if possible, and that flags

should be displayed correctly. Dipping the ensign is not recommended as an element of the review procedure in as much as it is preferred that USPS vessels fly the U.S. ensign from the flag staff.

The flagship or reviewing vessel is positioned so that the reviewing official(s) and his party are able to be in full view of the fleet. Depending on boat design, this may mean anchoring bow-on, stern-on or parallel to the line.

Unfavorable winds or currents require anchoring fore and aft. On a boat with limited deck space, the reviewing party stands abreast with the reviewing officer(s) in the center. If adequate deck space is available or when the fleet is reviewed from shore, the reviewing officer(s) stands in front of his (their) party. Only he (they) return the fleet's salutes. Each cannon salute is answered in kind.

### **Religious Activities and Ceremonies**

**11.55 Services and prayers.** It is common at gatherings of USPS members that time be set aside for devotions and prayers. These take various forms, from a blessing at meals to formal worship services and funerals. While these are a valued part of USPS life, it should be remembered that the membership is comprised of persons of different beliefs and traditions, so an effort is made to embrace all members by making prayers non-denominational.

**11.56 Resources for chaplains.** The following prayers are appropriate for use at squadron meetings and other gatherings. They meet the criteria for sensitivity to varied beliefs and traditions. Those who prefer to compose their own prayer may wish to use them as models.

#### **Invocations**

1) Heavenly Father, we ask that You bless us with Your presence here today. Grant to us the wisdom to see all things in true perspective. Grant to us the patience to hear one another with open minds and hearts. Grant to us the strength to meet all present challenges. May all that we do this day bring honor to You and credit to ourselves. Amen.

2) God, our Father, as giver of life, help us to live fully and bring quality of life to others. As

fountain of wisdom, enlighten us and guide our efforts here today. As source of all strength, help us bring to fruition all that we shall now propose. As our common Father, unite us as brothers and sisters in fellowship and cooperation. We best honor You by respecting one another. Amen.

3) *The Lord's Prayer (Matthew 6:9)* Our Father, which art in heaven, hallowed be Thy name. Thy kingdom come. Thy will be done on earth, as it is in Heaven. Give us this day our daily bread. And forgive us our trespasses, as we forgive those who trespass against us. And lead us not into temptation, but deliver us from evil. For thine is the kingdom, and the power, and the glory, forever. Amen.

*It should be noted that some denominations have minor deviations in the working above, e.g. "debts/debtors" or "sins/sin against".*

#### **Change of Watch**

Heavenly Father, You are alpha and omega, the beginning and the end. We commend to You this evening a beginning and an end. Give strength and guidance to members of the bridge about to take the helm. May they have a willing and able crew. Reward with a special blessing those about to relinquish their posts. Grant them a sense of duty well done. Bless all our USPS members and guests. (Before a meal) Bless the food we are about to receive from Your bountiful hands. Amen.

#### **Prayer before a cruise**

God, our Father, we thank You for this day, for the time we will spend together, for the joy of being on the water. Protect us as we journey. Bless our fellowship and fun. Help us assist those whom we encounter who are in need. Return us to port, safe and refreshed. Amen.

#### **Meal prayer**

God, our Father, be our strength when seas are high. Be our compass when we lose our way. Be our anchor when we are adrift. Be our beacon when we're in the dark. Be our landfall when the course is run. Now, bless us and the food we are about to receive from Your bountiful hands. Amen.



**A benediction.**

God, our Father, we are grateful for Your many gifts. For the gift of life and those with whom we share it. We are grateful for talents received from Your hands. May we use them to bring glory to You and honor to ourselves. May all that we have proposed here today be accomplished with Your help. May all our purposes truly be Your own. Amen.

**11.57 Service at sea.** Cruising often makes it impossible for crew and guests to get ashore for their customary religious services. If no chaplain is aboard to conduct a service, the reading of selected scriptures is appropriate. Such readings might include Psalm 107:23-31 and Psalm 8:1-9, or Luke 5:1-11. Additional religious services may be found in *Prayers at Sea* by Chaplain Joseph F. Parker.

**11.58 Death of a member.** The news of the death of a squadron member, spouse or family member should be quickly shared with members of the squadron. The commander requests that the telephone committee take up this duty as soon as accurate information concerning funeral arrangements is available. The traditional ship's wheel logo may be used in conjunction with a newspaper death notice. If the family so desires, it is appropriate for the squadron to be involved in funeral rites or a memorial service. The squadron commander aided by the chaplain, takes responsibility for arranging participation. Some possible areas where squadron members participate are the following:

- provide a USPS ensign with mourning streamer [Refer to 12.54 on page 12-17]
- act as pall bearers [Refer to 11.65 on page 11-20]
- be represented on a grave marker [Refer to 11.66 on page 11-20]
- provide an honor guard of uniformed members to attend the casket or grave site
- provide ushers for the family at the funeral or grave site, or
- offer a eulogy [Refer to 11.59 on page 11-15] as part of the funeral or internment service or conduct a full service

When squadron participation in a funeral service is contemplated, discreet inquiry is made as to

its propriety. For example, the Lutheran *Book of Worship* states, in its chapter on funerals, "The ceremonies or tributes of social or fraternal societies have no place within the service of the church" (*Op. Cit.*, first printing, September 1978; page 206).

Whenever squadron members participate as a group, the commander notifies all concerned as to the uniform required. After a discrete interval, the commander or his representative contacts the family for permission to provide data for the "Last Horizon" column in *The Ensign*.

**11.59 USPS funeral or memorial service (Christian or Jewish).**

A member's death is information which is communicated immediately to people concerned. For a member of a squadron who has had no involvement with district or national, notice is given to squadron members. If the member had been involved in district affairs, then the district commander is also notified. If the member is or was an elected national officer, USPS headquarters is informed; which, in turn, will notify appropriate officers.

The squadron or district commander contacts the spouse or a family member to express sympathy and determines if a USPS service, in uniform, is desired. If so, request that a family member furnish the deceased's personal history, names and relationships of surviving family and other pertinent information. This, when added to USPS record of the member, enhances any eulogy.

Contact as many members as possible and advise of the time and place of the service and which uniform (if any) is to be worn.

Prior to the service, the conducting officer coordinates with the minister, priest, rabbi or other person giving the religious part of the service (if any), and the music director. The officer provides them with a copy of USPS service. Have the funeral director set aside sufficient rows of pews on the front left side to accommodate squadron members. Spouses take seats with the congregation.

The "conducting officer" may be any USPS

member; however, as an indication of the esteem in which the deceased is held, the squadron commander conducts the service for a past squadron commander, the district commander for a past district commander and the chief commander for a past chief commander.

The American flag is normally already displayed on the left side at front in churches and chapels. If a color guard is not employed, USPS ensign is placed on the right side prior to the service.

USPS membership forms outside and starts the service by their entrance, in a column of twos. The procession is led by a color guard, followed by ranking officers and then other members. Male members wear their caps outside, placing them under their left arm as they enter. Women remain covered when entering the building.

The color guard, wearing caps and white gloves, stops at the front of the congregation until all members have entered pews and remain standing. The conducting officer gives the order, "Post the colors", and, to the members, "Breast salute". The color guard goes forward, stops in front of the casket (or picture if it is memorial service) and dips USPS ensign. He then turns right and posts the flag in its stand. The order, "Two", is given and then, "Members, be seated". Color guard members remove their caps as they move to seats in the first row.

If there is to be an opening hymn or a religious service, it begins immediately. Following that, USPS conducting officer proceeds to the rostrum and starts USPS service. Depending upon the nature and extent of any preceding religious service, some or all of the prayers and readings that follow may be omitted.

**11.60 USPS service script.** A member of United States Power Squadrons has embarked on his/her last voyage. The tides of life have ebbed for a shipmate, and we, his/her fellow members, gather to honor his/her memory. (Name of the deceased) was a valued member of the \_\_\_\_ Power Squadron and District \_\_\_\_\_. Now the Supreme Commander has called our shipmate to sail with Him in eternal

calm waters, forever free from the storms and tempests of mortal life.

*We thank You, O loving God, for Your promise that whenever even two or three are gathered in Your name, You are in their midst. As we gather in Your name at this sacred hour of dedication, we pray that You will make the sustaining power and comfort of Your presence clearly known to each one of us. Amen.*

(Psalm 107: 23-25, 28-32)

They that go down to the sea in ships, that do business in great waters; these see the works of the Lord, and His wonders in the deep. For He commandeth, and raiseth the stormy wind, which lifteth up the waves thereof. Then they cry unto the Lord in their trouble, and He bringeth them out of their distresses. He maketh the storm a calm, so that the waves thereof are still. Then are they glad because they be quiet, so He bringeth them unto the heaven where they would be. Oh that men would praise the Lord for His goodness, and for His wonderful works to the children of men! Let them exalt Him also in the assembly of the people, and praise Him in the seat of the elders.

**Christian service:** *Let us repeat together the family prayer which Jesus taught us, saying - Our Father, Which art in heaven, hallowed be Thy name. Thy kingdom come. Thy will be done on earth, as it is in Heaven. Give us this day our daily bread. And forgive us our trespasses, as we forgive those who trespass against us. And lead us not into temptation, but deliver us from evil. For thine is the kingdom, and the power, and the glory, forever and ever. Amen.*

**Jewish service:** Psalm 121 - I will lift up my eyes for the mountains; What is the source of my help? The source of my help is the Lord, creator of heaven and earth! He will not let you falter; your Guardian does not slumber, He is at your right hand to protect you. The Lord, your

keeper, gives shelter. The sun will not forsake you by day, nor the moon by night. The Lord will guard you from all harm. The Lord will preserve your soul. He will guard your going out and coming in, from this time forth and forever. Amen.

We have gathered here to honor a friend and pay our respects to the memory of (name). We are also here to find support and hope in overcoming the sadness that we feel in the loss of one who was very near and dear to us.

It is not difficult to honor and memorialize (name) because of the fine life he/she lived and the many contributions that he/she made to many of us through his/her love of the sea and his/her love of the boats and ships that ply the waters. His/her love was not only a love that went outward to impel him/her to do what he/she could do to give joy and happiness and safety on the water to others. This he/she did in many ways.

(A eulogy may be offered at this point. It may be given by someone other than the conducting officer, in which case the conducting officer says, *"I now call on (name and position or relationship, if appropriate)"*). The conducting officer will leave the rostrum during the eulogy and return after, continuing thus:

*Our great sadness at (name)'s departure from our midst puts a clear challenge before us: to see how we who are left behind can turn our sadness and sense of loss into something positive and constructive as we know he/she would want us to do. It is, of course, only human that we should feel grief for any temporary parting of the courses that we are sailing in this life. But I am sure that (name) would not want us to be consumed by our sorrow nor by pity for ourselves.*

*He/she would, therefore, want us to turn our thoughts to the grounds of our faith that he/she has gone on to a new, fine experience of release, of quietness and peace. As written in Ecclesiastes 3:2,4 "There is a time to be born and a time to die; a time to weep, and a time to laugh, a time to mourn, and a time to dance".*

**Christian service:** From 2 Timothy 4:6 and 7: "For I am now ready to be offered and the time of my departure is at hand. I have fought a good fight, I have finished my course, I have kept the faith".

**Christian service:** a hymn may be sung here.

*From time immemorial man in his highest moments has expressed his faith in the reality of God and in God's love and care for His children and, therefore, that the human spirit is immortal.*

**Christian service:** From John 14: 1 & 2: "Let not your heart be troubled; ye believe in God, believe also in Me. In My father's house are many mansions. If it were not so, I would have told you. I go to prepare a place for you".

And from 1 Thessalonians 4: 13, 14, 18: "But I would not have you to be ignorant, brethren, concerning them which are asleep, that ye sorrow not, even as others which have no hope. For if we believe that Jesus died and rose again, even so they also which sleep in Jesus will God bring with Him. Wherefore comfort one another with these words".

There we have our affirmations of faith on which in turn our own faith is firmly founded. But now let me try to restate our faith in terms of experiences that you and I have had and known.

Many of you who are gathered here to honor and remember (name) have, like him/her, crossed the great waters of the sea by mechanical power or by the power of the wind. While perhaps only some of you have piloted your boat great distances to new and strange shores, I am sure that most of you have been at the shore and have watched vessels as they sailed away.

*Haven't you watched a ship as she sailed out to sea until she hangs like a speck of white cloud just where the sea and cloud come together to mingle with each other? Then a landlubber says, "There, she is gone!" Gone? Gone where? We who have sailed know that she has just gone from our sight. She is just as large in hull and mast and rigging as she was when lying alongside us at anchor in the*

*harbor, and just as able to bear her load of life. Her diminished size is in us, not in it. And just at the moment when the landlubber says, "There, she goes", we who sail know that on the other side there are others eyes watching her coming and other voices taking up the cry, "Here she comes!" So it is with the living spirit of (name) as he/she sailed beyond our horizon.*

A poet has expressed these thoughts in verses much better than I am able to do. Let me read his words:

### **When I Sail Away**

Sometime at eve when the tide is low,  
I shall slip my mooring and sail away.  
With no response to the friendly hail  
Of kindred craft in the busy bay.

In the silent hush of the twilight pale  
When the night stoops down to embrace the day  
And the voices call o'er the water's flow  
Sometime at sea when the tide is low  
I shall slip my moorings and sail away.

Through the purple shadows that darkly trail  
O'er the ebbing tide of the unknown sea  
I shall drop away with a hoist of a sail  
And ripple of water to tell the tale  
Of a lonely voyager sailing away  
To Mystic Isles where at anchor lay  
The crafts of those who have sailed before  
O'er the Unknown Sea to the Unknown Shore.

A few who have watched me sail away  
Will miss my craft from the busy bay,  
Some loving hearts that my soul hold dear  
In friendly ships that were anchored near  
In silent sorrow shall drop a tear;  
But I shall have peacefully furled my sail  
In moorings sheltered from storm or gale  
And greeted friends who have sailed before  
O'er the Unknown Sea to the Well Known Shore.

*O God, our Father, whose love is infinite and in Whom we can safely put our trust, we come in this hour to seek the comfort of Your presence and of Your power. We do not come to mourn for one who has entered into a fuller, freer life, for that would*

*be selfish. We come rather to make willing dedication again to You of this life which You gave to us. We come to give You hearty thanks for the many hours and years which have been made brighter and happier for us and for our whole community by (name)'s life, for our thoughts as we think of him/her can only be of gratitude and thanksgiving. We pray for ourselves, O God, that You will make manifest to us the purposes of Your infinite wisdom and that You will open our hearts to understand Your Ways.*

**Christian service:** *We ask You to comfort and sustain all of us who are grieved by this temporary parting of the ways. Help us, O God, to know the power and truth of Christ's promise that You will give rest unto all who in earnestness and sincerity turn to Him in an hour of need.*

For life is eternal and love is immortal, and death is only a horizon, and a horizon is nothing save the limit of our sight. Light us up, O God, that we may see further. Cleanse our eyes that we may see You more clearly. Draw us closer to Yourself that we may know ourselves nearer to our beloved who are with You.

**Christian service:** a hymn may be sung here.

**Christian service:** *Let us pray: O Lord Jesus Christ, Savior of the world, who, by Your cross and passion, did show Your love for all Your children, support us all the day long through this troubled life till the shadows lengthen and the evening comes and the busy world is hushed and the fever of life is over and our work is done. Then in Your great mercy grant us a safe lodging and a holy rest and peace with You at the last, through Jesus Christ our Lord. Amen.*

May the peace of God, which passeth all understanding, keep your hearts and minds in the knowledge and love of God; and the blessing of God almighty, the Father, the Son and the Holy Spirit be amongst you and remain with you always. Amen.

**Jewish service:** Psalm 23 - The Lord is my

shepherd, I shall not want; He has me lie down in green pastures. He leads me beside the still waters. He revives my soul; He guides me on paths of righteousness for the sake of His glory. Though I walk in the valley of the shadow of death, I fear no harm, for You are with me. Your rod and Your staff do comfort me. You set a table in sight of my enemies. You anoint my head with oil; my cup overflows. Surely goodness and mercy shall follow me all the days of my life; and I shall abide in the house of the Lord forever. Amen.

The conducting officer returns to his seat and then gives the order, "Color guard, retire the colors". The color guard puts on caps and gloves and marches to USPS ensign. Then the order is given, "Please, all rise. Members, breast salute". The color guard proceeds down the aisle. When they reach the rear, the conducting officer orders, "Two".

That concludes the service, and the ushers will oversee emptying of the pews.

If a grave side service follows, the members who are pallbearers carry the casket to the hearse (with caps on) and then from the hearse to the grave site. They remove their caps during a Christian service but need not do so in a Jewish service.

**11.61 Annual memorial service.** Many squadrons and districts hold an annual memorial service to honor the memory of members who have passed away in preceding months. Squadron commanders or secretaries forward to the district secretary and chaplain the names of members who are to be remembered.

**11.62 Burial at sea.** Relatives of deceased members **occasionally** ask that members of a squadron or district perform a burial at sea. The following is suggested for this service. A funeral director is consulted concerning the applicability of any statutes or ordinances.

*Almighty and everlasting God, who are always more ready to hear than we to pray, and art wont to give more than either we desire or deserve; pour*

*down upon us the abundance of Thy mercy; forgiving us those things whereof our conscience is afraid, and giving us those good things which we are not worthy to ask but through thine infinite and great mercies. Amen.*

*Unto Almighty God, whose way is in the sea, we commend the soul of our brother departed, and we commit his body to the deep (at this point distribute the ashes) in sure and certain faith that he doth now live in the life that is hereafter.*

*Almighty God, who has taught us that they who mourn shall be comforted; grant that in all our grief we may turn to Thee; and, because our need is beyond the help of men, grant us the peace of Thy consolation and the joy of Thy love, in Thy name. Amen.*

*The Lord bless us and keep us. The Lord make His face to shine upon us, and give us peace, both now and evermore. Amen.*

Or the following:

*We of \_\_\_\_\_ (Sail and) Power Squadron mourn our loss, but we are consoled by the abiding faith that when the final watch changes for us and we too cross the bar, our shipmate will be waiting to guide us to safe anchorage.*

*When our sailing nears its ending*

*When our course is all but run,*

*When this sense of past endeavor crowd upon us one by one*

*When we see in true perspective,*

*Knowing wrong and knowing right,*

*May we say, like Saul of Tarsus,*

*"I have fought a noble fight".*

*May we find our life-long courses*

*Have not been steered in vain.*

*Lest the bearings we have plotted*

*Must be reckoned out again.*

*When we leave our earthly bodies*

*Buried deep in sea or sod,*

*May our endeavors be our glory*

*When we go to meet our God.*

*We bid you, "Hail and Farewell!" shipmate, until we drop anchor beside you at the Last Great Rendezvous.*

Two familiar psalms may also be appropriate: Psalm 107: 23-31 is nautically oriented and the familiar 23<sup>rd</sup> Psalm is always in order.

**11.63 Military honors.** A deceased member who is or was a member of the U.S. armed forces is eligible for military honors, including burial in a military cemetery and the privilege of having his casket covered with the U.S. flag. These details and procedures are left to the military, a veterans' organization or the family.

**11.64 The USPS ensign.** Covering a casket with the USPS ensign is not authorized; however, it may

be displayed with mourning streamer on a staff near the casket [Refer to 12.54 on page 12-17].

**11.65 Pallbearers.** The USPS members acting as pallbearers should remove their uniform caps indoors and carry them under their unemployed arm, unless religious custom directs otherwise. Outdoors, the cap is worn while conveying the casket, but it is removed as appropriate at other times.

**11.66 Grave markers.** Use of the USPS logo or insignia on grave markers of departed members is authorized if carved in stone. If any other presentation is desired, the design must be approved by the Heritage and Protocol Committee.

## Chapter 12

### PROTOCOL, ETIQUETTE AND FLAG CODE

- |  |  |
|--|--|
| [12.1] Order of precedence             | [12.31] Restricted in ability to maneuver due to diving and dredging |
| [12.2] Senior officer                  | [12.32] Skier Flag   |
| [12.3] Head table arrangement          | [12.33] Speed trial  |
| [12.4] Forms of address                | [12.34] Quarantine   |
| [12.5] Unofficial visiting officers    | [12.35] Tender   |
| [12.6] Protocol aide                   | [12.36] Owner absent   |
| [12.7] Formations                      | [12.37] Guest  |
| [12.8] <i>USPS Flag Code</i>           | [12.38] Man overboard  |
| [12.9] Points of display               | [12.39] Gag flags  |
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| [12.22] Officer-in-charge pennant      | [12.52] Flags on the rostrum and head table                          |
| [12.23] Cruise pennant                 | [12.53] USPS ensign on commercial property                           |
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| [12.26] Union Jack                     | [12.56] Wearing the cap  |
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| [12.28] Association flags              | [12.58] Etiquette on board   |
| [12.29] Miscellaneous flags; regatta   | [12.59] Responsibilities of the skipper                              |
| [12.30] Diver-down flag                |  |

The mark of a true yachtsman, male or female, is not stiff adherence to nautical terminology or procedure but a circumspect understanding of traditions of the sea as they relate to today's world. The vocabulary, routines and traditions of yachting are not only colorful but are based on practicality and order. It is the occasional eccentricity of yachting etiquette that both distinguishes the yachtsman and binds him to others who share his expertise.

### GENERAL PROTOCOL

**12.1 Order of precedence.** Members are elected or appointed to offices normally on their ability and willingness to perform a service to the organization. To afford clear lines of authority, ranks are attached to most offices and members are

authorized to wear insignia of rank on their uniforms. The order of seniority for ranks and positions within USPS is as follows:

- 1) Chief commander;
- 2) Vice commanders;

- 3) Rear and district commanders;
- 4) Staff commanders;
- 5) Members of national general committees (Rules, Nominations);
- 6) Other members of the Governing Board, viz. general and emeritus members, squadron commanders, past chief commanders and past vice commanders who have served two full terms in that rank;
- 7) Aides to the chief commander, including the national chaplain and flag lieutenant;
- 8) Members of standing committees of the Governing Board;
- 9) District lieutenant commanders;
- 10) District first lieutenants;
- 11) District lieutenants and aides, including chaplains and flag lieutenants;
- 12) Lieutenant commanders;
- 13) First lieutenants;
- 14) Lieutenants and aides.

It should be noted that except for past chief commanders, past officers hold no rank or seniority beyond that inuring from some currently active position. Among themselves, recognized past officers may be ranked according to their former position.

**12.2 Senior officer.** At bridge level (squadron, district or national), command flows from the commander to the executive officer to the administrative officer. The educational officer holds a staff (administrative) rather than line (command) position.

At the squadron level, the squadron commander is senior to the chief commander. The chief commander is next in seniority, and the district commander is third.

At a district function, the district commander is senior to the chief commander. Other national officers and district commanders of other districts, if not attending as official “featured guests”, need not be accorded placement superior to the bridge officers of the sponsoring entity.

At squadron events, the commander's flag is flown when he is present regardless of other offi-

cers on the premises. At an official rendezvous, it is proper for a member of any rank to fly a courtesy commander flag when the sponsoring unit's commander is on board. On a vessel, the individual in command of the vessel is the ranking officer.

**12.3 Head table arrangement.** In arranging seating at a head table, use the following guide:

- 1) Master of ceremonies;
- 2) Commander (presiding officer);
- 3) Featured guest(s);
- 4) Chief commander (at a district or squadron function);
- 5) District commander (at a squadron function);
- 6) Other bridge officers of sponsoring entity: executive officer, educational officer, administrative officer, secretary and treasurer.

The master of ceremonies (or presiding officer, if there is no emcee) is seated at the center of the head table or just to the right of the podium. Others are seated to the right and left, alternately. Seating seniority of secretaries and treasurers is determined by the date of their election to the position, by their presumed bridge advancement or, failing those tests, at the direction of the commander. This arrangement should prevail at formal meetings and at squadron meetings where there are normally only those noted in items 2 and 6 above. [See Chapter 11].

The term “featured guest” is assumed to include a program speaker, an immediately retired commander or commander-elect at a change of watch, the representative of the chief commander at a district conference. It does not necessarily include “honored” guests, such as a mayor, who have no key role in the affair. They should be accommodated in the audience with such formality as befits their status.

At a change-of-watch banquet, it may not be convenient for the head table to be totally reorganized after the installation ceremony. In these cases, all newly-elected and retiring officers should be accommodated, with initial seating arranged according to seniority in the retiring administration.



When there is insufficient room at a head table to accommodate all officials, lower-level officers may be seated at special nearby tables, perhaps with those “honored” guests referred to above.

**12.4 Forms of address.** Anyone who is or has ever been a commander (chief, vice, rear, district, staff or squadron) should be introduced formally by such rank, adding “past” if appropriate, then addressed conversationally as “Commander”. Lieutenant commanders, district or squadron, while holding those ranks, are also addressed as “Commander”; first lieutenants and lieutenants (district or squadron) as “Lieutenant.” When a member holds an active rank superior to a past rank, the active rank should be used. In cases where a member holds two active ranks, the senior should be used in all situations.

In the case of a past squadron commander who is presently a district committee chair, he will most likely be addressed as D/Lt in district circles, but his squadron may prefer P/C. Either is correct in either situation.

An officer (other than past chief commander) who holds a current rank lower than a prior rank, such as a former squadron treasurer (lieutenant commander) who is now a local committee chair (lieutenant), should be referred to by his/her *active* rank within the context of his/her current capacity. For officers holding multiple ranked positions at various levels, using their *highest active* rank is always correct. When no ranked position is currently held, the highest recognized past rank achieved may of course be used. These situations include being introduced at a national meeting and in directories.

**12.5 Unofficial visiting officers.** Seniority of the multi-functional officer is controlled by

circumstances. In an unstructured environment, a member's senior active rank prevails. But at a squadron or district function, members participating in their local capacities are seated and act accordingly, irrespective of positions at other levels.

**12.6 Protocol aide.** Every squadron is encouraged to have a “protocol aide” or flag and etiquette officer, appointed by the commander to advise him and others regarding proper protocol. A working familiarity with the *Operations Manual* is essential. The protocol aide enjoys the respect of his peers, holds a firm belief that yachting and USPS customs are a gratifying part of membership and has the ability to coach members on these matters. Specifically he should:

A) Encourage and counsel on the proper display of flags, afloat and ashore, and the correct wearing of uniforms;

B) Be available to answer questions and provide information on all matters of protocol;

C) Be capable and willing to lecture in the operations training program;

D) Remain currently informed through communication with the Heritage and Protocol Committee.

**12.7 Formations.** In these informal days, it is rare that we encounter formal official situations. In such instances, however, whenever members of unequal rank proceed abreast in an official capacity or formation, junior officers place themselves to the left of their seniors. To this end, juniors enter the right side of vehicles first and leave last, so that their correct position is maintained. Formally, all but crew embark and disembark on the starboard side of a vessel, junior officers boarding first and leaving last. This assumes that the vessel is moored starboard side to the pier or dock.

## USPS FLAG CODE

**12.8 USPS flag code.** *Flags are signals.* Each flag and signal conveys to others something specific about a vessel or its personnel, whether it be nationality, club affiliation, maneuvering situation, office held or any number of other things.

Each flag has a specific location from which it is flown and a specific time for flying. While these customs can occasionally appear involved, their observance is the hallmark of the yachtsman.

Although there are many locations to place the various categories of flags that might be flown, a logical pattern is followed. This is true for both an “order of precedence” and for a sequence of “points of display.” Simply stated, the order of preference begins with one’s national flag and devolves through an officer flag or private signal on down to miscellaneous signals. “Points of display” relates to the order of importance of the various positions from which one might fly a flag. Obviously, the flag highest in order of precedence should be flown from the point at which it is awarded the greatest honor.

**12.9 Points of display.** There is an “order” of the points of display. In descending order, they are as follows:

- Gaff (on vessel or shore)
- Flagstaff at the stern
- Bow staff
- Spreaders/yardarms (starboard superior to port)
- Truck of the mast (masthead)

The national ensign is only worn from the peak of the gaff while underway. When not underway, it should be worn from the flagstaff at the boat’s stern.

**12.10 The United States ensign.** The official national and merchant flag of the United States is the fifty-star American flag. All United States vessels, whether commercial, governmental or pleasure, whether large or small, are entitled to fly this “ensign” when the vessel is in commission. It is generally flown from the flag staff at the stern, with two optional alternatives when underway: Where the craft has a gaff-rigged mast (after-most mast in the case of a multi-masted vessel), the United States ensign may be flown at the peak of the gaff; or, in the case of a Marconi-rigged sailboat, the ensign may be flown two-thirds the way up the leech of the aftermost sail. On boats

with an outboard motor or an overhanging boom which prevents the flag staff from being amidships, the flag staff may be offset to starboard (preferably) from the boat’s centerline.

The United States ensign, or any authorized substitute such as the yacht ensign, is flown only between 0800 and sunset, except when entering or leaving port.

**12.11 The United States yacht ensign.** The United States yacht ensign features a blue canton having 13 white stars and a fouled anchor. It was originally devised as a signal to identify documented yachts to relieve them of certain customs formalities. With changes in customs laws, it is no longer needed for that purpose and has evolved into a yacht ensign.

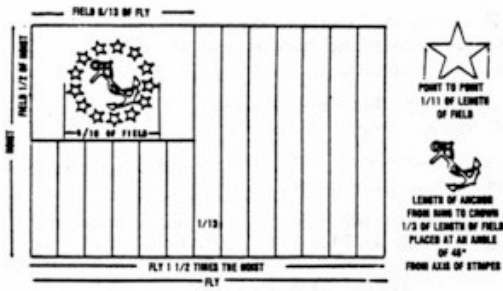
Some boaters like to fly the yacht ensign instead of the national ensign because they think it is “yachty”; however, the preferred flag is the 50-star national ensign, especially since the yacht ensign must never be flown in international or foreign waters since it has no standing as a national ensign. Its use is limited to recreational boats of any type or size, whether or not documented, in domestic waters.

When the United States yacht ensign is flown instead of the United States national ensign, the boat should wear it in the same place that the national ensign would otherwise be worn.

**12.12 The USPS ensign.** After spearheading the founding of USPS, P/C/Cs Roger Upton and Charles Chapman designed a distinctive flag for the organization. Commander Upton filed for patent on the design in 1914, and it was officially adopted by USPS in 1915. Early on, the USPS ensign<sup>1</sup> assumed much the same dignity as the yacht ensign and was flown in place of the United States ensign while in domestic waters.

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1) The term *ensign* historically describes a national flag in maritime use but has been adopted also to describe the flags of naval services and nationwide maritime organizations.



The USPS ensign may be flown only when the vessel is under direct command of a USPS member.

The preferred place to wear the USPS ensign is on the lowest starboard spreader halyard of the foremost mast (main mast for schooners), reserving the flag staff (or gaff or leech) for the national flag. When flown from the flag staff, gaff or leech, as a substitute for the United States flag, the USPS ensign is displayed only from 0800 till sunset. The USPS ensign is never flown in place of the United States ensign in foreign waters.

The design and physical specifications of the USPS ensign are as shown in the *Operations Manual* and as described in USPS Bylaws. Note that the canton of the flag extends over six stripes, the first full stripe being blue. In black-and-white representations of the ensign effort should be made to distinguish between the red canton and the adjacent blue stripe by a fine white line.

Since it was designed to be flown in place of the United States ensign while in domestic waters, the material colors for the USPS ensign follow the federal specifications of the United States ensign,

DDD-F-416E. It specifies the colors by reference to “Standard Color Cards of America” maintained by the Color Association of the United States, Inc. These are:

- Cable # 70180, Old Glory Red
- Cable # 70001, White
- Cable # 70075, Old Glory Blue

Various color parameters for the flag are listed in the table at the bottom of the page. Please note that white is not considered to be a color since it is the presence of all colors.

**12.13 USPS ceremonial pennant.** A special ceremonial pennant, in the form of a tapered, swallow-tail USPS ensign, is used only under direction of the chief commander. The flag is employed in situations such as presentations to heads of state.

**12.14 Squadron burgee.** Nearly all squadrons of USPS, similar to yacht clubs everywhere, have designed burgees to enable their members to identify themselves with their squadron. Normally, these are triangular pennants with the hoist two-thirds the fly. Designs are simple and bold so as to be distinguishable at a distance and should be such that the pattern reads correctly on both sides.

Squadron burgees are flown from the bow staff of power vessels so equipped and from the foremost masthead of sailing vessels and masted power vessels without bow staff. They are flown in lieu of any other club burgee and only when the vessel is in command of a member of the squadron.

Squadron burgees must be approved by the national secretary (who has been delegated that

| NAME           | CABLE # | PANTONE® | RGB           | HEX     | CMYK            |
|----------------|---------|----------|---------------|---------|-----------------|
| Old Glory Red  | 70180   | 193 C    | 191, 13, 62   | #BF0D3E | 2, 99, 62, 11   |
| White          | 70001   |          | 255, 255, 255 | #FFFFFF | 0, 0, 0, 0      |
| Old Glory Blue | 70075   | 282 C    | 4, 30, 66     | #041E42 | 100, 90, 13, 68 |
| Gold           |         | 123 U    | 255, 172, 42  | #FFAC2A | 0, 33, 84, 0    |
| Platinum       |         | 442 U    | 172, 182, 182 | #ACB6B6 | 31, 12, 19, 3   |

responsibility by the Governing Board) upon recommendation by the Heritage and Protocol Committee (HAPCom). This committee, in turn, requires the approval of the squadron and the squadron's district. [See 12.16] The color parameters are listed in the table on page 12-5. If the new or modified burgee is in recognition of a 50th or 75th anniversary. New squadrons and squadrons desiring to modify their design should make introductory inquiry of the assistant chair of the HAPCom to ascertain whether their proposed burgee meets fundamental technical requirements and general USPS guidelines. Following that, except for anniversary burgees, the squadron must garner approval from its district council. A formal petition may then be made to the assistant chair of the HAPCom and must include:

A) For new burgees or those with changes in heraldry, certification from the squadron and district commanders (or secretaries) acknowledging approval at those levels, with dates. (HAPCom does not require indication of approval by the squadron membership or district conference);

B) A brief discussion of the significance of the design (its heraldry); and

C) Either a digital image of the design, with accurate portrayal of its colors, measuring approximately 7 to 10 inches on the fly, or a picture of similar size that can be scanned into such an image. Transmission of either of these may be by any appropriate method. Should this be difficult or impossible, the squadron should consult the assistant chairman of HAPCom, who will work to achieve a satisfactory result. A HAPCom member will edit the depiction as required to render a suitable copy for projection at a Governing Board and inclusion on the HAPCom web page.

HAPCom will take the proposed design under advisement and will endeavor to work with the proposing squadron if it deems the design defective. Ultimately, it will report its assessment and recommendation to the national secretary. Although not an absolute requirement, new burgees are customarily presented for review at each Governing Board and the secretary's approval occurs at that time.

In addition to design criteria noted above, a squadron burgee should not contain a spelled

name. Its motif should be based on the squadron's name, some local geographic or historic feature or in some other way reflect the squadron's area of operation. Color combinations should be selected from the standard basic colors: red, orange, yellow, green, blue, white and black. Intricate designs and a multitude of colors should be avoided from the standpoint of costs of manufacturing and reproduction on printed matter. A proposed burgee must not conflict with any other burgee of a United States or Canadian squadron or with a burgee or private signal already recorded in a recognized reference work such as the former *Lloyd's Register of American Yachts*. Further, it should be remembered that arranging for manufacturing and supply of burgees is the sole responsibility of the individual squadron.

The squadron is to provide an example of its newly approved burgee to HAPCom for review and then provide it to the exhibits committee for display at subsequent annual meetings. If previous versions exist, they will be returned to the squadron on request.

When a squadron dissolves, merges or consolidates, its burgee is deemed to be retired unless through merger or consolidation the design is adopted by the surviving unit. HAPCom is to be consulted in the latter event.

**12.15 District flag.** A district may adopt a distinctive flag to identify itself and its squadrons. The flag must be rectangular and must prominently display the district number. Examples are Arabic numerals with or without being preceded by "D/", Roman numerals or an array of symbols of an appropriate number. The latter is feasible with lower numbered districts but not realistic with higher numbers.

A district flag is an "association flag", not a club burgee, and is not to be worn without a squadron burgee from that district. As an association flag, it is worn on a spreader halyard and is inferior to the burgee, whether on a separate halyard or multiple hoisted. The procedure for obtaining approval of a district flag is the same as for a squadron burgee.

**12.16 Anniversary burgee or flag.** Squadrons or districts which have attained their fiftieth or seventy-fifth anniversaries may embellish their burgee or flag with a border of gold or platinum, respectively. The border consists of a band (gold or platinum) measuring 1/24<sup>th</sup> of the hoist in width and extending along the outer sides of the burgee or flag, i.e., not on the hoist. The band must not obscure any existing elements of the design which then would constitute a change in its heraldry. It is suggested that HAPCom be contacted if such is the case. The procedure for obtaining approval is the same as the first steps of approval for ordinary burgees or flags; however, the assistant chair of HAPCom is authorized to approve such changes.

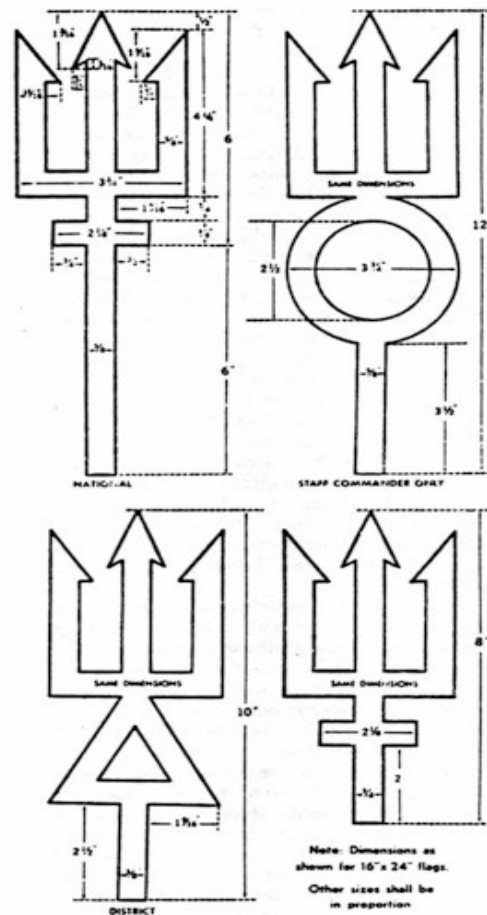
**12.17 Officer flags.** Like officers of most yacht clubs, USPS officers are accorded the privilege of flying officer flags. Moreover, USPS goes somewhat beyond yacht club practice in authorizing distinctive flags, not only for the customary elected officers but also for appointed lieutenants and a variety of past officers.

The privilege of flying an officer flag (not “officer’s flag” - that’s any flag belonging to an officer) should not be confused with the term “flag officer”. That term is applied only to incumbent *elected* officers. In USPS they are the only ones entitled to fly a *rectangular* flag. Other officers, lieutenants, aides, fleet captains, fly tapered swallow-tail flags. Note, too, that a member of a squadron executive committee, district council, USPS Governing Board or general committee at any level, although elected, does not enjoy individual authority in that capacity and is not considered an “officer.”

Generally, an officer flag embodies the same officer insigne worn on the sleeve of the uniform. Field colors reflect the seniority of the officer within each of the three levels of USPS: blue for commander, red for vice or lieutenant commander and white for first lieutenant, rear commander or staff commander.<sup>1</sup> On blue and red flags, tridents are white; on white flags, tridents are blue for elected officers and red for appointed.

USPS officer flags are flown on board from the masthead (aftermost masthead for multi-masted vessels). If a vessel has no mast, the flag may be flown from a radio antenna at the same height as if from a signal mast. Inasmuch as USPS officer flags are unique designs, not the generic “commodore”-style flags employed by many clubs, it is improper to fly a USPS officer flag while flying the burgee of another organization.

It is a respectful courtesy that whenever a flag officer visits the vessel of a lower-ranking member, the former’s officer flag is displayed from the bow staff in lieu of the burgee or the forestay while he is on board. It never replaces the flag of the officer in command of the vessel. Apart from that, only one officer flag may be flown at any given time.



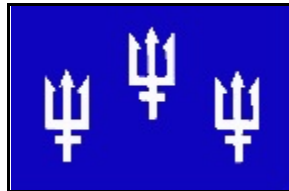
1) Canadian Power and Sail Squadrons field color denotes organization level: white for squadron, red for district and blue for national.

Flags for officers are as set forth below. Where specifications call for tridents, these are to be in the proportions as designated. A long-staffed trident is three-quarters of the hoist of the flag in length, an intermediate-staffed trident is five-eighths the hoist and a short-staffed trident is one-half the hoist. A “delta-trident” is an intermediate-staffed trident with a Greek delta superimposed in lieu of the normal crossbar.

**12.18 Squadron officers**

- **Commanders**

display a blue rectangular flag with three vertical white short-staffed tridents, arranged



centrally at the corners of an imaginary isosceles triangle whose base is one-half the fly of the flag and whose altitude is one-quarter of the base.

- **Lieutenant commanders**

display a red flag with two white short-staffed tridents, placed vertically and centrally, with the distance between centers of the shafts of the tridents equal to one-third the fly of the flag.



- **First lieutenants**

display a white rectangular flag with one blue short-staffed trident placed vertically and centrally.



- **Lieutenants and aides to the commander**

display a white tapered swallowtail flag with one red short-staffed trident placed vertically and centrally.



- **Flag lieutenants**

display a white tapered swallowtail flag on which is depicted a red speaking trumpet,



mouthpiece upward, of a length five-eighths the hoist, placed vertically and centrally.

- **Fleet captains**

display a white tapered swallowtail flag on which is depicted a red fouled anchor of a length five-eighths the hoist, placed centrally and vertically, ring upward.



- **Port captains**

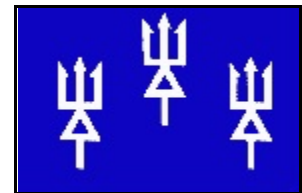
display a white tapered swallowtail flag on which is depicted a red lighthouse, of a length five-eighths the hoist, placed centrally.



**12.19 District officers**

- **District commanders**

display a blue rectangular flag with three vertical white delta tridents arranged centrally at the corners of an imaginary isosceles triangle whose base is one-half the fly of the flag and whose altitude is one-quarter of the base.



- **District lieutenant commanders**

display a red rectangular flag with two white delta tridents placed vertically and centrally, with the distance between centers of the shafts of the tridents equal to one-third the fly of the flag.



- **District first lieutenants**

display a white rectangular flag with one blue delta trident, placed vertically and centrally.



- **District lieutenants** display a white tapered swallowtail flag with one red short-staffed trident placed vertically and centrally



- **District flag lieutenants** display a white tapered swallowtail flag on which are depicted two crossed red speaking trumpets of a length five-eighths of the hoist, placed centrally with mouthpieces upward and the center lines of the trumpets at an angle of 45° to the vertical.



- **District chaplains and aides to the district commander** display a white tapered swallow-tail flag on which is depicted a red binocular with eyepieces upward, of a height one-half the hoist, placed vertically and centrally.



**12.20 National officers**

- The **chief commander** displays a blue rectangular flag with three crossed long-staffed white tridents placed centrally, with the middle trident vertical and the shafts of adjacent tridents intersecting at an angle of 45°, one-third the distance from their base.

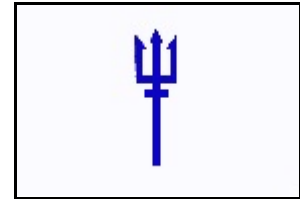


- **Vice commanders** display a red rectangular flag with two crossed long-staffed white tridents, placed centrally, with the shafts of the tridents



intersecting at a right angle, fifteen thirty-seconds the distance from their base.

- **Rear commanders** display a white rectangular flag with one long-staffed blue trident placed vertically and centrally.



- **Staff commanders** display a white rectangular flag with one long-staffed blue trident placed vertically and centrally. In place of the trident's normal cross-bar is a circle, tangent to the base of the spearhead, with outside diameter equal to the width of the trident.



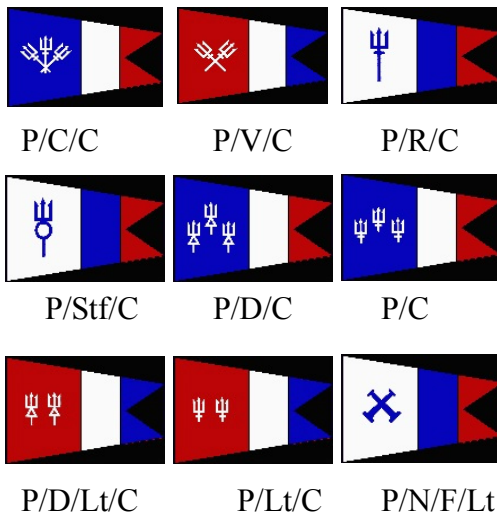
- The **national flag lieutenant** displays a white tapered swallowtail flag on which are depicted two crossed blue speaking trumpets of length three-quarters of the hoist, placed centrally with mouthpieces upward and the center lines of the trumpets at an angle of 45° to the vertical.



- The **national chaplain and aides to the chief commander** display a white tapered swallowtail flag on which is depicted a blue binocular, eyepieces upward, of a height one-half the hoist, placed vertically and centrally.



**12.21 Past-officer flags.** Past-officer flags are authorized to be flown during active membership by those who are entitled to wear a past-officer insignie on their uniforms.



These flags are tapered swallowtail pennants having a fly one and one-half times the hoist. A main field adjacent to the hoist, with a width of one-half the fly, is opposed by two vertical bands, each measuring one-quarter the fly. The trident insigne for the respective former office is placed centrally in the main field, in a color and on a field color corresponding with the flag of the former rank. The color of the adjoining band is white where the main field is blue or red, and blue where the main field is white. The color of the outer band is red where the main field is blue or white, and blue where the main field is red.

On these flags, long-staffed tridents are seven-sixteenths the length of the hoist, intermediate-staffed tridents are eleven thirty-seconds the length of the hoist and short-staffed tridents are nine thirty-seconds the length of the hoist.

**12.22 Officer-in-charge pennant.** At an official USPS gathering, the officer in charge of the event may display on his vessel, above his usual officer flag, a triangular officer-in-charge pennant of blue material whose hoist is one-half the hoist of the accompanying officer flag and whose fly is six times its own hoist.

The officer in charge is commonly not the commander but a rendezvous chair, fleet



captain, or other official charged with organizing the event, although the commander may be present and would be the ranking officer.

**12.23 Cruise pennant.** The original USPS identifying pennant, flown by Roger Upton and other early members above their yacht club burgee before USPS ensign was designed, was reconstituted as a cruise pennant for *Excitement* '85, the first modern-day national rendezvous and cruise, out of Baltimore. It was subsequently approved for use by USPS members while participating in any organized on-the-water activity such as a cruise, rendezvous or marine parade.

The pennant is the same 6-to-1 size and shape as the officer-in-charge pennant. The flag is composed of red, white and blue sections in proportions of 10:11:15, respectively from the hoist outward.



A white, 5-pointed star whose diameter is two-thirds the pennant's hoist is centered on the red portion of the pennant. The pennant may be flown day and night from the highest practical position for best visibility, whether on an antenna or forward starboard spreader halyard. When flown in conjunction with USPS ensign, it is to be flown above the ensign.

**12.24 Private signals.** Many individual yachtsmen or their families have adopted a distinguishing personal flag known as a private signal or house flag. Tradition holds that this flag occupy the same position as an officer flag on masted vessels or it may be flown from the bow staff of a mastless power boat. A private signal and officer flag are not both to be flown at the same time. Private signals are normally swallowtail shape and many can be found illustrated in reference works such as the former *Lloyd's Register of American Yachts*.

**12.25 Courtesy flags.** It is customary, in some areas virtually mandatory, for yachts visiting foreign waters to display the civil ensign of the country visited. Mastless vessels fly this "courtesy flag" at the bow staff in lieu of a squadron or yacht club burgee, others at the outboard signal halyard



of the foremost starboard spreader (main starboard spreader in the case of schooners). In the latter case, the USPS ensign, normally flown there, is moved to the inboard starboard halyard or, if none, to the port spreader halyard.

A foreign ensign is also often flown when a vessel is visited by a distinguished foreign guest. In this case, the foreign ensign is displayed from the bow staff or forestay, similar to a courtesy officer flag.

Do not fly a foreign courtesy flag after you have returned to United States waters. It is not to be used as a badge of accomplishment for having cruised to another country.

**12.26 Union Jack.** The United States union jack is a flag made up entirely of the canton from the American flag.<sup>1</sup> It is flown mostly by government vessels and rarely on yachts, as it is displayed only on vessels with more than one mast and is flown on a jack staff, a staff rising vertically from the deck at the boat's peak. It is flown only on Sundays, holidays and when dressing ship, and when not underway.

**12.27 Coast Guard Auxiliary flags.** The United States Coast Guard Auxiliary *blue* ensign may be worn on a boat that has been approved as a current "facility" by the USCGAux. By mutual agreement, the USPS ensign and USCGAux (blue) ensign may be flown simultaneously by those who are members of both organizations. If a member meets that requirement, he may fly the USPS ensign on the starboard spreader, but never in lieu of the national ensign. The current "facility" must wear the national ensign whenever the auxiliary ensign is worn. During the time that the USPS ensign is displayed in lieu of the national ensign, the boat may not wear the auxiliary ensign.

**12.28 Association flags.** Flags of associations, e.g., a cruising club or a USPS district, are generally rectangular and may be worn on a spreader halyard. Many flags or signals are flown from the spreader halyards but usually only one

should be worn on each halyard. If the boat is rigged with one starboard halyard and one port halyard, fly the signal of superior dignity on the starboard side and signal of lesser dignity on the port side. If there is more than one halyard on each side of the boat, fly the superior signal from the outboard starboard halyard, with other signals to its left, in order of decreasing dignity. They may be balanced, insofar as possible, starboard and port.

**12.29 Miscellaneous flags: regatta.** The traditional large blue flag with red or white RC is generally required to be flown by yachts while engaged in race or predicted log committee activities. The flag is often out-sized for visibility and is permitted to be flown from a conspicuous place such as a radio antenna while the vessel is engaged in official committee activities.

**12.30 Diver-down flag.** When a boat is engaged in diving operations, prominently display the internationally recognized *dive flag*, a red flag with a diagonal white stripe. Most states and provincial jurisdictions provide that, when this flag is displayed, divers must stay within certain radius of the boat (typically 1000 feet) and other boats may not intrude into that area. If divers venture beyond that radius, they should take a buoy displaying the diver down flag with them. Display the diver-down flag only when divers are in the water. Do not fly it routinely as the hallmark of a dive boat.

**12.31 Restricted in ability to maneuver due to diving.** Whenever a small vessel is restricted in her ability to maneuver due to underwater operations, (such as dredging or diving), and cannot display the lights and shapes prescribed in Rule 27(d), Rule 27(e)(ii) provides that she is to display rigid replica not less than one meter (about 40 inches) high of International Code flag *A* (alpha), a swallowtail flag with the half nearest the hoist white and the outer half blue. This is not to be confused with the "diver down" flag as described above. The vessel thereby gains a special privilege under the rules and may not be impeded by ordinary vessels not entitled to a higher class of privilege. This flag is only for vessels and is not

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1) The British refer to their state (civil national) flag also as the union jack.

carried on buoys, as the diver-down flag. At night, three vertically-arranged, all-round lights, red over white over red, invoke the same privilege as the flag. In lieu of an actual flag, small craft may display a rigid replica not less than 1 meter high.

**12.32 Skier Flag.** Some state laws require that vessels towing person(s) on water skis or similar devices carry and use a bright red or brilliant orange “skier-down” flag, at least 12 x 12 inches in size and mounted on a pole at least 24 inches long, whenever the towed person(s) is preparing to ski or has fallen into the water. This is usually a hand carried flag as it is seldom exhibited long enough to warrant positioning on a signal halyard. It would be wise to check the state law concerning towing persons on water skies before doing so in that state.

**12.33 Speed trial.** The International Code of Signals (publication HO-102) provides that the flag combination SM may be hoisted whenever a vessel is undergoing speed trials. Accordingly, it is proper to fly this signal whenever one is engaged in running a measured mile or even while participating in a predicted log contest. With only slight license, one might also extend usage to periods when swinging ship. However, it must be remembered that display of this signal in no way absolves the vessel from her duty to observe all rules of the road, regardless of the consequences to the “speed trial” itself.

**12.34 Quarantine.** International Code flag Q is used when entering a foreign port (except Canada and a few others) to indicate to customs officials that clearance (pratique) is requested.

**12.35 Tender.** International Code flag T, frequently together with a sound signal, is used in many yacht club harbors to request transportation to shore by club launch.

**12.36 Owner absent.** A rectangular blue flag, often somewhat diminutive in size, signifies that the owner is absent. It is flown from the starboard spreader. At night, a blue light on the starboard spreader also is used for this purpose.

**12.37 Guest.** The guest flag, a blue rectangle with white diagonal stripe, is flown from the

starboard spreader to indicate that the vessel is occupied by and in the charge of guests or charterers. It is appropriate that the guest operator fly all the flags to which he would normally be entitled were it his boat, except that the national flag of the vessel is retained.

**12.38 Man overboard.** International Code flag O (Oscar) is recognized to mean someone has fallen overboard. It should be flown conspicuously until the person is retrieved or efforts are abandoned. The flag is also flown from buoys used to mark the location of the incident as an aid to recovery.

**12.39 Gag flags.** Yachting may not be as stuffy as it once was, but gag flags, such as those depicting martini glasses (happy hour), bunnies (owner sleeping), battle axes (mother-in-law aboard) and the like are viewed as unbecoming of any USPS member.

**12.40 When flags are flown.** In the past, all flags, except a flag officer flag, were to be flown only from 0800 until sunset. In order to afford greater identity, the New York Yacht Club, once the acknowledged guardian of American yachting etiquette, decided in the mid-seventies that only the national flag (or yacht ensign) need be taken in at dusk. USPS acceded to the change shortly thereafter. USPS ensign, when flown in lieu of the United States ensign, is to be brought in at sundown. The ability to show one's colors at night has obvious merit, as today's brightly lighted marinas place boats in a position to be seen throughout the evening hours, and they need no longer stand incognito.

For yachts grouped together at a rendezvous or other function, the exact time for colors is taken from the senior officer present. The ceremony may be signaled by a starting gun or blast of a whistle or horn. Yachts that will be unmanned at sunset should make evening colors beforehand.

As noted earlier, the United States or yacht ensign should be displayed even at night when entering or leaving port. When anchored or otherwise moored upon entering, or when well out

of the harbor upon leaving, the flag should be secured if between sunset and 0800.

It is common practice that when engaged in racing all flags be secured except perhaps for a signal flag denoting the yacht's class and, if appropriate, a protest flag. At least the national flag should be restored to view as quickly after the race as is permitted by the race committee. Even committee boats are often required to remove unnecessary flags when on duty, avoiding confusion by contestants who must take their instructions from signal flags. Nevertheless, there should be no confusion as to the significance of a United States ensign at the stern, and taking in this flag by a committee boat is neither necessary nor appropriate. See "Quick Guide to Shipboard Display" on page 12.20.

**12.41 Alternative display locations.** The traditional locations for wearing flags are outlined. However, many vessels, because of their size or construction, cannot accommodate these provisions. Accordingly, when preferred positions for the squadron burgee and officer flag are not available, these flags may be worn along with USPS ensign from spreader halyards, multiple hoisted where necessary, provided that the proper order of precedence is observed. USPS ensign is the senior flag, followed by a squadron burgee and officer flag, in that order. The officer-in-charge pennant may be placed above the officer flag when appropriate and USPS cruise pennant may be placed above USPS ensign when engaged in organized on-the-water squadron activities. When neither the preferred location nor a spreader halyard is available, a radio antenna may be used. Never fly any other flag on the same halyard, or on a halyard to starboard of, a courtesy flag.

**12.42 Multiple hoisting.** Apart from the above provisions and the few exceptions specifically noted elsewhere, no more than one flag may be flown from a single halyard. In cases where multiple hoisting is permitted, it will be observed that never is more than one flag of the same type or equal stature flown from the same halyard.

**12.43 Dressing ship.** Dressing ship is a custom long used to add a festive air to a vessel or a fleet.

It consists of bending together a long string of International Code flags and hoisting them so as to run from the forward waterline to the truck(s) of the mast(s) and back to the waterline aft. Boats without masts commonly use a radio antenna to give height to the array.

A vessel should be dressed only from 0800 to sunset, when not underway, although this custom is occasionally set aside by ships on their maiden or final voyage, boats participating in marine parades and in other unique situations. When underway, flags should end at the deck line rather than reaching to the water. A sequence offering well-dispersed color and shape is as follows:

AB2UJ1KE3GH6IV5FL4DM7  
PO<sub>r3</sub>RN<sub>r1</sub>ST0CX9WQ8ZY<sub>r2</sub>

where  $r_1$ ,  $r_2$  and  $r_3$  indicate first, second and third repeaters and 0 (zero) is distinguished from O (Oscar). The answering pennant is the only standard flag not used.

**12.44 Half-masting.** A flag is flown at half mast or half staff out of respect for the deceased. Although no statute prescribes half-masting by civilians, citizens generally follow the practice established for United States government buildings and ships.

The United States flag is flown at half staff only to reflect *national* or *state* mourning at the passing of honored citizens and high-level officials, as ordered by the President or a governor. The duration depends on the individual's position and varies from a matter of hours to up to 30 days, for a President, former President or President-elect. Further, on Memorial Day, the United States flag is displayed at half mast until 1220 corresponding to the final gun of a twenty-one minute-gun salute commencing at noon.

On a single-piece flag staff, at the stern of a vessel or as a "flag pole" ashore, the half-mast position for the United States flag is three-fourths the distance to the peak. For a staff with a yardarm, or with a yardarm and gaff, the half-mast position is where the flag is level with the yardarm. When

the United States flag is displayed at half mast, other flags, even a courtesy flag, remain two blocked (fully hoisted), on board or ashore.

On the death of a squadron member, the squadron's burgee may be flown at half mast. On a yacht-type mast half mast is even with the yardarm or spreader. The USPS ensign is half-staffed only under exceptional circumstances by direction of the chief commander.

When half-masting a flag, it should be two blocked smartly, then lowered ceremoniously to the half-mast position. Upon lowering, it first should be two-blocked, fully hoisted, and then lowered.

**12.45 Dipping the ensign.** Many countries recognize the practice of “dipping” their national ensign as a means of saluting between ships. It is performed by lowering the flag to the half-mast position until acknowledged by similar action by the beneficiary. By American naval custom, however, the United States flag is never dipped to initiate a salute, and is dipped in response only by government vessels.

USPS vessels flying the yacht or USPS ensign from the flag staff (or gaff or leech) may exchange salutes by dipping such flags. The USPS ensign flown from a spreader is not dipped.

**12.46 Flag precedence.** On a vessel or a flag hoist ashore the several points of flag display have a specific hierarchy. On a vessel, the flag staff, the peak of the aftermost gaff or the leech of a fore-and-aft sail enjoys the ultimate point of honor. Beneath those come the starboard spreader, bow staff and mast-head, generally in that order. The port spreader was long reserved for crew signals, principally a triangular red meal flag, but today it is used as an overflow position for flags that otherwise would fly from the starboard spreader.

Flags themselves have precedence over one another based largely on the stature of the organization or the position or activity they

represent. On a United States vessel, the United States or yacht ensign is subordinate to none.<sup>1</sup> Next comes the ensign of a foreign country - a courtesy flag. Following that come organizational flags (USPS ensign, yacht club burgee, squadron burgee), then flags of individuals (private signals, officer flags). Miscellaneous signals such as owner absent are accorded position at the spreaders to afford them visibility.

**12.47 Order of making colors.** In making morning colors, the United States or yacht ensign is raised first, followed by foreign ensigns (if any), the USPS ensign, a squadron or club burgee, an officer flag or private signal and, finally, other signals such as a guest flag. In making evening colors, flags are lowered in the reverse order. When the USPS ensign is flown in lieu of the United States ensign, it is raised first and lowered last.

**12.48 Flag size.** The United States or yacht ensign, or USPS ensign when flown in lieu of those, should be approximately one inch on the fly for each foot of overall length of the boat. Essentially all other flags (burgee, officer flag, private signal, courtesy flag, USPS ensign, et cetera) should be approximately one-half inch on the fly for each foot of the highest mast above the water on sail yachts and approximately five-eighths inch on the fly for each foot of overall length for motorboats. If the nominal size flag is not commercially available, the next larger available size should be selected.

In the case of a courtesy flag which has proportions different from those of accompanying flags (British Commonwealth flags, for example, are mostly 1:2), match its hoist to those of other flags being worn. Make every effort to fly correctly proportioned flags; many marine stores purvey improper versions.

**12.49 Flying flags ashore.** A flag hoist is a common and highly desirable institution at squadrons' headquarters and members' homes. The design affording the most points for display is one with a yardarm and gaff, with dual halyards port

1) Except on naval vessels, the church pennant or Jewish worship pennant may be flown above the United States flag when services are in progress.

and starboard. Nevertheless, even the simple “flag pole” is satisfactory if used correctly.

The gaff-rigged hoist is designed to imitate several flag points on a ship, and it is installed as if the “ship” were facing the intended viewer or the desired direction of display. That is, the gaff points “aft”, just as on a vessel, and for one standing at the base of the pole looking “forward”, the extremities of the yardarms are termed port (to the left) and starboard (right) as they would be on a ship.

As on board, the United States flag is flown from the gaff. The truck of the mast is reserved for the flag of the displaying entity, squadron burgee at a squadron building, private signal at a member's home, house flag at a business<sup>1</sup>.

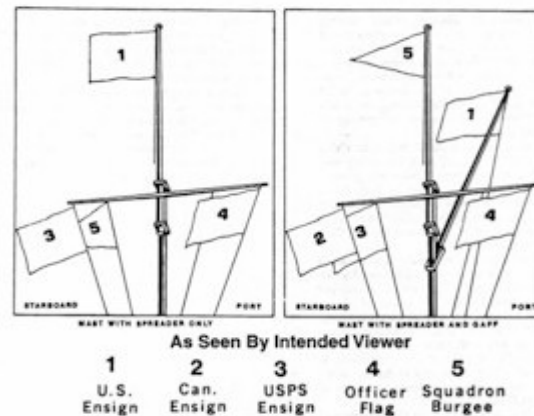
The two or four, or even more, halyards from the yardarms are available for other flags with descending hierarchy from the outboard starboard halyard to the outboard port halyard. When only two flags are to be flown on a mast with more than two yardarm halyards, the inboard halyards are not used. For example, a Canadian flag flies to starboard with the USPS ensign to port. At a member's home, the USPS ensign flies to starboard (but inboard of a foreign courtesy ensign) and an officer flag to port. At a squadron's headquarters, the flag of the ranking flag officer present is flown to port.

On flag hoists with a yardarm but without gaff, the masthead becomes the point of honor and the burgee or house flag flown there on gaff-rigged hoists merely takes its normal place in the flag hierarchy when determining where to display it.

On simple flag poles without yardarm or gaff, it is permissible to fly a second flag beneath the United States flag, but never another national flag.

In nearly every situation, and there are far too many combinations to be treated exhaustively here, common sense and a firm understanding of

precedence will lead one to an acceptable presentation.



When flown ashore, the United States flag may be displayed 24 hours but should be illuminated at night.

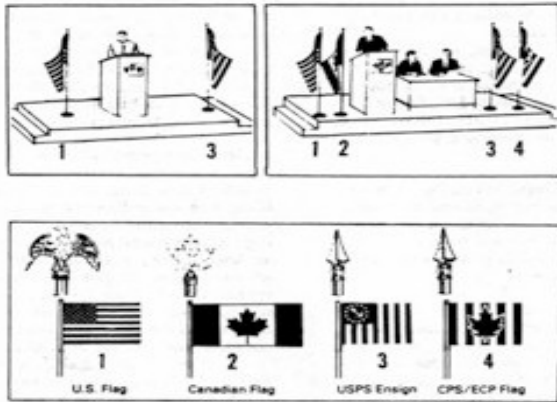
**12.50 Displaying flags indoors.** Squadrons and districts are encouraged to display flags at meetings, luncheons and other indoor activities where they will not be obtrusive; yet at all but large national meetings, such as Governing Board and annual membership meetings, the presentation of colors by marching color guards usually appears pompous and curiously out of character for a non-military organization. It is rarely performed satisfactorily by anyone other than those skilled in military close-order drill.

When displayed from staffs, flags should be at the head of the room or, if there is no head table or other determining feature, at the most logical arbitrary point in the room. So-called presentation flags, with gold fringing and tassels, should be used.

As a minimum, the United States flag and USPS ensign should be used, proportioned well for the particular presentation. Where foreign officials are present officially, their national flag(s) should be present (in alphabetical order of the countries'

1) Laymen occasionally question this, arguing that the United States flag should not fly lower than the flag at the truck. The “highest point” rule, which holds that the American flag should be uppermost, applies only to individual and certain masted flag staffs. Obviously, the flag staff on a vessel is not the highest point either.

names in the English language) and the flag of Canadian Power and Sail Squadrons should be displayed when CPS members are officially in attendance. Many border squadrons display the Canadian and CPS flags regularly at membership functions where CPS members are routinely welcome.



Arrangement of flags follows the regular hierarchy with the United States flag at the speaker's far right, whether or not on an elevated platform. Where there is no lectern or head table, the flags are arranged against the selected wall with the United States flag to its own right (the viewer's left). All other flags are displayed at the United States flag's own left (viewer's right) in descending precedence. The arrangement is generally divided on opposite sides of the head table, if any. In the most common situation, the audience would see the United States flag to the left of the head table with the Canadian flag just to the right of it. On the right of the head table would be the USPS ensign and, further to the right, the CPS flag or squadron burgee. Where a squadron burgee is used in this context, its dimensions, hoist and fly, should be approximately equal to those of the other flags.

Display of more than four flags, except where the display is in itself a feature of the event, is not recommended. Further, display of officer flags from floor staffs in conjunction with these arrangements is not approved; however, a miniature flag hoist, complete with yardarm and gaff, may be used with flags displayed as for out-of-doors. (The gaff will appear projecting away from the viewer.)

When displayed from a wall or suspended from overhead, the United States flag is hung in accordance with Public Law 94-344 as described in many texts. Where the USPS ensign is displayed in a similar fashion, alone, it is to be hung in a similar manner.

On some occasions, the United States flag, USPS ensign and a similarly sized squadron burgee are hung from walls or overhead. When on opposite walls, the superior flag will be at the front of the room or at the audience's left. When suspended overhead in the same plane, the inferior flag will be to the superior flag's own left with the latter nearer the front of the room or to the audience's left. The upper corners of the hoists will be toward the front or left. When suspended overhead in parallel planes the centers of both flags will be in the same plane 90° to the planes of the flags. The superior flag will be nearer the front of the room or to the audience's left and the upper corner of the hoist will be to the left or toward the front.

When two flags are displayed with crossed staffs, the superior flag is at its own right (viewer's left) with its staff closer to the viewer. Finials (top ornaments on staffs) have specific significance. In civilian usage the United States flag should be topped by a gold eagle while the Canadian flag should be topped with a gold maple leaf. Finials on the USPS ensign, squadron burgee and other lesser flags all should be a gold fancy spear (not a *fleur de lis* or army spear).

When a burgee is suspended vertically (point down) against a wall or backdrop, it may be hung with the obverse side out, to avoid showing reversed pattern or detail. In a horizontal array of burgees, as at district or national meetings, all should be hung in this way.

**12.51 Advancing and retiring the colors.** At national meetings it is customary to place and remove flags in a ceremonial ritual called advancing and retiring the colors. The Heritage and Protocol Committee has the responsibility for arranging this ceremony at national meetings. Similar ceremonies, if performed at all, are the responsibility of squadron liaison committee

(SLCom) or district liaison committee (DLCom) at squadron and district meetings; however, simply placing flags in their stands prior to the start of a meeting is recommended. Recitation of the Pledge of Allegiance is customary. Flag ceremonies are not appropriate at social affairs.

#### 12.52 Flags on the rostrum and head table.

The flag of the officer conducting a meeting should be displayed by securing it to the front of the rostrum. It may be hung horizontally or vertically and in both cases the upper corner of the hoist will be to the left.

Officer flags of honored guests may be displayed by draping them from the table in front of their places or by fastening them to the wall or curtain behind their places. They may be hung horizontally or vertically, as above. The flag of the officer in charge should still be displayed from the rostrum, except that if a rostrum is not used, his flag may be presented as for honored guests. Occasionally, flags of all officers at the head table are displayed at their places.



#### 12.53 USPS ensign on commercial property.

The USPS ensign may be flown outside a hotel or

other building when the chief commander is present officially or when a national, district or squadron function is being held at the site. However, routine display of the ensign at a commercial site owned or operated by a member is not authorized unless the property is also his residence or a marine facility.

**12.54 Displaying the USPS ensign in mourning.** When a member passes, the USPS ensign may be displayed in the funeral home and/or at the funeral at the request of the family. When displayed in company with the United States flag it should be to the viewer's right of the latter flag, as for all indoor displays.

The USPS ensign may be draped in mourning by using a black streamer. The width of the streamer should be about one twelfth (1/12) the hoist of the flag with which it is used and the length before tying about one and one half times the fly. With a 3' x 5' flag the width would be three inches and the length seven and a half feet.

Drape the USPS ensign by tying the mourning streamer at its center around the ferrule below the finial leaving two six-inch bows tied at the knot. The gold fringe cord and tassels may remain in place. The United States flag is not draped except by direction of the President.

## ETIQUETTE

**12.55 Saluting.** USPS is not a military organization. Still, certain naval traditions are observed by its members, just as they are in other yachting organizations. USPS members do not exchange salutes routinely among themselves, but salutes are rendered to national flags and anthems. Indoors and uncovered (no cap), members salute by holding the right hand over the left breast. Out-of-doors, the cap is not removed and the military hand salute is rendered. If uncovered out-of-doors, such as at a funeral, the breast salute should be rendered, holding the cap to the left shoulder.

It is appropriate for members to salute during presentation or retirement of the colors, the playing of the national anthem or recitation of the Pledge of

Allegiance. Out-of-doors, a salute should be rendered whenever a member is within hearing of the national anthem or Retreat or when the American flag passes by in procession. It is also traditional for those in uniform to salute in the direction of the United States ensign of a government vessel when boarding and leaving the ship.

Current or former military personnel may either use the breast salute or hand salute even if uncovered when rendering honors.

USPS members show respect to the flag and anthem of a friendly foreign country in the same way they show allegiance to their own. Citizens of

Canada and most other countries do not utilize a breast salute, but simply stand at attention.

If personally saluted for any reason, a member in uniform should return the courtesy with the military hand salute.

A member's vessel salutes, as in a fleet review, by her crew's standing at attention as the captain renders the hand salute. If appropriate, this may be supplemented by firing her cannon. The United States ensign is not dipped by a yacht.

**12.56 Wearing the cap.** The cap, while part of the uniform, is rarely worn in normal back and forth situations and should be considered as an option by all. When in uniform at a formal occasion, the cap should, when practical, be worn out-of-doors, with rain cover if appropriate. It should be removed indoors and preferably carried under the left arm. Members of a color guard wear caps indoors while in formation.

**12.57 Uniform decorum.** All elements of the uniform should be properly maintained. Gold bullion insignia should be replaced when tarnished, especially when older insignia can be readily distinguished from more recent additions, such as merit marks and higher grades. The uniform jacket, when worn, should be kept completely buttoned except in private. Needless to say, shoes should be kept at least unsoiled, if not well shined.

**12.58 Etiquette on board.** When visiting another's boat it is an inviolable custom to ask permission to board. One should not enter a boat unannounced any more than he would enter another's home without knocking. "Permission to come aboard?" is routinely heard throughout yachting circles among even the closest of friends and implies no specter of stuffiness whatsoever.

Only soft-soled, non-scuff, non-skid shoes should be worn on board, both for safety and for protection of the decks. Guests who present themselves in hard-soled shoes or high heels may be courteously asked to remove them; but be mindful that stocking feet, while harmless to the deck, may not afford any surer footing than the shoes that were removed.

It goes without saying that "the captain's word is law", figuratively if not always literally. When in command of his vessel, the skipper is legally responsible for the safety of all on board; thus his directions must be assiduously followed. It is well to anticipate his needs, but guests and crew must never act without specific instructions. For instance, never cast off a line until told to do so; don't even swab the deck unless that's your job or you've asked first!

A member's boat, whatever the size, should be kept ship-shape. Space is at a premium on board and there is seldom room for clutter. When lines are taken in, they should be either stowed in their proper place or laid out temporarily to dry. Fenders should be removed and stowed immediately after their usefulness ends. All items of gear, whether for navigation or convenience, should be returned to their proper location after use so that they not only will be out of the way but also will be where the next person expects to find them in a hurry.

**12.59 Responsibilities of the skipper.** While the guests and crew have a responsibility to follow directions of the skipper, he or she, in turn, has an obligation to manage his vessel wisely. He must be alert to all that is happening both on board and around him, and he must anticipate the results of his and everyone else's actions. The skipper cannot ignore his responsibilities, thus he should be temperate in his drinking habits, even after the boat is moored. A member who overindulges in any pleasure does not reflect creditably on USPS.

Further, it is the skipper's duty to assure decorum of his guests and crew. No one flying a USPS ensign should permit his guests to be objectionable to others around them. One thinks first of boisterous behavior in this regard; however, there are other, more subtle ways to alienate oneself: monopolizing dockside water, continually blowing electric breakers, mooring in more wharf space than is needed, running insufficiently muffled generators at night and throwing excessive wash are but a few of the actions that reflect unfavorably on the organization.

By statute as well as the member's pledge it is the responsibility of every skipper to "render



assistance whenever possible” unless it imperils his own vessel or crew. The annals of history are replete with accounts of seamen aiding seamen at

not inconsiderable risk to themselves. No USPS member will shrink from this responsibility.

### QUICK GUIDE TO SHIPBOARD DISPLAY

| FLAG   | WHEN FLOWN  | POWER YACHT WITHOUT MAST                             | POWER YACHT WITH SIGNAL MAST   | SAILING YACHT WITH ONE MAST  | POWER OR SAIL YACHT WITH TWO MASTS   |
|--|---|--|--|--|--|
| U.S. ENSIGN<br>U.S. YACHT ENSIGN<br>UPS ENSIGN*<br>(WHEN FLOWN IN LIEU OF U.S. ENSIGN) | 0800 to sunset  | Flag (stern) staff                                   | Flag (stern) staff   | Stern staff.<br>Option: underway at peak of gaff or 2/3 up leech of mainsail or equivalent position along backstay | Stern staff.<br>Option: underway: at peak of after-most gaff or 2/3 up leech of aftermost sail or equivalent position along backstay |
| FOREIGN ENSIGN or commercial ensign when flown as courtesy flag                        | In foreign port and waters (after grant of pratique)                              | Bow staff  | Starboard spreader (alone on out-board halyard)  | Starboard spreader (alone on out-board halyard)  | Starboard spreader (alone on out-board halyard of foremost mast)   |
| FOREIGN ENSIGN in respect to foreign dignitary   | While foreign dignitary is aboard   | Bow staff  | Bow staff  | Bow staff or forestay  | Bow staff or forestay  |
| USPS ENSIGN (WHEN NOT FLOWN IN LIEU OF U.S. ENSIGN)                                    | Day and night but only when in commission and under command of USPS active member | Antenna or staff amidships (preferably to starboard) | Starboard spreader. If foreign ensign flown, then on inboard halyard or port spreader. | Starboard spreader. If foreign ensign flown, then on inboard halyard or port spreader.                             | Foremost starboard spreader. If foreign ensign flown, then on inboard halyard or port spreader.                                      |
| OFFICER (either current or past)   | Day and night when in commission  | Antenna or staff amidships (alternative - bow staff) | Masthead   | Masthead   | Aftermost masthead   |
| PRIVATE SIGNAL (HOUSE FLAG)  | Day and night when in commission  | Bow staff  | Bow staff  | Masthead   | Aftermost masthead   |
| BURGEE Squadron or Yacht Club  | Day and night when in commission  | Bow staff  | Bow staff  | Masthead   | Foremost masthead  |
| OFFICER-IN-CHARGE  | Day and night during activity of which in charge                                  | Above or in lieu of officer flag                     | Above or in lieu of officer flag   | Above or in lieu of officer flag   | Above or in lieu of officer flag   |

\*The USPS ensign may be flown in lieu of the United States ensign ONLY in United States waters.

*Figure 8*

## Chapter 13

### UNIFORMS AND INSIGNIA

- |  |   |
|--|---|
| [13.1] United States Power Squadrons uniform | [13.35] Squadron level  |
| [13.2] Purpose of the uniform                | [13.36] District level  |
| [13.3] Uniform categories                    | [13.37] National level  |
| [13.4] Dress code                            | [13.38] Insignia of position  |
| [13.5] The uniform jacket                    | [13.39] Sleeve stripes (braid)  |
| [13.6] Long-sleeved shirt                    | [13.40] Squadron sleeve stripes   |
| [13.7] Short-sleeved shirt                   | [13.41] District sleeve stripes   |
| [13.8] Headgear                              | [13.42] National sleeve stripes   |
| [13.9] Shoes                                 | [13.43] Consistency of tridents and stripes                                 |
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| [13.14] Purse                                | [13.48] Squadron sleeve insignia  |
| [13.15] United States Power Squadrons blazer | [13.49] District sleeve insignia  |
| [13.16] Accessory clothing                   | [13.50] National sleeve insignia  |
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| [13.18] Blazer and cap device                | [13.52] Design  |
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| [13.34] Insignia of rank                     |   |

**13.1 The uniform.** United States Power Squadrons® has adopted a yachting-style uniform to add dignity and uniformity to official appearances of members. Yachtsmen have worn standard dress for many years and, while United States Power Squadrons has introduced some unique features, much of its uniform code conforms to those traditions. Designed in traditional yachting style, but with unique United States Power Squadrons insignia, the uniform

provides identification and recognition of the wearer both within and without the organization. In lieu of the uniform, active members may wear the regulation blazer with a distinctive United States Power Squadrons emblem. In addition, certain United States Power Squadrons emblems may be worn on casual attire such as shirts, windbreakers and caps. This chapter describes those items in detail. The uniform, blazer and insignia of United States Power Squadrons may be worn only by

persons who are currently members of United States Power Squadrons, except that a life member pin may be worn for life. No insignia other than those prescribed in this chapter are to be worn on the United States Power Squadrons uniform or blazer [Refer to Tailor's Guide on page B.1].

While some squadrons have a tradition of uniform wear, there is no requirement that any member buy or wear any uniform. Although most members will never wear a uniform, those who so choose will want to do so correctly.

**13.2 Purpose of the uniform.** The United States Power Squadrons uniform is worn in the more formal and official settings. On it a member may display insignia of his or her administrative and educational achievements, including rank, grade and merit marks.

The uniform is most frequently worn:

- When representing United States Power Squadrons, or one of its districts or squadrons at external functions or when speaking to the public or a private group.
- At Governing Board and annual meetings of United States Power Squadrons.
- At formal and semi-formal district or squadron social affairs.
- At district business and social functions such as conferences and rendezvous.
- By flag officers at regular squadron meetings,
- At funerals, where United States Power Squadrons honors are being paid to the deceased.

Although the appropriate uniform may be worn by any member at a meeting where one is prescribed, the blazer or appropriate civilian dress is more commonly worn by the general membership at regular squadron meetings, business meetings or similar activities.

**13.3 Uniform categories.** Several styles of uniform are provided to allow for different circumstances and climate. Two of these, uniforms "A" and "B", are formal and when worn with a bow tie serve as the counterpart of a tuxedo. With a four-in-hand or crossover tie they should be considered as the "dress" uniform. The other

uniforms, C through F, are the "operational" uniforms and represent combinations of shirt styles with either black or white trousers/skirts; selection of the proper one is a function of the climate and nature of the activity of the day. Men's and women's uniforms, while obviously different, follow the same general patterns [Refer to Tailor's Guide on page B.1].

**13.4 Dress code.** At official functions, a dress code (similar to what is called "uniform of the day" in the military) is prescribed by the presiding officer. Members are encouraged to wear this uniform, but may certainly wear other attire suitable for the occasion. Color guards may wear a uniform different from the one prescribed if such is dictated by the officer in charge.

*Something to consider: adding, combining or omitting uniform articles in a way not consistent with specifications is not authorized. The jacket is to remain buttoned whenever worn, except in private. The jacket is never removed when a bow tie is worn.*

*Note that if the United States Power Squadrons standard long sleeved shirt is worn, uniform A or B with four-in-hand or crossover tie becomes uniform F or C when the jacket is removed. The wearer would then be "out of uniform." The wearing of a United States Power Squadrons uniform other than the one prescribed is in poor taste.*

*Chaplains may substitute the ecclesiastical black shirt and white collar when wearing uniform A or B.*

*The cap should be worn by color guards and at formal outdoor occasions. It may, however, be removed for normal "back and forth" activities.*

**13.5 The uniform jacket** for men (once referred to as the "blue uniform") is generally known as the regulation yachting uniform, shade

3346, with buttons of United States Power Squadrons design. The uniform jacket for women is the female naval officer's uniform jacket with buttons of United States Power Squadrons design or, alternatively, the navy woman officer's service four button coat. For both men and women, uniform A uses black trousers/skirt; uniform B, white.

Trousers/slacks worn by women members are fly-front with side seam pockets, without belt or cuffs. They are the same material and color as the jacket, above. The skirt is six-gore, A-line, of a length below the knee. The black skirt is the same material and color as the jacket, above. The white skirt is made of washable polyester gabardine, lined with washable fabric. When a bow tie is called for in the dress code, women may wear a long skirt of style, fabric and color consistent with uniform A or B, as specified.

For both men and women members, a plain long-sleeved white dress shirt may be worn (and is recommended) with uniforms A and B in lieu of a regulation shirt.

**13.6 Long-sleeved shirt.** The **men's** long-sleeved shirt, worn with uniforms C and F, is a white shirt of preshrunk fine combed cotton or synthetic fibers with a collar shaped and convexed over the shoulder. It is coat-style with seven simulated pearl buttons in front and simulated pearl-button barrel cuffs (French cuffs are not appropriate.) Shoulder straps (epaulets) of the same material are attached to the shirt with United States Power Squadrons gilt buttons. There are two breast pockets with flaps fitted with similar gilt buttons. Grade, senior member, merit mark and officer insignia may be worn as provided elsewhere in this section.

For **women**, the current long-sleeved shirt is identical to the men's; however, an earlier design remains authorized as follows: A tailored white blouse with pointed, non-button-down collar and a single breast pocket, without flap, on the left side.

Grade, senior member, merit marks and officer insignia (but not braid) may be worn as provided elsewhere in this section.

**13.7 Short-sleeved shirt.** The **men's** short-sleeved shirt is a white open-neck shirt of fine combed cotton or synthetic fibers to which are added epaulets, two pocket flaps and gilt buttons as on the regulation long-sleeved shirt. A tie is not worn with this shirt.

The **women's** short-sleeved shirt is similar to the long-sleeved shirt (either version) but with open neck.

Grade, senior member and officer insignia (but not merit marks or braid) may be worn as provided elsewhere in this section.

**13.8 Headgear.** The **men's** formal uniform cap is the traditional formal yachting cap with black visor, white top, black United States Power Squadrons buttons and black cord chin-strap. Officer insignia may be worn as shown in the tailor's guide [Refer to B.10 on page B-5].

The **women's** hat is a navy-style woman's hat (combination) with white cover and black brim, fitted with United States Power Squadrons cap device. It is worn straight on. Officer insignia may be worn as shown in the tailor's guide Refer to B.21 on page B-11.

The formal cap and the women's hat are worn **only** with the uniform not with the blazer or casual attire.

An **informal cap** ("baseball" or "flattopper" style) may be worn by men or women with uniforms C, D, E, F and G when engaged in on-the-water activities on or around boats where the formal cap would be cumbersome or inconvenient. The United States Power Squadrons cap device **without** officer insigne is to be attached. Color is to be white or black as specified by the officer in charge. Members may wear these caps for any activity with or without the uniforms specified.

Headgear of any type (formal or informal, men's or women's) is removed indoors except when worn by a member of a color guard or in a house of worship whose tenets require otherwise.

**13.9 Shoes.** Shoes should be plain-tipped, conservative in design and black or white as appropriate. Canvas or woven material is not appropriate for wear with the uniform, except when there is a likelihood of the wearer's being on board a vessel. **Women's** shoes are mid-heel pumps in black or white as appropriate, or white boat shoes or flats when participating in a boating activity.

**13.10 Belt.** A white webbed belt should be worn with men's uniforms C, D and E, and a black webbed belt with uniforms F and G, if trousers are provided with belt loops. A United States Power Squadrons brass buckle with ship's wheel logo is recommended. The free end of the belt is inserted into the buckle so that the metal tip just conceals the metal of the buckle backplate, "metal to metal," as the Navy says.

**13.11 Tie.** For men, the tie is a standard four-in-hand black necktie or if the dress code calls for it, a black bow tie. The women's tie is a Navy-style black crossover with button snap. When the dress code calls for a black bow tie, women wear a small version.

**13.12 Gloves.** White gloves may be worn by members, male or female, when acting in an official honor guard, color guard or as pallbearers.

**13.13 Some special thoughts for women members.** Hosiery, worn with all uniforms except E, is of natural tone. For uniform E white ankle socks are appropriate. Women may wear minimal appropriate jewelry, but brooches and other pins are not permitted on the uniform.

**13.14 Purse.** A purse, black or white consistent with the color of the uniform, may be of her own choosing but preferably of real or simulated leather, without trim.

**13.15 United States Power Squadrons blazer.** Active members are authorized and encouraged to wear United States Power Squadrons blazer in informal situations within or without United States Power Squadrons when it is desirable to be identified with the organization. *The blazer is not a uniform, but it may be worn in lieu of a uniform at*

*times other than at formal and semi-formal (bow tie) functions.*

The official blazer is a dark blue, two - or three-button single-breasted jacket with notched lapel and patch or welt style pockets. For those whose physique can handle it, a double breasted blazer may be substituted. Buttons are gold or black United States Power Squadrons design.

**13.16 Accessory clothing.** No specific accessory clothing (trousers, skirts, shirts, et cetera) is designated for wear with the blazer. Members are encouraged, however, to wear attire that is in good taste and appropriate to the occasion.

**13.17 United States Power Squadrons emblem.** Members entitled to wear the blazer may wear on the breast pocket a unique United States Power Squadrons emblem incorporating a device identical to the regulation cap device, with (or without if desired) officer and grade insignia. If the device is worn without an officer insigne, it is encircled by a circle of gold Mylar thread (gold bullion is "grandfathered"). If the emblem is worn with an officer insigne, it follows the same design as that of the cap. Grade insignia may be worn above the emblem or officer insigne. Grade insignia are smaller versions of those authorized for the uniform. Only active and past officer insignia are permitted, namely tridents, binoculars, speaking trumpets and fouled anchor.

**13.18 Blazer and cap device.** These distinguishing United States Power Squadrons devices consist of a ship's wheel with eight spokes, embroidered in gold, so placed that the two upper spokes are at equal angles to an imaginary vertical line. Spokes within the rim are not shown, and in their place a raised white enameled disc is inserted, showing the United States Power Squadrons ensign in color, in a size such that the four corners of the flag touch the circumference of the disc. The cap device is centered vertically, half on the cap band and half above it. The blazer device is centered on the left breast pocket.

Officer insignia may be worn in conjunction with either device. *As officers often change positions, become past officers, et cetera, it is*

*recommended that officer insignia **not** be worn on the cap.* The blazer, however, is worn much more frequently; the officer insignie is recommended in this use. The cap device *without officer insignia* is also authorized to be worn on the “flat-top” or “flight-deck” casual yachting cap [Refer to 13.8 on page 13-3].

**13.19 Formal squadron emblems.** Squadrons may elect to wear on their blazers a locally designed formal squadron emblem, in lieu of United States Power Squadrons emblem. Such designs must be approved by the Heritage and Protocol Committee. If a squadron chooses to adopt a modification of the “model” emblem [Refer to Tailor’s Guide on page B.1], it will receive summary approval by the chair of HAPCom. *If a squadron adopts this emblem as a policy, all members should wear the same emblem; a mixture of designs can only confuse.* Officer and grade insignia may be placed on these devices in the same relative positions as with the official emblem.

**13.20 Model design.** The model emblem features a ship’s wheel with the squadron pennant superimposed. The squadron name appears on the body of the wheel with the initials U-S-P-S spaced among the upper spokes. If only the upper portion of the wheel is required for the squadron name, the words “Power Squadron” (spelled out fully) may be placed in the lower portion, or the initials U-S-P-S may be placed there in lieu of the position among the spokes.

**13.21 Other designs.** Designs other than those patterned after the model will be considered by HAPCom on an individual basis. All proposals, including adaptations of the model, should be forwarded to its assistant chair.

**13.22 Name plate.** Appropriate insignia for the blazer include the items noted above and a regulation name plate. Some squadrons and/or districts may also have incidental awards or badges that may be worn. No other emblem, insignie, pin or device is authorized on United States Power Squadrons blazer.

#### **Other Authorized United States Power**

### **Squadrons Garb**

**13.23 Sash.** In order to show their United States Power Squadrons accomplishments, women members may wear a regulation sash *over appropriate formal attire* (not with the uniform) at events where the specified uniform is either A or B with bow tie. The sash may be either white or black, coordinating with the dress which is worn. It is worn over the left shoulder, fastened with a shoulder tab which may bear an insignie of rank. It comes together and is fastened at the right hip with the front portion on top. The sash must bear a United States Power Squadrons emblem with grade (if any) but without rank, positioned one-quarter of the way from shoulder to hip. The sash is not to be worn when a woman is acting in an official capacity. For a source of the sash contact the Heritage and Protocol Committee.

**13.24 Ancillary attire.** When weather conditions require, it is suggested that members in uniform wear the regulation Navy black raincoat, windbreaker, or Woolly Pully® sweater. The latter two items are not to be worn with uniforms A or B. Soft shoulder tabs denoting rank or position (the same as those prescribed for the uniform shirt) may be worn on these garments. Likewise, the United States Power Squadrons emblem, without rank or grade insignia, may be worn on the sweater.

**13.25 Informal or casual attire.** For less formal outdoor or on-the-water activities where a form of cohesiveness and squadron identity is desired, most squadrons will adopt a sport shirt, either knit or broadcloth, or some other dress bearing a “casual patch” consisting of the squadron’s burgee, the burgee crossed with United States Power Squadrons ensign or similar emblem. This is encouraged and for many members will be the closest to a uniform that they will own.

Such casual patches are authorized to be worn on jackets, shirts, “flat top” caps, et cetera. They are often embroidered into the fabric of the clothing and designs usually are noticeably breezier than those of the more formal squadron blazer emblem. Squadrons may design their own patches and forward them to the assistant chair of the Heritage and Protocol Committee for review.

Those that differ only in burgee and squadron name from styles already approved, have automatic summary approval. Innovative designs will be reviewed more extensively by the HAPCom which will be happy to provide guidance when needed.

**13.26 Insignia.** United States Power Squadrons insignia recognize membership, position (rank or committee affiliation), educational accomplishment, seniority and contribution (the merit mark.) The several items of insignia may be worn on the uniform and the blazer or in the case of rank, may appear on the flag of an officer. This section describes the various items of insignia and provides pictures of each [Refer to B.11 on page B-5].

**Insignia material** Throughout this chapter reference is made to “gold” insignia for rank, grade, senior member, merit marks, cap device, et cetera. On the uniform jacket, these are to be embroidered in gold Mylar thread. The previously authorized gold bullion may continue to be worn by those having it. All “gold” insignia on a uniform should, however, be of the same material. On the regulation white shirt, “gold” insignia are embroidered on yellow silk thread. Past officer insignia (or “silver”) follow the same requirements.

**13.27 Membership pin.** Active, associate and honorary members of United States Power Squadrons may wear on informal clothing a membership lapel pin consisting of a gold-colored ship's wheel substantially one-half inch in diameter, with a raised United States Power Squadrons ensign, in color, superimposed on the wheel in bas-relief. The ensign simulates a waving flag, which, if displayed flat, would touch the rim of the wheel at the four corners. Gold may be used instead of white for the stars and the fouled anchor. The ship's wheel has eight spokes, positioned so that one spoke is uppermost.

The membership pin, with or without officer tab, should not be worn on United States Power Squadrons blazer when it duplicates the insignia worn on the breast pocket; it is redundant.

**13.28 Some exceptions:**

- A 25-year, 50-year, life-member or Governing Board member emeritus pin is permitted - none of these are part of the pocket patch
- A membership pin with officer tab may be worn *if a rank insignie is not incorporated into the pocket emblem*
- If an active rank (gold or red) is incorporated into the pocket emblem, a membership pin with officer tab may be worn *if the tab signifies a higher past rank.* (A past district commander, say, may choose to wear in his pocket emblem, the tridents of a current squadron position)
- In lieu of an officer tab a member may attach to his membership pin a lower tab of brushed gold on which is indicated the number of merit marks earned, in increments of five merit marks. Members should note that the merit mark tab does not duplicate any other item on the blazer and as such is not redundant.

**13.29 Adjuncts to the membership pin. Twenty-five-year pin.** One who has been a member for twenty-five years may wear a membership pin surrounded by a gold laurel wreath.

**13.30 Life-member pin.** A life member may wear for life a membership pin surrounded by a silver rope.

**13.31 Fifty-year pins.** One who has been a member for fifty years may wear a membership pin as follows:

A) For those who have been awarded fifty merit marks: The life-member pin with an upper tab containing a diamond;

B) For those who have been awarded at least twenty-five but fewer than fifty merit marks: The life-member pin with an upper tab bearing the representation of a spread eagle and the numerals “50”;

C) For those who have not been awarded twenty five merit marks: The twenty-five-year membership pin with an upper tab bearing the representation of laurel wreaths with the numerals “50”.

**13.32 Officer tabs.** Active and past officers listed below may wear, in conjunction with the lapel pin to which they are entitled, a lower tab



having a blue field on which appears the following gold insigne:

- Chief commanders: Three long-staffed crossed tridents
- Vice commanders: Two long-staffed crossed tridents
- Rear commanders: One long-staffed trident
- Staff commanders: One long-staffed trident without crossbar but with a circle superimposed on its staff
- District commanders: Three delta tridents with the middle trident higher than the others
- Commanders: Three short-staffed tridents with the middle trident higher than the others
- Tabs are not approved for district or squadron *lieutenant* commanders.

**13.33 Merit mark tab.** [Refer to 13.28 on page 13.6].

**13.34 Insignia of rank.** In United States Power Squadrons all ranks are shown by combinations of one or more tridents, each differing in dimensions or details of design. Squadron level tridents bear a short staff; district level a mid-length staff with a superimposed triangle (delta trident); and national level tridents bear a long staff, with one subset, the staff commander, having a superimposed circle.

**13.35** At **squadron** level, the commander merits three gold tridents arranged in a triangular pattern. The lieutenant commanders merit two gold tridents side by side while elected first lieutenants have one gold trident. Appointed lieutenants wear a red trident.

**13.36** At **district** level, the commander merits three gold delta tridents arranged in a triangular pattern. The lieutenant commanders merit two delta gold tridents side by side while elected first lieutenants have one gold delta trident. Appointed lieutenants wear a red delta trident.

**13.37** At **national** level, the chief commander merits three crossed long staffed gold tridents. The vice commanders merit two crossed long staffed gold tridents and rear commanders have one long

staffed gold trident. Staff commanders have one long staffed gold trident with superimposed circle.

**13.38 Insignia denoting position.** Certain positions at each level of United States Power Squadrons merit unique insignia. These are worn in substantially the same way and locations as the tridents of an officer; however, officer tridents and committee insignia are not to be worn simultaneously. [Refer to B.4 on page B-2 for wearing insignia of Governing Board membership]. These positions are:

**Squadron level:**

- Flag Lieutenant
- Fleet Captain
- Members of Local Boards

**District level:**

- Flag Lieutenant
- Fleet Captain
- Aide to D/C
- Chaplain

**National level:**

- Flag Lieutenant
- Aide to C/C
- Advanced Grades Division
- Elective Courses Division
- Governing Board Members
- Members, Committee on Rules

[Refer to Appendix B.17 through B.19] for illustrations of each insigne.

**13.39 Sleeve stripes (braid).** On the uniform jacket, a member may wear on both sleeves, stripes (also referred to as braid) denoting his or her current rank or position. These stripes may be retained after retirement from office. Stripes are made of heavy navy blue<sup>1</sup> mohair of differing widths depending on the wearer's office. The lower edge of the bottom stripe is placed two inches above the end of the sleeve. The number, width and separation of stripes is described below.

**13.40 Squadron sleeve stripes.**

1) Stripes formerly were black when the uniform was truly blue. The combination is now seldom seen, although it may continue to be worn.

- Commanders: Four half-inch stripes spaced one-half inch apart.
- Lieutenant commanders: Three half-inch stripes spaced one-half inch apart.
- First lieutenants: Two half-inch stripes spaced one-half inch apart.
- Lieutenants, including aides to the commander, the flag lieutenant, chaplain, fleet captain and chairs of local boards: One half-inch stripe.

#### 13.41 District sleeve stripes.

- District commanders: One one-inch stripe with three half-inch stripes above it, spaced one-quarter inch apart
- District lieutenant commanders: One one-inch stripe with two half-inch stripes above it, spaced one-half inch apart
- District first lieutenants: One one-inch stripe with one half-inch stripe above it, spaced one-half inch apart
- District lieutenants, aides to the district commander, the district flag lieutenant, the district fleet captain and the district chaplain: One one-inch stripe

#### 13.42 National sleeve stripes.

- Chief commanders: One two-inch stripe with three half-inch stripes above it, spaced one quarter inch apart
- Vice commanders: One two-inch stripe with two half-inch stripes above it, spaced one-half inch apart
- Rear commanders and chairs of *ad hoc* committees: One two-inch stripe with one half-inch stripe above it, spaced one-half inch apart
- Staff commanders, aides to the chief commander, the national chaplain, the national flag lieutenant, general and emeritus members of the Governing Board, and members of all national committees: One two-inch stripe.

Some members have asked, “Why such somber stripes; why not gold?” This is one of the traditions of the sea. Gold stripes indicated the paid crew of one’s yacht; the owners wore black stripes to differentiate them from one another.

**13.43 Consistency of tridents and stripes.** Members serving in an office of lesser rank than one held previously may continue to wear the stripes of the former position. An example might be a past squadron commander serving as a squadron lieutenant.

**13.44 Merit marks.** A member may wear on the left sleeve of the black uniform jacket and the long-sleeve white shirt, a quantity of merit marks, each a vertically oriented gold bar, commensurate with the cumulative number awarded [Refer to Tailor’s Guide on page B.1].

Up to twenty merit marks are worn in a single row. (They are purchased in strips of appropriate number.) Those in excess of twenty are worn on one or more additional rows. When additional merit marks are awarded, it is recommended that a complete new strip be affixed, to avoid inconsistencies in color (particularly with bullion) and errors in spacing and/or alignment.

**13.45 Shoulder tabs.** Insignia of rank or position worn on the regulation white shirt (both short and long-sleeved), sash, windbreaker, sweater or raincoat are sewn on a soft black shoulder tab. Material for tabs is similar to that used for the backing on insignia applied to the black uniform (shade 3346), folded into a sleeve with the specific insigne centered on the exposed portion. Insofar as possible, gold and silver insignia are to be of Mylar. The tab is designed to slide onto a shoulder strap stitched at the shoulder seam only. *Tabs may not fit properly on some “police shirts” sometimes sold for use as United States Power Squadrons uniforms, as additional shoulder stitching significantly reduces the free end of the strap.*

**13.46 Past-officer tridents.** Past chief, vice, rear, district, staff and squadron commanders may continue to wear the tridents of their former office except that they become silver on retirement. Past lieutenant commanders, district and squadron, *who have served at least three years in that rank* (not necessarily consecutively), former general members of the Governing Board who have served three years in that capacity and past national flag lieutenants may also wear silver insignia.

**13.47 Mutually-exclusive insignia.** Officer tridents, committee insignia and Governing Board member insignia are not to be worn simultaneously.

**13.48 Squadron sleeve insignia.**

- Commander: Three gold short-staffed tridents.
- Lieutenant commanders: Two gold short-staffed tridents.
- First lieutenants: One gold short-staffed trident.
- Flag lieutenant: One red speaking trumpet, placed vertically with mouthpiece upward.
- Lieutenants and the chaplain: One red short-staffed trident.
- Fleet captain: A red fouled anchor, placed vertically.
- Members of local board for boating: A right isosceles triangle, in gold outline, resting on its hypotenuse.
- Members of the local board for advanced grades: A pair of gold dividers with legs open at an angle of 80 degrees.
- Members of the local board for elective courses: A gold outline square.

**13.49 District sleeve insignia.**

- District commander: Three gold delta tridents
- District lieutenant commanders: Two gold delta tridents
- District first lieutenant: One gold delta trident
- District flag lieutenant: Two red speaking trumpets, crossed at 90 degrees, positioned at equal angles to the vertical with mouthpieces upward
- District lieutenants: One red delta trident
- Aides to the district commander and the district chaplain: One red binocular with eyepieces upward
- Fleet captain: A red fouled anchor, placed vertically

**13.50 National sleeve insignia.**

- Chief commander: Three gold long-staffed tridents, crossed at 45 degrees one-quarter inch from their bottom, with the center trident placed vertically
- Vice commanders: Two gold long-staffed tridents crossed at 90 degrees one-quarter inch

from their bottom, positioned at equal angles to the vertical

- Rear commanders: One gold long-staffed trident placed vertically
- Staff commanders: One gold long-staffed trident with a circle whose diameter is equal to the width of the trident superimposed on the staff so that it touches the crossbar connecting the tines. The staff is not visible through the circle
- National flag lieutenant: Two gold speaking trumpets, crossed at 90 degrees, positioned at equal angles to the vertical with mouthpieces upward
- Aides to chief commander and the national chaplain: One gold binocular with eyepieces upward
- General members of the Governing Board: One gold scallop shell, with base down ... [Refer to B.4 on page B-2] regarding wearing this insigne with tridents.
- Emeritus members of the Governing Board: The insigne for general member of the Governing Board surrounded by a gold laurel wreath ... Also [Refer to B.4 on page B-2] regarding wearing this insigne with tridents
- Members of the Committee on Rules: A gold scroll in outline, having a gold disc in the center
- Members of the advanced grades division: A pair of gold dividers with legs open to an angle of 80 degrees, with a disc placed centrally between the legs
- Members of the elective courses division: An outline of a gold rectangle with a disc in its center

**13.51 Grade Insignia.** A member may wear on the black uniform jacket, on the regulation United States Power Squadrons white shirt (long or short sleeved) and on United States Power Squadrons blazer an insigne denoting the highest advanced grade in which he has qualified.

**13.52 Design.** Authorized insignia for grades are as follows:

- Seaman: One bar
- Pilot: One bar
- Both seaman and pilot: Two bars
- Advanced pilot: One star flanked by 2 bars

- Junior navigator: Two stars with a single bar between them
- Navigator: Three stars separated by two bars

Members who attained advanced grades prior to 1942, when seamanship became an advanced grade, may wear the stars of the AP, JN and N insignia without the associated bars.

**13.53 Insigne for educational achievement.** A member who qualifies for the educational achievement award may wear the insigne for navigator surrounded by a gold rectangle. The border of the rectangle is to be of the same material as the navigator insigne.

**13.54 Insigne for educational proficiency.** A member who qualifies for the educational proficiency award may wear immediately below the grade insigne a gold line extending the same width as the grade insigne.

**13.55 Insigne for senior member.** A senior member is entitled to wear a distinctive insigne comprised of a double-pointed gold arrow, placed horizontally, in the center of which is superimposed a Roman numeral “V”. The arrow's staff is not visible through the numeral. On the black uniform the insigne is placed below the grade insigne or, if none, centered below the top of the left breast pocket. On the regulation United States Power Squadrons shirt, it is worn centered, above the pocket.

**13.56 Insigne for life member.** A life member may wear a distinctive insigne identical to the senior member insigne except that the Roman numeral “V” is surrounded by a simulated laurel wreath in gold.

**13.57 Uniform cap insignia.** Officers and members of certain committees may wear in conjunction with the regulation cap device the tridents or symbols of their position similar to those worn on the sleeve. Insignia on the cap are to be consistent with those on the wearer's jacket or shirt. Because the cap is worn infrequently, and one's rank changes from time to time, members should consider wearing the cap without any insignia of rank or position.

**13.58 Buttons.** Regulation United States Power Squadrons buttons bear a representation of a ship's wheel with eight spokes, one spoke uppermost, with the letters U-S-P-S surrounding a centrally placed anchor. Black buttons are worn on black uniforms and the regulation cap; gilt buttons are worn on white uniforms. Either black or gilt buttons may be worn on United States Power Squadrons blazer.

**13.59 Name Tags.** A complete and current description of the format, lettering and wearing of United States Power Squadrons Name Tags can be found by referring to the United States Power Squadrons Branding Manual. The URL for this manual is located in the Table of URLs located in Chapter 00.

**13.60 Miscellaneous United States Power Squadrons patches and insignia.** Several distinctive patches have been developed for special purposes. These are authorized for wear on casual clothing, jackets, caps, shirts, et cetera, but not on the uniform or blazer. Those authorized at this writing are:

- A port captain patch for wear by port captains designated by the boating activities.
- A VSC examiner patch for wear by designated personnel.
- A boating course patch for wear by anyone who successfully completes *America's Boating Course*.
- A skipper saver patch for wear by anyone who successfully completes the skipper saver program.
- An NOS - United States Power Squadrons cooperative charting patch issued by NOS to top contributors.

**13.61 Incidental insignia.** For the duration of a meeting, rendezvous, convention or other finite period, members may wear on their uniforms or blazers such incidental badges or insignia as afford special identification. Examples of such insignia are the widely worn small red ship's wheel emblematic of contribution to the former United States Power Squadrons Legal Defense Fund and the “IOPIRNC” pin worn by contributors to the headquarters building fund campaign. Such

insignia must first have the approval of the Heritage and Protocol Committee.

**13.62 Aides to the chief commander**, when on duty, may attach a distinctive blue swallow-tail ribbon to their to their regulation name tag bearing the notation “C/C Aide”.

**13.63 Jewelry.** A wide variety of jewelry, merchandise and accoutrements for civilian attire are available through United States Power Squadrons Ship's Store and commercial retail outlets. Many of these items contain a representation of United States Power Squadrons membership pin or logo. There is no restriction on non-members wearing or employing such articles so long as their use does not imply membership. Individuals or firms wishing to manufacture or sell merchandise bearing United States Power Squadrons insignia must have such designs approved by the Heritage and Protocol Committee.

**13.64 Boat insignia.** Advanced pilots, junior navigators and navigators may display on their boats the stars and bars representative of their grade. Members who have earned the educational proficiency award or the educational achievement award may add the customary line or box. Senior and life members may affix representations of those insignia. All are to appear substantially identical to the respective uniform insignia. Such insignia may be located on the bows of the vessel or on her topsides or on the sides of her cabin or flying bridge in such a way as not to interfere with official registration numbers or be in violation of law.

Stars, bars and educational insignia should be sized appropriately for the size of the boat. As a rule-of-thumb, the diameter of stars in inches should be approximately equal to the boat's length in tens of feet. All insignia should be dimensioned and oriented consistent with their appearance as worn on the uniform. Boat insignia may be applied in black, bronze, brass, gold, yellow, stainless steel, chrome or silver. Free-hand painting should not be attempted by a non-professional. The use of templates or commercially available decals is recommended.

**13.65 Front license plates.** A squadron may apply for approval of a front license plate design by following the same procedure as for a burgee except that full Governing Board approval is not required. The following design rules apply:

- When a squadron burgee is depicted, United States Power Squadrons ensign also is to be depicted in the same size and attitude (rigid or fluttering). The ensign is to be to the left of the burgee (as viewed) and at the same level. If depicted on crossed staffs, the staffs are to cross at an angle of approximately 45 degrees and, whenever practicable, the ensign's staff is to appear to be in front of that of the burgee
- United States Power Squadrons ship's-wheel logo, incorporating the ensign, may be depicted if faithfully reproduced, but no other ensign or burgee is to be shown with it
- The squadron name is to include the words “Power Squadron” or “Sail and Power Squadron”, spelled fully
- The words “United States Power Squadrons” are to appear in block lettering (lower case permitted) and may be in smaller type size than the squadron name. The words “United States” may be abbreviated “U. S.” (with periods). The words “a unit of” may appear and need not be in block lettering
- The legend “Sail and Power Boating” *must* appear but need not be in block lettering

**13.66 Service club signs.** Squadrons are authorized to exhibit a distinctive sign in company with other service club signs along roadways and waterways, such as at city limits. The United States Power Squadrons ensign is to be in full color. The announcement board below the logo may recite time and location of membership meetings, regular luncheons, boating courses, et cetera, but not executive committee meetings or other events of a proprietary nature.

**13.67 VSC insignia.** As United States Power Squadrons has recently assumed a role, in association with the USCGAux of conducting Vessel Safety Checks (formerly, Courtesy Marine Examinations), a standard uniform has been prescribed for those conducting these checks. It includes, on a red knit sport shirt with left hand pocket, a representation of United States Power

Squadrons ensign, together with appropriate wording and includes the regulation nameplate. There is not to be any representation of the individual squadron by name or burgee. The attire

is completed with khaki trousers/shorts, deck shoes and an optional khaki colored baseball style cap with the same insignia [Refer to J.3 on page J-2].

## Chapter 14

### CORRESPONDENCE, PUBLISHED MATERIAL AND PRESERVATION OF INTELLECTUAL PROPERTY RIGHTS

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Effective communication is “the bonding together” of an organization; yet the written word is a determinate for many officers. Because USPS cuts across all social and economic strata, many a good squadron leader knows little about writing letters or reports. This chapter is designed not only to set forth approved USPS form, but also to provide guidance for those unaccustomed to formal writing. It is important to use the proper placement of registration notices respecting trademarks held by USPS, as illustrated in “Notice of USPS registered trademarks”, in ALL written and published materials.

**14.1 Use and construction of letters.** There are a number of published texts on the mechanics of letter writing, any of which should be studied by those unfamiliar with the subject. The basic goal, of course, is to convey information. While one should strive to be brief but clear in the text, there are a few formal details which should not be overlooked.

**14.2 Format.** The following should be included when constructing official correspondence:

- Unless the writer's address is printed on the letterhead, it should be written or typed on the letter. Telephone number, fax number and email addresses may also be included where appropriate
- The current date should be given
- It is important for future reference that the “mailing address” in the letter be complete as to rank or title, name, grade, position, organization and address. Members' grades should NOT appear after their names on envelopes, as the U.S. Postal Service works more efficiently if nothing follows the last name

- Within the organization, “Dear Commander So-and-so” is customary as a salutation, unless the writer and addressee are on such a personal basis that “Dear Dave” is appropriate. When writing within USPS to someone who is not a commander or past commander, any level, some other form of title is used, such as “lieutenant”, “captain”, “skipper”, “shipmate” or “Mr.”
- The closing should be friendly and respectful, depending upon circumstances. “Sincerely yours” is the most common
- The signature block, above which the writer signs, should contain the rank, name and grade of the writer, but this information may be omitted if given in the letterhead. Similarly, the writer's title, office or the capacity in which he is writing, if any, is stated on the line below if not shown elsewhere
- Those to whom information copies are sent should be identified on the letter so that the addressee knows who else was informed. The names are usually listed below the signature block and to the left. The abbreviation “cc”, originally for “carbon copies”, is widely used for copies of all kinds. In modern usage, the abbreviation is given as just “c”. “CC” in USPS is reserved for chief commander.

**14.3 Construction of memos.** In memoranda, it is customary to omit a salutation, complimentary closing and signature block. Frequently, only last names are used on the “TO”, “FROM”, and “COPIES to” lines; however, better practice for memos of possible continuing importance is at least to show the individual's position for identification in later years. Memos are often initialed, rather than signed. Memos are often addressed to whole committees (that is, “TO: ExCom”) or a series to specific individuals.

**14.4 Paragraphing.** In normal correspondence, paragraphs are not numbered, but the nature of the text may demand it for reference in replies or discussions. When necessary, Arabic numerals are most often used, with subparagraphs beginning with parenthesized lower case letters. Sub-subparagraphs use parenthesized lowercase Roman numerals. A third-level reference might then be cited as “paragraph 5(c)(ii)”. Beyond that,

an English grammar text or secretarial handbook is one's best authority for structuring a specialized document.

**14.5 Correspondence outside USPS.** Any oral or written correspondence by a member with non-USPS groups or individuals, public or private, which represents any official USPS policy or position or which implies that the member is an official representative of USPS, is to have the prior approval of the chief commander or the Board of Directors.

**14.6 Proprietary nature of directories.** Directories of officers, members, committees and the like, or any similar lists or files at all levels of USPS are to be considered strictly proprietary and not available to any outside individual, organization or agency, with the exception of the list of national officers appearing in *The Ensign*.

No member of USPS may use any such source for any purpose, public or private, outside the normal activities of USPS without prior approval of the Board of Directors.

**14.7 Information copies.** Copies of correspondence should be directed to all those concerned with the issue at hand. Copies of correspondence from a squadron committee chair to his national chair should be sent to the squadron commander and the district chair. If the issue is important enough, the district commander and national department head (vice commander) should also be included. Copies of memos within a squadron or district should always be sent to the commander involved unless the subject is so trivial as not to warrant his attention.

**14.8 Letterhead availability.** Bond stationery imprinted with only the USPS ensign is available to any member at a current price, prepaid. It may be over-printed locally to suit the purchaser's requirements. Personalized letterheads and envelopes are issued routinely to the chief commander, vice commanders and rear commanders. Headquarters is authorized to print personalized USPS letterheads, on request, for ad hoc committee chairs, past chief commanders, past vice commanders, past rear commanders (at



prepaid personal expense), and members of the Committee on Rules.

To satisfy special needs, national committee chairs may request either of the following layouts under the ensign and legends “United States Power Squadrons” and “Sail and Power Boating”:

- The chair's name, address and committee, centered, with assistant chair's and committee members' names and addresses down the left margin
- The committee name only, further imprinting being left to the chair and individual committee members, at their expense.

Squadrons and districts may design and print their own letterheads. Block letters are suggested and preferred.

**14.9 Calling cards.** Officers at all levels occasionally find it expedient to carry USPS business cards. There are samples of the three types of prototypes, one for each level of USPS. Each reflects the proper placement of registration notices respecting trademarks held by USPS.

Headings vary according to organizational level, but each should include the phrase “Sail and Power Boating”. On the squadron level, an identification that the squadron is “A Unit of United States

Power Squadrons” should also be given.

The member's rank, if any, should be spelled out above his name and grade. His position should be given below his name. In addition to phone and fax numbers and a contact address (including e-mail and Internet), one may also wish to include a boat name or some other relevant data.

The squadron card may depict the squadron burgee crossed behind USPS ensign. Both may be fluttering or both rigid, but not one of each. The squadron card may just show the USPS ensign. Cards need not show flags at all.

The USPS ensign must be in full color. It is preferred that the burgee be also; however, it is recognized that full-color rendition of some burgees involves more colors than red, white and blue, so the added expense of such true reproductions is not required. Whenever the USPS ensign is depicted, it should be accompanied by the “registered trademark” symbol - ®.

Depiction of the port captain logo is not authorized. Although the port captain patch on clothing serves well to identify the member on the waterfront, it is unnecessary on a card where the official's title is given. The squadron burgee and the USPS ensign are more appropriate.

## Style Sheet

(The following section applies exclusively to letters, e-mail, newsletters, directories, procedural manuals and other publications)

**14.10 Expressing time.** Time is expressed in the twenty-four hour system without the word “hours”. Thus, 5:00 a.m. is written “0500” (oh five hundred) and 5:00 p.m. is “1700” (seventeen hundred). The time 2000 is pronounced “twenty hundred”, not “two thousand”.

**14.11 Expressing dates.** Dates are expressed in the order of day, month, and year. When the month is spelled out, the full year is shown (17 March 2000); but if the month is abbreviated, it is a 3-letter abbreviation without a period and with the

year shortened to the last two digits, without apostrophe, as in 17 Mar 00.

**14.12 Abbreviating state names.** Names of states are shortened using traditional abbreviations. Two letter state codes used for addressing mail are confusing outside the postal service or technical tabulations. (For instance, is AL for Alabama or Alaska? Does MI mean Michigan, Minnesota, Mississippi or Missouri?) Always use the common abbreviation in text.

**14.13 Expressing squadron names.** The word “Power” should be omitted when referring to a local squadron in internal correspondence and speech. Thus, one belongs to Podunk Squadron rather than Podunk Power Squadron. Power Squadron is not to be abbreviated “P.S.”, nor squadron as “squad”, “sqd” or “sq”, except in the most casual notations.

**14.14 Abbreviating district designations.** District identification is to be expressed with the numeral second (always Arabic), as in District 38 or D/33. Do NOT write the district number as a word, e.g. District Nine. When appropriate, in newsletters, directories and manuals, squadrons are required to identify their district affiliation in smaller type below the squadron name.

**14.15 Capitalization.** Capitalization of common nouns should be avoided. The terms “commander”, “squadron”, “merit mark”, “committee”, “annual meeting”, and all ranks, when used in their generic sense are all common, not proper nouns. When in doubt, think of a synonym and ask, would it be capitalized (team instead of squadron, flag instead of ensign)? When used in the context of “the Commander (meaning Commander Jones) said” or the “Safety Committee (meaning a committee whose members can be named) proposed”, referring to specific individuals, groups, locations or things, capitalization is appropriate.

The USPS flag, or ensign, is written without capitalization. The USPS magazine is either THE ENSIGN, *The Ensign* or The Ensign. When referring to its own publication USPS generally uses small capitals in the magazine itself and italics in forms and correspondence where possible. Underscoring denotes italics in handwritten material.

**14.16 Abbreviations and acronyms.** Abbreviations can be time-savers in correspondence unless overdone. Acronyms are now widespread in the American vocabulary, but unnecessary abbreviations not only confuse the reader but also disrupt the continuity of text, defeating their own purpose. For certain terms used frequently throughout USPS, abbreviations have been devised to expedite communications. Though these are acceptable for internal use, most should not be used when com-

municating outside USPS. Even internally, abbreviations should be avoided where they are clearly unwarranted or when the reader, especially a new member, may not understand them [Refer to Common USPS Abbreviations on page 17]. Never use S/C for “squadron commander” or, even worse, L/C for “local commander”.

Those perceiving the need for a new “official” abbreviation should refer their proposal through channels to their national department head, who will consult the Heritage and Protocol Committee.

**14.17 Omitting periods in USPS.** Certain abbreviations, principally USPS, CPS, USCG, NOS and other organizational contractions, should be written without periods.

**14.18 Plurality of USPS and CPS names.** “United States Power Squadrons” and “Canadian Power and Sail Squadrons” are always expressed in the plural.

**14.19 Past-officer designations.** The prefix “P/” and the title past may be used in conjunction with the rank of a former chief, vice, rear, district, staff or squadron commander. Anyone who has ever attained any of these ranks is forever entitled to be addressed as “commander”.

Former district and squadron lieutenant commanders who have served in those ranks for at least three years (not necessarily consecutively) and former national flag lieutenants may also use a “past” designation; however, P/D/Lt/Cs and P/Lt/Cs are not addressed as “commander” after retirement.

**14.20 Civilian and military titles.** Civilian and military titles are inappropriate in USPS speech except where the member has no other title. A physician who is a committee chair would be addressed “Lieutenant So-and-so”, not “Doctor So-and-so”. (Exception: the squadron chaplain may be addressed as “The Reverend”, “Father”, “Rabbi”, when appropriate.) Nor is “M.D.” or any other non-USPS abbreviation used after the name.

**14.21 Use of chair or chairman.** Attempts to neuter nouns like “chairman”, however well intentioned, frequently meet with displeasure.

Terms such as this, although their origins cannot be denied, have become so generic that most responsible writers and speakers of both sexes consider them gender-neutral. A few ambivalent synonyms have gained favor such as “letter carrier” and “flight attendant”. But one should avoid the unnatural substitution of person, as in “spokesperson” and “chairperson”. Such words only beg even more undesirable titles such as “marks person” or a course called “seapersonship”.

*Roberts' Rules of Order, Newly Revised*, uses the term “chair”, rather than “chairman”; either is acceptable to most people. “Chairwoman” is a recognized term for a specific chair that is female; but, for the most part, it is no more necessary to identify the sex of a chair than it is a president, a director or a commander. When addressing the chair at a meeting, the expression “Mr. Chairman” or “Madam Chairman” should be used if the presiding officer cannot properly be addressed as “Commander”.

**14.22 Expressing grade.** All affiliates except honorary members may suffix their grade to their name in print. Abbreviations are:

- S ..... Seaman
- P ..... Pilot
- AP ..... Advanced Pilot
- JN ..... Junior Navigator
- N ..... Navigator
- SN ..... Senior Navigator

Additionally, those who have earned the Educational Proficiency award (minimum grade of AP plus any three Electives) may wear a single gold line under their grade symbol on their uniform. However, underlining a grade in print is an error and should never be used.

A navigator who has passed at least three elective courses but not all of them may wear the N symbol with a single gold underline on the uniform. That is not to be confused with insigne denoting a senior navigator.

A senior navigator is one who has successfully taken and passed all advanced and elective courses. A member who has accomplished this receives the

Educational Achievement award and the N grade symbol on the uniform is enclosed in a gold box.

The grade of a member is written without periods (AP not A.P.) and with a preceding comma, thus John M. Doe, AP. When used in a sentence, the grade is followed by a comma, thus “Lt John Miller, AP, made the presentation.”

Advanced qualification of women’s certificate holders is denoted parenthetically, without a comma, thus: Jane R. Smith (JN).

**14.23 Address versus P.O. box number.** Postal authorities recommend showing box number after or below the street address, above the city.

**14.24 Addresses for national officers.** When writing to a national officer, use the address shown in *The Ensign* or the *Directory of National, District and Squadron Officers*. Do not write “in care of national headquarters” (c/o), except when specifically instructed.

**14.25 Documentation of date and author.** It is essential that all writings, letters, manuals, memos, notes, instructions, reports, exhibits and schedules be dated and bear the name or initials of the author.

**14.26 Squadron letterheads.** Squadrons are accorded considerable latitude in the design of their own letterheads (stationery), with the few constraints noted. Some letterheads employ very elaborate, multi-color designs with the names and addresses of flag officers and even executive committee members. Most, however, use a simple two or three-color design, which may be used for many years without change.

**14.27 Squadron name and required legends.** The name of the squadron should be the most prominent feature. Squadrons are required also to identify themselves as “A Unit of United States Power Squadrons” and to show the legend “Sail and Power Boating” in somewhat smaller type. Squadrons that have changed their name to include “Sail and Power” are not required to use the legend “Sail and Power Boating.” It is preferred that block letters be used for squadron names and legends but

must have the proper placement of registration notices respecting trademarks held by USPS.

**14.28 Ensign, burgee and officer flag.** It is common for letterheads and notepaper to contain a representation of the USPS ensign and, economics permitting, a burgee or officer flag. If the burgee or officer flag is shown, the ensign must also be shown. When both are shown the burgee or officer flag must not appear to be of greater size than the ensign. When portrayed together, the two flags should be consistent, that is, both fluttering or both rigid. They may appear on crossed staffs, in which case the ensign's staff should appear nearer the viewer. In any case, the ensign must be positioned so that nothing appears above or to the left of it on the page.

Whenever the USPS ensign is depicted, it should be accompanied by the registered trademark symbol - ®.

**14.29 Address and phone number.** If the squadron has its own street address or post office box number, each should be shown on the letterhead. So should telephone and fax numbers (with area code) and e-mail and Internet addresses. A phone number is correctly written as “(719) 345-1200”. Note that the area code is parenthesized, not hyphenated or joined to the exchange by a slash. If the squadron has a marine radio license, a web page or an email address, each should be included.

**14.30 Design techniques.** Designing an attractive letterhead is an art and should be undertaken by or in association with someone talented in such matters. The sides and bottom of stationery may be used to advantage for printing and even tinted paper is occasionally seen. Avoid deep shades as they resist photocopying. Also, insure that ensign and burgee colors remain correctly portrayed. Designers should bear in mind that the main object of a letter is to convey a message and that the pre-printed formalities should be unobtrusive and maximum space for text be provided.

**14.31 Matching paper.** For correspondence, plain matching paper should be used for continuation sheets.

**14.32 District letterheads.** The same general prescriptions apply to district letterheads as noted for squadrons, except that it is common for districts to list the names of the squadrons and/or to show their burgees (with the ensign). In the latter case, the burgees should be arranged in a vertical column on the left or in one or more horizontal rows at the top or bottom (never above the USPS ensign). Whenever the USPS ensign is depicted or the name “United States Power Squadrons” or the acronym “USPS” is contained in any district letterhead, the guidance provided as to the placement of registration notices respecting the trademarks held by USPS in such design and words shall apply.

#### **Flexibility in artistic design**

**14.33 Printed matter.** As respects flag placement, somewhat greater flexibility in artistic design is accorded newsletters, directories, and procedural manuals that usually portray the USPS ensign on the cover. Squadron and district publications may also show burgees.

Whenever the USPS ensign and each word or design mark for which USPS holds a federal registered trademark is depicted or used on the cover, or in the body of, any printed matter, whether produced at the national, district or squadron level, all reasonable efforts shall be made to reflect the proper placement of the registration notice as to each such trademark where ever first appearing on such outside cover and inside body. While existing supplies of printed matter currently in use which do not reflect appropriate registration notices may be used until depleted, all future reprinting of such existing material and all supplements or addenda issued as well as all newly-produced materials shall reflect the proper placement of the registration notice “®” (either as superscript or subscript) respecting each trademark held by USPS. The words “Sail and Power Boating” are shown under “United States Power Squadrons” in somewhat smaller type. This legend is not required for squadrons that have changed their name to include “Sail and Power”.

**14.34 Placement of the USPS ensign and burgees.** The ensign need not be placed so that nothing appears above or to the left of it, as for letterheads; but its placement must be in good taste, not obscured, and not unnecessarily subordinated to printing or other artwork. When a design incorporates a squadron burgee and the USPS ensign in what is obviously a matched pair, the ensign should be above or to the left of the burgee, except that a district may elect to surround the ensign with pennants of the squadrons within that district.

#### USPS corporate seal and logos

**14.35 Use of USPS corporate seal.** The corporate seal of USPS is not to be used except by specific authorization of the national secretary.

**14.36 USPS logos: restrictions on use.** USPS owns a number of federally registered trademarks. Some of them, such as the USPS ensign on a ship's wheel, whether standing alone or in conjunction with the triangular display depicting "Self-Education, Civic Service, Fraternal Boating Club" may serve as logos and be used freely at all levels of USPS. They are not to be used as a substitute for the USPS ensign where its use is directed. Care must be exercised, however, that a registration symbol, "®", be properly positioned with each printed or graphic portrayal.

## PRESERVATION OF USPS INTELLECTUAL PROPERTY

**14.37 Copyright and trademarks.** State and federal laws recognize and give protection to intellectual property rights in the form of copyrights and trademarks.

**14.38 Ownership rights of USPS.** As provided in USPS Bylaws, unless the advance approval of the Board of Directors has been given to the contrary, the products and rights arising from all services performed for USPS by its members are owned by USPS. This includes writings and copyrightable works done for USPS, including its districts and squadrons. Exempted from such provision are squadron and district newsletters and publications, and materials published in *The Ensign*.

**14.39 Copyrights.** A copyright claim may be asserted to a work produced on behalf of USPS by including a copyright notice which begins with the copyright symbol "©" and recites the year created or published and the name United States Power Squadrons, that is "© 2000 United States Power Squadrons." Such copyright notice need only appear once in an original work, but must be contained on all copies and should normally appear in a lower corner of the work or (in the case of a multi-paged publication) on the first substantive page, e.g. inside title sheet or table of contents, as well as upon the outside cover, where feasible. An item, such as an audio or videotape, motion

picture, computer diskette or CD-ROM should reflect the copyright notice on a printed label attached to it, on its protective container and as a separate graphic within any visual work contained in it. When a publication is produced in unbound form with intended supplemental updates, a copyright notice bearing the year of the latest update should appear on the inside cover sheet, title page or table of contents.

Where material is highly original or of unusual value or significance, formal copyright protection can be obtained by applying for recognition through the United States Copyright Office of the Library of Congress. For example, USPS has obtained formal copyright to "The Squadron Records Computer Program". All inquiries respecting copyright matters and applications for federal copyright recognition should be directed to the national law officer.

**14.40 Trademarks.** A trademark relates to a word, symbol or design that is used in the trade of goods or services. In contrast to the copyright symbol "©", two symbols are used to claim a trademark right. Trademarks that have been officially registered with the United States Patent and Trademark Office, Department of Commerce, are entitled to proclaim protection through use of the symbol "®", whether the mark is classified as a

trademark, a service mark or a collective mark. A symbol “TM” is used to denote an unregistered mark. A registered trademark can be preserved indefinitely through continuous use and periodic renewals. Accordingly, USPS headquarters maintains a tickler system to insure that renewal deadlines applicable to each USPS trademark are timely met.

**14.41 Trademark preservation and use.** While, for style and presentation purposes, a registration symbol need appear only once (at the first occurrence) in any article or document, the practice, when depicting a registered design (graphic) mark is always to reflect the registration notice as a superscript or subscript to the design itself. Accordingly, all USPS printed matter, artwork, computer and video graphics containing any such registered design mark, when produced, shall properly include the registration symbol.

**14.42 USPS registered trademarks.** Trademarks federally registered in the name of USPS are described below. Their graphical representation, reflecting the proper placement of the registration notice as to each appears in the illustrations:

- The word mark “United States Power Squadrons”
- The word mark “USPS”
- The design of USPS flag (ensign)
- The design of a ship's wheel with USPS ensign superimposed
- The words “The Squadron” together with a USPS ensign (a word and design mark)
- The word mark “THE ENSIGN”, *The Ensign*, and “The Ensign” (magazine title)
- A stylized version of *The Ensign* magazine name
- The design of a trident (used in USPS rank insignia)
- The word mark “Boat Smart”
- The word mark “Jet Smart”
- The word mark “Chart Smart”
- The word mark “America’s Boating Course”
- The word mark “America’s Boating Club”
- The word mark “Paddle Smart”

All inquires regarding the correct usage of USPS trademarks and reports of their infringement or misuse by those outside USPS should be directed to the national law officer.

## GUIDELINES FOR USING USPS REGISTERED TRADEMARKS

The registered trademarks of United States Power Squadrons, Inc. are valuable. They carry the prestige of America’s largest private boating organization. It’s important to use them correctly in squadron web pages and other contacts with the public.

1) The first time one of the registered trademarks appears on a page, it should be marked with the registered trademark symbol - ®, adjacent to a graphic and as a superscript immediately after the word trademark.

Podunk Power Squadron District 34  
A unit of United States Power Squadrons®  
Sail and Power Boating

2) These trademarks belong to the national organization, which is legally distinct from its member squadrons and districts. Ownership should be credited in a line at the top or bottom of each

page. If a person chooses to put the credit line at the top, it will be the “first use on the page”, and should be marked as shown above.

® “USPS”, the USPS ensign and wheel-and-ensign design are registered trademarks of United States Power Squadrons, Inc.

“The Squadron Boating Course” and “America’s Boating Course” are registered trademarks of the United States Power Squadrons, Inc.

3) If the page contains frames, and it is possible to read the single frame directly without seeing a related frame containing the trademark symbol and credit line, each frame should be treated as an independent page.

We all cringe when we see a boat plowing through a “no-wake” zone at 20 knots with USPS

ensign flying from the stern. The operator may be a novice boater who has confused our flag with the U.S. Yacht Ensign, but it still reflects badly on all of us. Your use of USPS trademarks may be seen

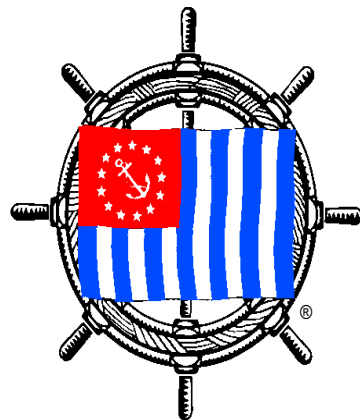
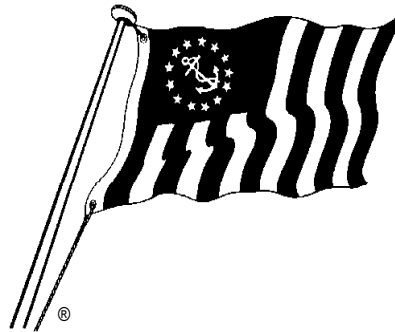
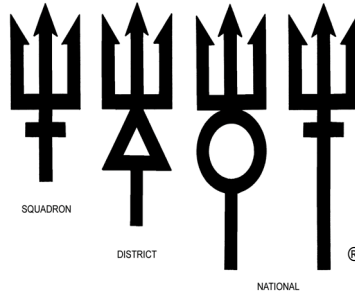
by thousands of visitors and will form their impressions of our organization. Please use them appropriately.

***The following page displays examples of some USPS trademarks.***

# The Ensign®

# The Squadron®

Boating Course







**United States Power Squadrons®**  
**SAIL AND POWER BOATING**  
**District 3**

**TO:** Cdr V. M. Goodfloat, SN  
**FROM:** P/C R. M. Teachum, JN  
**DATE:** 1 March 20xx  
**SUBJECT:** National Safe Boating Week  
**COPY TO:** D/Lt/C J. A. Sailor, SN, DEO

---

It is my understanding that we should be expecting our National Safe Boating Week materials within the next month. Our plans include ...

**Memorandum Form**  
*Figure 1*



## **EAST PODUNK POWER SQUADRON**

**A Unit of United States Power Squadrons®  
SAIL AND POWER BOATING**

123 Maple Street  
Mainline, NY 11223-4567

28 February 20xx

R/C David P. Anyone, SN  
Chair, National Safety  
587 Circle Drive  
Somewhere, CA 93256-3344

Dear Commander Anyone,

It is my understanding you will be participating in the National Safe Boating Week exercises to be held at  
...

Sincerely yours,

P/C Robert M. Teachum, JN  
Chair, Safety Demonstration

c: Cdr Goodfloat  
D/Lt Sailor

**Formal letter on squadron letterhead**

*Figure 6*



## **SOME SAIL AND POWER SQUADRON**

**A Unit of United States Power Squadrons®**

**Commander Thomas A. Jones, SN**  
232 Pilot Road, Newberry, MS 02786-1234

23 April 20xx

D/Lt/C Warren Eagles, SN  
USPS® District 8  
54321 Lagoon Ave  
DeSoto, FL 33086-4545

Dear Commander Eagles,

Our members were pleased to learn that you will be able to attend the banquet at our squadron building on  
...

Sincerely yours,

Thomas A. Jones

C: Lt Elmer F. Brown, JN  
Banquet Chair

**Formal letter on squadron letterhead**

*Figure 7*



**Superior River Sail and Power Squadron**  
A UNIT OF UNITED STATES POWER SQUADRONS®  
Reply to: 34 Main Ave, Hunting CA 90345-2211 Phone (323) 555-7676

## Memorandum

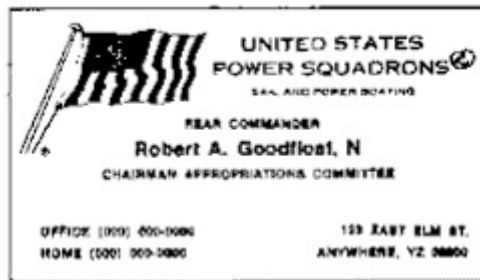
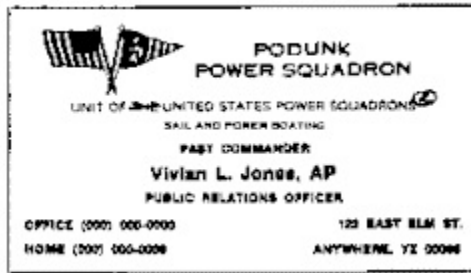
31 January 20xx

**TO:** D/Lt/C J. A. Sailor, SN, DEO  
**FROM:** Cdr V. M. Goodfloat, SN  
**SUBJECT:** Boat Parade  
**COPY TO:** Lt/C Joseph L. Mariner, N, XO

---

The members of the Superior River Sail and Power Squadron are excited about their entry in the forthcoming ...

**Alternate Memorandum Form**  
*Figure 2*



Sample Calling Cards  
Figure 3

**STATE, PROVINCE AND TERRITORY ABBREVIATIONS**

CAUTION: Use of two-letter postal abbreviations on other than envelopes, address labels and in technical tabulations can be confusing. When used, they are expressed in all capitals, without periods.

|                            |                  |    |                             |                   |     |
|----------------------------|------------------|----|-----------------------------|-------------------|-----|
| Alabama .....              | Ala .....        | AL | New Brunswick.....          | N.B.....          | NB  |
| Alaska .....               | Alas., Ak. ....  | AK | New Hampshire.....          | N.H.....          | NH  |
| Alberta .....              | Alta. ....       | AB | New Jersey .....            | N.J. ....         | NJ  |
| Arizona .....              | Ariz. ....       | AZ | New Mexico.....             | N.Mex., N.M. .... | NM  |
| Arkansas.....              | Ark.....         | AR | New York.....               | N.Y. ....         | NY  |
| British Columbia .....     | B.C. ....        | BC | Newfoundland .....          | Nfld. ....        | NF  |
| California .....           | Calif., Cal..... | CA | North Carolina.....         | N.C.....          | NC  |
| Colorado .....             | Colo., Col. .... | CO | North Dakota .....          | N.Dak., N.D.....  | ND  |
| Connecticut.....           | Conn., Ct. ....  | CT | Northwest Territories ..... | N.W.T. ....       | NT  |
| Delaware .....             | Del. ....        | DE | Nova Scotia.....            | N.S.....          | NS  |
| District of Columbia ..... | D.C. ....        | DC | Ohio.....                   | O. ....           | OH  |
| Florida.....               | Fla. ....        | FL | Oklahoma.....               | Okla. ....        | OK  |
| Georgia.....               | Ga. ....         | GA | Ontario .....               | Ont.....          | ON  |
| Hawaii.....                | Hi.....          | HI | Oregon .....                | Ore.....          | OR  |
| Idaho.....                 | Ida., Id. ....   | ID | Pennsylvania.....           | Pa., Penna. ....  | PA  |
| Illinois.....              | Ill.....         | IL | Prince Edward Island .....  | P.E.I. ....       | PE  |
| Indiana.....               | Ind. ....        | IN | Puerto Rico .....           | P.R. ....         | PR  |
| Iowa .....                 | Ia. ....         | IA | Quebec.....                 | Que. ....         | PQ  |
| Kansas.....                | Kans., Kan.....  | KS | Rhode Island.....           | R.I. ....         | RI  |
| Kentucky.....              | Ky. ....         | KY | Saskatchewan.....           | Sask. ....        | SK  |
| Labrador .....             | Lab. ....        | LB | South Carolina .....        | S.C.....          | SC  |
| Louisiana .....            | La. ....         | LA | South Dakota .....          | S.D.....          | SD  |
| Maine.....                 | Me. ....         | ME | Tennessee.....              | Tenn. ....        | TN  |
| Manitoba.....              | Man. ....        | MB | Texas.....                  | Tex. ....         | TX  |
| Maryland.....              | Md. ....         | MD | Utah.....                   | Ut. ....          | UT  |
| Massachusetts.....         | Mass.....        | MA | Vermont.....                | Vt. ....          | VT  |
| Michigan .....             | Mich.....        | MI | Virginia .....              | Va.....           | VA  |
| Minnesota .....            | Minn. ....       | MN | Virgin Islands.....         | V.I.....          | VI  |
| Mississippi .....          | Miss. ....       | MS | Washington .....            | Wash., WA. ....   | WA  |
| Missouri .....             | Mo. ....         | MO | West Virginia .....         | WV.....           | WV  |
| Montana.....               | Mont. ....       | MT | Wisconsin.....              | Wis.....          | WI  |
| Nebraska .....             | Nebr., Neb. .... | NE | Wyoming .....               | Wyo., WY.....     | WY  |
| Nevada .....               | Nev. ....        | NV | Yukon .....                 | Y.T.....          | YT. |

*Figure 4*

**COMMON USPS ABBREVIATIONS**

Many of the abbreviations listed below are used in connected series, e.g. ChMemCom, ChAGDiv and NCom. Use of the slash in most USPS abbreviations is not necessary, with the exception of expressions of ranks, e.g. P/C/C. A slash may be inserted in other combinations to clarify meaning, e.g. ChNomCom should be CH/NOM/COM when using all upper case text. With the exception of ranks and grades, these abbreviations should be used with restraint and be restricted to internal correspondence and documents where the context makes their meaning clear.

|  |  |
|--|--|
| A, Asst ..... assistant                                | ID ..... instructor development                              |
| Ad ..... administrative, administration                | IT ..... information technology                              |
| AG ..... advanced grades                               | IQ ..... instructor qualification                            |
| AO ..... administrative officer                        | JN ..... junior navigator, Junior Navigation                 |
| AP ..... advanced piloting                             | LB ..... local board for                                     |
| B ..... boating  | LD ..... leadership development                              |
| BA ..... boating activities                            | Leg ..... legislative  |
| BBS ..... on-line bulletin board                       | Lt ..... lieutenant  |
| BDU ..... biographical data upload                     | ME ..... marine electronics                                  |
| Bud ..... budget                                       | ME ..... member emeritus (of the GB)                         |
| Bus ..... business                                     | Mem ..... membership   |
| /C ..... commander (as in V/C, Lt/C)                   | MI ..... member involvement                                  |
| Capt ..... captain                                     | Mar ..... marketing  |
| C/C ..... chief commander                              | MM ..... merit marks   |
| Cdr ..... commander                                    | Mtg ..... meeting  |
| Ch ..... chair   | N ..... navigator, navigation, national                      |
| Cl ..... class   | NEO ..... national educational officer                       |
| CoCh ..... cooperative charting                        | NM ..... national meetings                                   |
| Com ..... committee on, committee for                  | Nom ..... nominating, nominations                            |
| ComSys ..... computer systems                          | NSBW ..... National Safe Boating Week                        |
| CPS or CPS/ECP ..... Canadian Power and Sail Squadrons | O ..... officer  |
| Crs ..... course                                       | OM ..... Operations Manual                                   |
| CS ..... computer systems                              | Op ..... operations  |
| D ..... district                                       | OT ..... operations training                                 |
| D/C ..... district commander                           | P ..... pilot, piloting                                      |
| DEO ..... district educational officer                 | P/ ..... past (as in P/C)                                    |
| Dept ..... department                                  | Plan ..... planning  |
| Div ..... division                                     | Prog ..... program, programming                              |
| DL ..... district liaison                              | PR ..... public relations                                    |
| EC ..... elective course                               | R/ ..... rear (as in R/C)                                    |
| ECP ..... Escadrilles Canadiennes de Plaisance         | R ..... rules  |
| Ed, Edu ..... education, educational                   | RT ..... radio technical                                     |
| Ed Fund ..... educational fund                         | S ..... seaman, seamanship, safety                           |
| ED ..... editorial development                         | S ..... squadron (as in SEO but never SC)                    |
| EDM ..... educational department manual                | Sa ..... sail  |
| EDN ..... educational department notice                | Sec, Secy ..... secretary                                    |
| EDR ..... educational development & review             | SEO ..... squadron educational officer                       |
| EG ..... educational graphics                          | SL ..... squadron liaison                                    |
| EM ..... engine maintenance                            | SM ..... student manual                                      |
| EO ..... educational operations                        | SN, N ..... educational achievement award (senior navigator) |
| Ex ..... executive (as in ExCom)                       | SP ..... supplemental programs                               |
| FE ..... flag and etiquette                            | Stf/ ..... staff (as in Stf/C)                               |
| Fin ..... finance                                      | Sqdn ..... squadron  |
| F/Lt ..... flag lieutenant                             | Su ..... support   |
| FM ..... forms management                              | TA ..... teaching aids                                       |
| G/B, GB ..... Governing Board                          | Treas ..... treasurer  |
| GM ..... general member of the GB                      | V/ ..... vice (as in V/C)                                    |
| HQ ..... headquarters                                  | VSC ..... vessel safety check                                |
| IM ..... instructional manual                          | Wx ..... weather   |
| 1/Lt, 1st/Lt ..... first lieutenant                    | XO ..... executive officer                                   |

**EXAMPLES**

CoChCom DSec P/C/C TACom SEO D/1/Lt DSO GM/GB ChMemCom

*Figure 5*





## Chapter 15

### FORMATION AND/OR CHANGE OF STATUS OF SQUADRONS AND DISTRICTS

- |  |  |
|--|--|
| [15.1] Introduction                            | [15.7] Procedure for chartering            |
| [15.2] Formation of a provisional squadron     | [15.8] Squadron dissolution                |
| [15.3] Selecting a location                    | [15.9] Squadron mergers and consolidations |
| [15.4] Approval of provisional squadron status | [15.10] Formation of a new district        |
| [15.5] Provisional squadron operations         | [15.11] Operating district division        |
| [15.6] Name and burgee                         | [15.12] Full district status               |

**15.1 Introduction.** The formation, merger, consolidation or dissolution of a squadron or district involves a number of details that must be coordinated or approved by squadrons, the district commander, district education officer and/or national executive officer. The primary source of assistance in the formation of a new squadron is the Squadron Development Committee. This committee bears the primary responsibility to assist a new squadron in preparing the proper documentation, coordinating the approvals of various national committees and evaluating the potential success of the new squadron. Squadrons may be organized by either the provisional squadron or the squadron division method. Of the two, the provisional squadron is less complex. In either case it is important that at least a few people with some knowledge of USPS be available as a guiding hand throughout the process. If the proposed squadron is remotely located or if there is doubt as to which district has jurisdiction, an inquiry is addressed to the national executive officer for clarification.

**15.2 Formation of a provisional squadron.** USPS members should make a dedicated effort to form provisional squadrons in areas where USPS is not represented by an existing squadron. Squadrons, districts or a combination of these may work to build provisional squadrons.

Communication of intent is important. The Chairman of the Squadron Development Committee as well as the District Commander of the local district must be contacted to inform them of the intent to form a provisional squadron and to request their help and support in the effort.

Endeavor to find a “key” leader, one who is

known in the community and one who has had some experience in clubs and organizations.

Members of a provisional squadron consist of current members of another squadron who intend to transfer into the squadron when it is chartered, unattached members and unattached (new) members who join after meeting membership requirements as prescribed by the Bylaws and Governing Board.

Only six active members are required in order to organize a provisional squadron. Public safe boating courses may be offered to reach the minimum of six members required. The provisional squadron functions with a commander, educational officer, secretary/treasurer and three executive committee members.

After provisional squadron status has been approved, the squadron has three years to build its membership to a minimum of 25 active members in order to submit its request for a squadron charter.

**15.3 Selecting a location.** Any community that has boaters not now served by a squadron is a potential location. While the first priority may be locations with boating activities, there are other possibilities. If there is a metropolitan area with 100,000 or more population, and there is a good boating area within 50 to 100 miles, many boaters from the metropolitan area travel to that boating area. USPS has strong squadrons located in areas that are not themselves boating areas.

Availability of a facility for teaching courses and for meetings is another consideration; yacht

clubs, marine stores, marinas or a United States Coast Guard facility are potential locations.

Contact local Chambers of Commerce, Lake Associations, organizations that promote tourism et cetera. They can provide useful information about the area and valuable contacts. They also are very useful in publicizing the organizational efforts to form the provisional squadron.

**15.4 Approval of provisional squadron status.** The Board of Directors has the authority to grant provisional squadron status. The procedure to be followed is not complicated, difficult nor time consuming. The process is documented in the *Squadron Development Manual* available on the USPS Operations Manual website and as Chapter 24 in the Operations Manual.

The first step is to find the six active members required to operate a provisional squadron. Current members of other squadrons who reside in the area and unattached members is a start. USPS headquarters will conduct a zip code search to find current or prior members. Conducting public safe boating courses in the area to obtain new members is another source to recruit the minimum of six. Other procedural steps that must be followed and ideas to be considered are:

A) Have at least two USPS members who will work together closely to promote provisional status and file the necessary request for provisional squadron status with the national executive officer. The NXO will present all properly prepared requests to the Board of Directors which has the authority to grant provisional status. The request is to be in letter form to the national executive officer and must include the following:

- 1) The geographical area that the proposed provisional squadron is to include;
- 2) The need for a new squadron in that area;
- 3) The potential for growth. How will membership grow without seriously detracting from other squadrons in the area?;
- 4) In a few words, describe the plan for creating the squadron including the squadron proposed name and the length of time it may take to charter the new squadron. The name may apply only to the provisional squadron and

another name can be selected when the provisional squadron requests its charter.

B) The national executive officer will review the letter request and, although not a requirement, will normally discuss it with the district commander whose district this provisional squadron would be assigned for administrative purposes. If all is in order, the national executive officer will seek the Board of Directors' approval for provisional squadron status;

C) Board of Directors' approval is subject to the approval of the proposed provisional squadron bylaws by the chair of the Committee on Rules. The Board of Directors will also assign this proposed provisional squadron to a district for administrative purposes. The district to which the provisional squadron is assigned has the responsibility to help the provisional squadron with its efforts to become a chartered squadron. Normally the Board of Directors will encourage the group by approving conditional provisional squadron status with the understanding that formal provisional squadron status will only be granted upon the approval of the provisional squadron bylaws by the Chairman of the Committee on Rules;

D) Upon conditional or formal provisional squadron approval, the national executive officer will then request that Headquarters send a new squadron kit to help the provisional squadron toward chartering. Upon that request, Headquarters will send up to 100 free copies of the public safe boating course texts (does not include the plotting kits) to facilitate the teaching of public safe boating courses in their area;

E) The conditional or formally approved provisional squadron should have an initial meeting with all those interested in participating in a provisional squadron in the area;

F) Secure a copy of the model by-laws for provisional squadrons and elect members to the six leadership positions as required. Adopt the provisional squadron bylaws in the exact format as the model and send the adopted copy to the chair of the Committee on Rules for approval. This is a requirement for formal provisional squadron status.

**15.5 Provisional Squadron Operations.** The provisional squadron should begin to function as a regular squadron. Its primary activity is to conduct

public safe boating courses to recruit new members in order to reach the required minimum of 25 active members for squadron chartering. Consider the following to attract individuals to public safe boating courses and to find other potential new members.

A) If the state has a safe boating exam that has been approved by USPS as meeting USPS membership requirements, try to get the names of those who have taken and passed the state exam from the state officials. They qualify directly for USPS membership. Contact these boaters and advise them of the benefits of USPS membership. A list of all courses that meet the membership requirements is listed on the membership committee's page on the USPS website;

B) Make plans to offer public safe boating courses in order to recruit new members for the provisional squadron. Find a location, school, library, marina or marine supply center in which to hold a course. Hold the classes as often as practical, day, night or weekends and be "up front" with the students. Tell them a new squadron is being formed and stress the value of USPS membership and its boating educational opportunities. Also inform the students that when they join a new squadron they are charter members and the first commander is a charter commander, a distinction that is important to some;

C) Marinas might well provide a listing of boaters. The state licensing authorities and/or state boating law administrators are also good sources of information. Try contacting yacht clubs seeking names of boaters. Inform them that a squadron is being formed and tell them of the advantages of USPS membership. Ask them to publicize the dates and locations of the public safe boating courses and include the name and phone number or email address of a local contact from the provisional squadron;

D) Develop a list of all area media, newspapers, radio, TV, community web sites, et cetera. Distribute releases with dates and locations of public safe boating courses. Area radio and TV stations frequently have various "community bulletin board" type features offering "no charge" announcements for non-profit organizations. Local news programs and interview programs also may be used to publicize the courses;

E) Posters and other material for publicizing the courses are also available from the USPS marketing and public relations committee at no charge;

F) Students who pass the course join USPS as unattached members who are assigned to the provisional squadron and will become charter members of the new squadron when chartered. Also encourage them to help with subsequent courses. Urge the members to enroll in the *Seamanship* course immediately;

G) Continue teaching public safe boating courses and squadron advanced and elective courses. When active membership reaches 25, complete the requirements for squadron chartering as stated below.

**15.6 Name and Burgee.** Squadron names must have geographical significance and not conflict with other squadrons. Guidelines for squadron burgees and squadron names are included in other sections of this *Operations Manual*. The provisional squadron may petition the Committee on Rules to approve or reserve the proposed squadron name and the Heritage and Protocol Committee to approve the burgee design it desires at any time after provisional squadron status has been granted by the Board of Directors.

**15.7 Procedure for Chartering.** The forms and procedures for requesting a charter for a provisional squadron are included in the new squadron kit that was sent upon approval of provisional squadron status. The Committee on Rules requires that the forms be used and that the following procedure be adhered to on all applications. Any deficiency is likely to delay charter approval.

It is the responsibility of the Committee on Rules to review and approve the bylaws of the new squadron and is the committee through which the new charter application is formally presented to the Governing Board.

**Procedure:**

A) Notice of the organizational meeting must be sent out at least 10 days in advance to all prospective charter members. Forms for this notice are in the new squadron kit; additional copies may be reproduced locally;

B) Squadron bylaws must be drafted to conform in format to the model bylaws for squadrons, a copy of which is in the new squadron kit. Deviations will be allowed in case of conflict with local laws or other compelling circumstances provided, however, that there is no deviation from the policy and authority of USPS. A copy of the proposed bylaws should be submitted for preliminary approval to the chair of the Committee on Rules before being voted on by the membership. Any deviation from the model must be underlined in red or highlighted and explained. It is recommended that the proposed bylaws be included with the notice of the organizational meeting or that multiple copies be made available for examination by members attending the meeting;

C) The organizational meeting should be held as outlined in the notice. At least 25 active members of USPS must sign the petition to the Governing Board, form NSK-4a and **Petition for Group Transfer**, form HQ-114 for the charter to be granted. Minutes of the meeting should contain the following:

- Names of members present and designation by grade
- Approval of the motion to petition the G/B for a charter
- Adoption of the proposed name of the squadron
- Adoption of the proposed bylaws
- Election of officers
- Approval of the motion authorizing USPS to include the squadron in a request for federal tax exemption

D) The following must be completed and forwarded to the chair of the Committee on Rules with a copy furnished to the district commander:

- Minutes of the organizational meeting
- Squadron Bylaws as adopted and formally approved by the Chair of the Committee on Rules
- Form HQ-114, Petition for Group Transfer for each squadron from which members are transferring
- List of unattached members transferring into the squadron approved by the national secretary
- Form NSK-4b, list of charter members with certificate numbers
- Form NSK-4a, petition to the Governing Board

- Form NSK-3, Notice of the Organizational Meeting
- Letter to USPS signed by squadron commander authorizing USPS to include the squadron in the yearly request for group federal tax exemption
- Form OD-2, Listing of Squadron Officers and Committee Chairs
- Letter from the district commander and district educational officer attesting that the provisional squadron is organized to operate a squadron with its ability to conduct a successful educational program

E) Form ED80, the Squadron Educational Officer and ASEO, is submitted to the DEO;

F) If all documents are in order, the chair of the Committee on Rules may approve the charter application. If the chair of the Committee on Rules receives the charter application 30 days or less prior to a Governing Board meeting, action on the application must be submitted to the Governing Board for approval.

**15.8 Squadron dissolution.** A squadron dissolution takes place when a squadron ceases to function and surrenders its charter. Following is a checklist for squadron dissolution;

- 1) Notify district commander and national executive officer of intent;
- 2) Approval by at least two-thirds of the active members present and voting on proposal for dissolution at a special meeting with at least 30 days' notice of meeting;
- 3) Approval by district council and conference;
- 4) The district commander requests the forms necessary for dissolution from USPS Headquarters. The forms are returned to the national executive officer;
- 5) Members may transfer to the: 1) the closest squadron; 2) their original squadron; or 3) the Internet Membership Squadron. Members transferring should sign form HQ-110 or HQ-114. Members wishing to transfer to unattached status sign form HQ110 and list 'Unattached' on the form;
- 6) It is the responsibility of the commander of the squadron being dissolved to ensure that assets of his squadron can be transferred under applicable state law. He works with the

squadron or district law officer on such determination, as states differ in their interpretations of transfers of assets from one 501(c)(3) corporation to another. In the interest of continued support of the USPS mission, it is recommended that a proportional distribution be made to the squadrons where members of the dissolving squadron are transferring;

- 7) District commander must do his/her best to confirm that all squadron property has been transferred to another squadron or district or similar charitable organization all in accordance with USPS Bylaws. Many states call for a written plan (a “winding-up certificate”) for orderly termination of the business and final distribution of assets. The squadron board must certify under penalty of perjury that the plan has been followed. A copy of the documents used to distribute the squadron's assets should be sent to headquarters. (Use form HQ 116 - Transfer of Assets Between Squadrons - if appropriate);
- 8) If the squadron is incorporated or otherwise legally associated, such association must be dissolved pursuant to local law. Work with the squadron or district law officer on such determination;
- 9) The national executive officer recommends approval of the dissolution to the Board of Directors and the district commander returns the charter to Headquarters.

### **15.9 Squadron mergers and consolidations.**

*(There are no provisions in the USPS bylaws for mergers or consolidations.)* A squadron merger takes place when one squadron renounces its charter and its members transfer to another squadron. The procedure to be followed to effect a squadron merger is that the merging squadron transfers its property to the remaining squadron and follows the procedure for dissolution [Refer to 15.8 on page 15-4]. (Use forms HQ 114 - Request for Transfer of a Member Group to Effect a Merger and HQ 116 - Transfer of Assets Between Squadrons). It is also acceptable for each member to sign form HQ 110 (Letter of Transfer) if that is simpler than getting the HQ 116 circulated.

A squadron consolidation takes place when two or more squadrons are combined to form a new

and distinct squadron. The procedure to be followed for squadron consolidation is the same as for a merger with the addition that the remaining squadron follows the procedure to change its name by amending its bylaws [Refer to 15.8 on page 15-4].

**15.10 Formation of a new district.** USPS, with approval of the Governing Board, may establish new districts. The desire of a district to be divided originates within the district. It may come from district officers, or it may come from squadrons within the district. In either case, the district commander verifies that the squadrons affected agree with the decision to divide the district and the district conference approves the petition. The petition is sent to the national executive officer for presentation and approval by the Board of Directors for submittal to the Governing Board for their approval. There is no form for such petition, but the Committee on Rules will furnish precedents, which may be adapted to the circumstances.

The national executive officer will consult with the Board of Directors inasmuch as new districts can have a far-reaching effect throughout USPS. Realignment of neighboring districts or squadrons may also be necessary.

Upon approval by Governing Board, a meeting of representatives of the squadrons in the new district is held, at which time bylaws, election of temporary officers and other organizational issues are considered. Bylaws for a new district must follow the “model” bylaws for districts verbatim except for considerations required by local law or special circumstances. Such exceptions require prior approval by the Chairman of the Committee on Rules. Copies of these model bylaws are available from USPS Headquarters or may be downloaded from USPS Web site. Bylaws must receive formal approval by the Committee on Rules before any new district may begin to function officially.

**15.11 Operating district division.** A proposed district may initially operate as a “division” of a district as assigned by the national executive officer. A division functions with certain autonomy, subject to direction by the parent

district. Temporary officers chosen by a district division have no rank as such. For this reason installation and changes-of-watch ceremonies are inappropriate. Such officers may, of course, retain their insignia of previous rank.

Divisions must hold a conference meeting and at least two council meetings annually. The Chief Commander will assign a C/C's Representative when possible. If a division is not granted full district status within two years, the national executive officer may terminate its status in which event the division's squadrons will revert to the district to which they were assigned at the time the division was formed.

**15.12 Full district status.** When the division commander feels that the division has made sufficient progress and is financially stable, he may request full district status by formal letter to the national executive officer. This request must be endorsed by the council and conference of the parent district.

If the national executive officer and the Chairman of the Committee on Rules agree that the division is well prepared and is functioning satisfactorily, the national executive officer requests that the Board of Directors ask the Governing Board to grant full district status including the district number or other designation.

## Chapter 16

### MERIT MARKS

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>[16.1] Definition of a merit mark</li> <li>[16.2] Merit mark chairman</li> <li>[16.3] How recommendations are made</li> <li>[16.4] Service records</li> <li>[16.5] Supplementary recommendations</li> <li>[16.6] Posthumous award</li> <li>[16.7] Resubmittal recommendations</li> <li>[16.8] Retroactive recommendations</li> <li>[16.9] Notice of awards</li> </ul> | <ul style="list-style-type: none"> <li>[16.10] District commander procedures</li> <li>[16.11] National committee procedures</li> <li>[16.12] V/C and national chair procedures</li> <li>[16.13] CPS members</li> <li>[16.14] Area monitors</li> <li>[16.15] Points to consider</li> <li>[16.16] Acceptable recommendations</li> <li>[16.17] Unacceptable recommendations</li> <li>[16.18] Electronic merit mark submission</li> </ul> |
|--|---|

**16.1 A “Merit Mark” (MM)** is awarded by the chief commander to a member for substantial personal effort in furthering the interest, programs and objectives of USPS, its districts and squadrons. It is a coveted award; it is by and large the only official recognition members receive for their efforts. Only one merit mark may be awarded in a year to a member, no matter how extensive the contribution. A certificate is issued, and a special insignia may be worn on USPS uniforms [Refer to 13.44 on page 13-8].

Recommendations for a merit mark are made by squadron, district, rear and vice commanders to the chief commander. Active and apprentice members may be recommended.

**16.2 Merit Mark Chairman.** Upon taking office a commander should appoint a merit mark chairman, whose first task is to contact the commander who served from 1 January to the change-of-watch.

That commander provides information for any members to be recommended for a merit mark for work during that period.

A merit mark chair maintains a list during the year of those members who have performed significant work, noting the nature of the work and the result. A large number of hours involved is not in itself sufficient to earn a merit mark. In large squadrons, a merit mark committee may be required to keep track of the data.

In October, the merit mark chair presents his list and supporting data to the commander. After original recommendations have been sent to the area monitor by the commander (before 15 November), the merit mark chair continues to make a list of members who perform significant work up to 31 December. This data is given to the incumbent commander so that supplementary recommendations may be sent to the area monitor. A commander may not recommend himself/herself for a merit mark. His performance is reviewed by the district commander who, if warranted, will recommend him/her for a merit mark.

Members of other squadrons may be recommended; insert the name of the member's squadron under his or her name. If a member performs service for a squadron not his own, yet not enough to warrant a merit mark, it is incumbent upon the commander of that squadron to inform the commander of the member's own squadron of the work done so that it can be combined with work for the home squadron.

The area monitor can be very helpful and will be glad to answer any questions.

#### **16.3 How Recommendations are Made**

- 1) On or before 15 November, Commanders (or Merit Mark Chairmen) compile the recommendations and format them on the proper form in DB2000. The names are listed alphabetically with the last name first and the certificate number directly under the name;
- 2) Recommendations for educational work

are listed in the vertical columns:

- a) The first column is the name of the course;
- b) The second column is the number of classes taught. This means individual class sessions or lectures given, NOT courses;
- c) The third column, number of classes proctored; and
- d) There is a second set of vertical columns for the same information for a different course.

3) A section titled "Valuable Service Performed" is for any and all other services performed such as:

- Office held - a brief description of actual work done by the officer (the job title is not sufficient)
- Committee chair - number of meetings chaired, results of meetings, results of activity and reports given.
- Activity chair - number of meetings held, results of meetings, results of activity and reports given.
- Committee member - how many committee meetings attended, work performed on activities. Some activities: cooperative charting, rendezvous, cruises, predicted log contests, change-of-watch dinner, founders' day dinner, auction and Safe Boating Week.
- Executive committee meetings - number attended as an officer or member-at-large, contributions to meeting and reports given
- Regular meetings - credit for officers' attendance and for any other members who have been requested by the commander to participate in some phase of the business meeting. No credit for general members; this is a privilege of membership.
- District meetings - credit for members only if attending as a delegate or participating in a workshop or seminar or exhibiting a teaching aid.
- Governing Board or annual meeting - credit for members only if attending as a surrogate for the commander or participating in an activity such as exhibiting a teaching aid.

4) Submitting the Recommendation:

- a) Electronic Form - in the DB2000 program, click on the submit button.
- b) Printed Form - Print out the complete set (4 copies). Commander keeps his copy and after signing the cover sheet on each of the three copies, mails (by first class mail only) the other three copies to the Area Monitor.

5) The Area Monitor will review the recommendations to see if they meet the "substantial personal effort" requirement. If the Area Monitor does not believe that the requirement is met, the member will be deleted;

6) When the Area Monitor has completed his review, his recommendations are forwarded (either electronically or mail) to the Chief Commander and Headquarters. The results of the Area Monitor's review and the reasons for deleting any are sent back to the commander;

7) The Chief Commander may reverse or change any of the recommendations since he is the one giving the award;

8) The commander may and should resubmit any recommendations deleted by the Area Monitor giving the additional information requested by the Area Monitor. If the Area Monitor still deletes a recommendation, the commander may go directly to the Chief Commander; and

9) After approval by the Chief Commander, Headquarters enters the Merit Mark in the member's records and prepares a certificate which is mailed to the member. Headquarters notifies the commander of those members receiving a Merit Mark.

**16.4 Service records.** It is required that every recommendation for a merit mark be supported by facts that adequately describe the work performed by the member.

**16.5 Supplementary recommendations** may be submitted after original submittal up to 1 April of the succeeding year. These are for those members who have been overlooked or who have managed by the end of the calendar year (31



December) to perform sufficient work to qualify for recommendation.

In the case of a member whose contribution may not completely justify recommendation as of the date of original submittal, it is proper that he be told that by performing additional work during the remainder of the year, a recommendation may be possible.

**16.6 A posthumous award** may be made for a member who made substantial contribution during the calendar year of death or prior years as defined. The award will be sent by USPS headquarters to the squadron commander even though the recommendation may have originated elsewhere. The squadron commander presents the merit mark certificate to appropriate survivors.

**16.7 Resubmittal recommendations** may be necessary to clarify or augment earlier submittals in cases where the area monitor or chief commander has denied an award pending receipt of additional information.

**16.8 Retroactive recommendations** may be made by the recommending officer in office during the period services were performed, or by their successor should death or other incapacity intervene. This is allowed for any of the three calendar years prior to the year in which the recommendation is made.

If recommendation relates to a period longer than the three years, it should be sent directly to the chief commander. In this case, the area monitor's endorsement is not required as the award is at the sole discretion of the chief commander.

This is another reason that a record of services performed should be kept by the commander or his designee.

**16.9 Notice of award.** Names of members recommended for a merit mark must not be made public until the USPS headquarters notifies the recommending officer that the chief commander has approved the awards.

**16.10 Procedure for district commanders.** The district commander follows the same procedure and observes the same deadlines as squadron commanders. He considers for recommendation members of the district staff and members active in district affairs.

The district commander reviews the services and work of each squadron commander of the district and, where warranted, recommends each for a merit mark.

The district commander is responsible for obtaining and considering recommendations made by the D/C in office during that part of the calendar year prior to his installation, and also for preparing a service record for the succeeding D/C outlining services contributed by members from the following January to his retirement.

The area monitors hold the D/C's recommendations until all squadrons in the district have been received or until 15 December. On 15 December, any squadron commander who has not submitted his recommendations will have his name deleted from the district commander's recommendations.

**16.11 Chairs of national committees** submit recommendations for their committee members, observing the same deadlines and procedures that are outlined for squadron and district commanders. Recommendations are sent to their respective vice commanders.

**16.12 Vice commanders and national chairs** of general and standing committees also make recommendations for merit mark awards for their subordinates. The recommendations are sent directly to the chief commander. The national executive officer reviews the services and work of each district commander and, where warranted, recommends each for a merit mark.

Efforts of General Members of the Governing Board are reviewed by the chief commander and, if deemed sufficient, the members are awarded a merit mark.

**16.13 Canadian Power and Sail Squadrons** members who contribute service to USPS that

would justify recommendation for a USPS merit mark award if they were members of USPS should be recommended to the chief commander of CPS. Such recommendations, well documented and detailed, are sent in letter form to the submitter's USPS area monitor who forwards them to the chief commander of CPS. Recommendations may include statements of continued cooperation with USPS beyond those justified in the recommendation. This does not apply to those who hold dual membership in USPS and CPS.

**16.14 Area monitors.** The chief commander appoints area monitors to assist in reviewing merit mark recommendations. Their names, assignments and addresses appear in the *USPS Directory of National, District and Squadron Officers*. Area monitors perform the following functions:

- a) **Review** recommendations from squadron and district commanders;
- b) **Indicate** to the submitting officer (form AM-1) those recommendations which are not sufficiently documented to qualify for award; and
- c) **Forward** to the chief commander both those recommendations considered acceptable and those considered not acceptable.

The decision of an area monitor to question and return a recommendation is not final. If the recommending officer disagrees with a decision, a recommendation may be resubmitted to the area monitor with the original and any additional information which may justify a change in his decision. Irreconcilable conflicts will be settled by the chief commander.

**16.15 Points to consider** when making recommendations. Detailed descriptions of services performed by members are the best means to insure approval of recommendations. It is the commander's responsibility to clearly present the facts. The following suggestions are offered as guides:

- a) **The title of a job is not sufficient.** Some members accept responsibility and do very little to carry it out. It is important to describe what was done;
- b) **Avoid vague phrases**, such as the fol-

lowing, which make it impossible to tell how much effort was expended:

- Worked actively on...
- Graded papers evenings...
- Spent many hours on...
- A very dedicated member...
- Always willing to help when called upon....
- Effective as...
- Has put in more than the required hours...

c) **One-time effort.** Ordinarily a one-time contribution/service does not meet the standards for an award of a merit mark, yet there are instances in which a very special service to USPS can be compared to a year-round effort. For example, an award is not usually given for a single lecture, but an exception might be made when a great deal of unusual research and preparation of slides or aids resulted in an exceptional lecture. To obtain recognition, all the facts must be given;

d) **Work for civic projects or other organizations.** Any project which is done with a specific benefit to USPS (national, district or squadron) may be considered for a recommendation for a merit mark, but the activity must be approved by the commander with the support of the executive committee. If a squadron's or district's interests are benefited to a substantial degree, such as bringing more students into the boating course, credit may be given towards a merit mark. Simply participating in a civic event or project, land or water parade or other non-USPS-sponsored activity does not qualify. If public relations from such participation has a direct benefit to USPS, credit may be considered in a recommendation. It is important in these cases, as always, to clearly explain what was done and what was specifically accomplished to the benefit of USPS. For any special civic event or sponsored activity, the commander must enclose a covering letter explaining the event and how it benefits USPS.

Recommendations based on work performed while teaching state safe-boating courses must meet certain requirements to qualify. In order

to qualify, the instruction must have been undertaken at the request of the commander and must be an approved squadron project and a covering letter explaining the circumstances must accompany the recommendations; and

e) **Work for district.** It is correct for the *district* commander to make such recommendations. A squadron that acts as host to a district activity may recommend its members who have helped but be sure to explain what work was actually performed.

#### 16.16 Examples of recommendations.

- *Unacceptable:* “A very efficient squadron commander and a fine leader.” *Better:* “An aggressive leader; the squadron has increased its membership 8% this year; actively participated in four district council meetings and two district conferences.”
- *Unacceptable:* “A good person to have on the bridge.” *Better:* “As squadron administrative officer, attended all ten executive committee meetings and eight regular squadron meetings; was in constant touch with committees under his jurisdiction and gave written progress reports.”
- *Unacceptable:* “Served actively as treasurer.” *Better:* “Maintained up to date records and gave written reports to the squadron at all ten meetings. Prepared and timely filed all state and federal tax returns. Commended by the auditing committee for the excellence of all records.”
- *Unacceptable:* “A dedicated and very efficient SEO.” *Better:* “As squadron educational officer, supervised the organization and conduct of 31 classes during the year in all USPS subjects. Wrote six motivating articles for our squadron publication which helped to produce a 15% increase in the number of members holding AG. Attended two district conferences.”
- *Unacceptable.* “Outstanding work as *The Ensign* correspondent.” *Better:* “As *The Ensign* correspondent, sent in seven articles, of which three were published.”
- *Unacceptable.* “Worked hard as refreshment chair.” *Better:* “As refreshment chair,

prepared and served coffee and sandwiches for an average of eighty members at 12 regular squadron meetings. Cleaned up after each meeting.”

#### 16.17 Examples of recommendations which are unacceptable:

a) “Members have rendered services of great value to the squadron.” This may be undeniably true, but unless the area monitor and the chief commander know *what* services, there will be no award;

b) “Acted as host to the mayor of...” It is usually considered an honor and privilege to be a host, rather than a service. If the “hosting” was part of a year-long activity as PRO, or as an aide to the commander, it would be better to mention the duration and scope of the activity. A “one-shot” event will not qualify;

c) “Served as flotilla commander, Coast Guard Auxiliary.” A merit mark is never awarded for service performed for another organization, regardless of how closely related or meritorious;

d) “Assisted with duties on the squadron cruise.” Just what did this member do apart from enjoying his vacation?;

e) “Worked with local sea scouts.” Same as “*Worked for USCGAux*” To qualify for merit mark consideration, the work performed for other organizations must be directly involved with USPS projects and activities;

f) “Performed dry-dock repair.” Whose dry dock? Does the dry dock belong to the squadron? What is its function with regard to the squadron? Is there some educational aspect?; and

g) “Served as radio technician.” For whom? What specific duties were performed?

**16.18 Electronic Merit Mark (EMM) Submission** has become a reality. In the past, merit marks were created manually by using a four part form which could be filled out either by printing neatly or by typewriter. The submissions were signed and mailed to the appropriate area monitor for approval processing. Any communication between the submitter and the area monitor was performed either

by postal mail or telephone. When the approved submissions arrived at headquarters as a four foot high pile of paper, they were entered into the respective member records manually; a costly and tedious process.

In the late nineties, DB2000, an application conceived to be a management tool capable of handling the necessary record keeping and reporting requirements for a squadron was designed and written by P/D/C Ken Guscott. Many versions, numerous additions and enhancements have been made since then, the most recent being support for

electronic merit marks.

Both DB2000 and the MQSeries are required for a fully functional DB2000 installation. These application programs can be acquired on a CD from headquarters or broadband users can easily download them from the DB2000 support site. Complete technical details and the software are available at the URL listed on page viii

More information on merit marks and the use of DB2000 to create and submit them electronically can be found at the URL listed on page viii.

## Chapter 17

### TRANSFERS AND UNATTACHED MEMBERS

|  |   |
|--|---|
| [17.1] Transfer to another squadron        | [17.6] Effective date for merger        |
| [17.2] Charter members                     | [17.7] Effective date for new squadron  |
| [17.3] Transfer to unattached status       | [17.8] Definition of unattached members |
| [17.4] Transfer from CPS                   | [17.9] Application for membership       |
| [17.5] Transfer on merger or consolidation |   |

### Transfers

**17.1** A member who desires to transfer from one squadron to another, or from unattached member status to a squadron, may make written application to the secretary of the squadron to which transfer is desired.

If the executive committee of the squadron to which transfer is desired finds the applicant acceptable on the basis of known information, it will direct its secretary to supply the applicant with two copies of a transfer letter, form HQ-110, available from headquarters. The applicant should furnish the required information, including reason for transfer, and return the form to the secretary with a check for the applicable amount [Refer to 5.53 on page 5-12].

The secretary will endorse the transfer letter and send it to the national secretary together with the applicant's check (or a squadron check) for the applicable transfer fee, retaining one copy of the transfer letter. The transfer will become effective immediately upon processing by headquarters, but will be subject to revocation for satisfactory cause if, as noted below, protest is filed by the releasing squadron within 45 days.

The national secretary will record the transfer, indicating that date as the effective date, and will send one copy of the transfer letter to each of the following:

- 1) The secretary of the squadron accepting the transfer;
- 2) The transferee;
- 3) The secretary of the releasing squadron, if one.

These letters carry the notice that, "unless a protested transfer letter, showing satisfactory cause, is returned to the national secretary within 45 days, the transfer will continue to be valid."

In the case of an attached member, if the executive committee of his squadron is not in agreement with the transfer, for satisfactory cause as provided by USPS Bylaws: (1) is indebted to a squadron or USPS for dues or otherwise, (2) is the respondent in a pending disciplinary action, or (3) has failed to return squadron property, its secretary will note the reason for denial and return the transfer letter to the national secretary within 45 days. The national secretary will then notify the applicant and the commander of the squadron to which transfer was intended that the transfer was not acceptable and return the transfer fee to the applicant.

If, on receipt of the transfer letter, the national secretary finds that the applicant is no longer a USPS member, he will notify the commander of the prospective receiving squadron and will return the applicant's transfer fee.

**17.2** A member transferring to become a **charter member of a new squadron** is not required to pay a transfer fee.

**17.3** A member who desires to **transfer to unattached member status** must make written application to his squadron secretary, who will supply the applicant with four copies of a transfer letter, form HQ-110, available from headquarters. The applicant should complete the form, including

reason for requesting unattached status, and return four copies to the squadron secretary with a check for the applicable transfer fee.

No member is permitted to transfer to unattached member status **except for assignment to a provisional squadron**, unless, in the opinion of the secretary of USPS, there is no suitable squadron within a reasonable distance of the member's place of residence to which the member may belong.

The squadron secretary will forward three copies of the transfer letter and the applicant's check (or a squadron check) to the national secretary, retaining a copy. If the national secretary approves the transfer to unattached status, he/she will endorse and record the transfer, indicating the effective date, and send one copy of the endorsed transfer letter to:

- 1) The transferee, and
- 2) The secretary of the releasing squadron.

These letters carry the notice that "unless a protested transfer letter, showing satisfactory cause, is returned to the national secretary by the squadron within 45 days, the transfer will continue to be valid."

If the executive committee of the releasing squadron is not in agreement with the transfer, for satisfactory cause as provided by USPS Bylaws, its

secretary will note the reason for denial and return the transfer letter to the national secretary within 45 days. The national secretary will then notify the applicant that the transfer was not acceptable and return the applicant's transfer fee.

**17.4 A member of the Canadian Power and Sail Squadrons**, if otherwise qualified, may become a USPS member in the same way as anyone else. USPS will recognize grades awarded the applicant while a member of CPS. New member fees apply.

**17.5** As part of the procedure for a squadron to request a merger or consolidation, active members and apprentices desiring to transfer must complete form HQ-114, which identifies for headquarters their names and certificate numbers. No transfer fee is charged any member transferring as a group or individually out of a squadron that is being merged or consolidated. Members requesting such transfer must be paid up and in good standing with USPS.

**17.6** Transfer to a currently chartered squadron will be effective on the date the Governing Board approves the merger.

**17.7** Transfer to a newly chartered squadron will be effective on the date the Governing Board approves the squadron's charter.

## Unattached Members

**17.8** Unattached members of USPS are those not enrolled in a squadron and who do not pay national dues through a squadron. The provision for this class of membership is intended to make it possible for members, after having participated in squadron affairs before relocating to an area where there is no local USPS activity, to maintain contact with the national body, to receive *The Ensign* and to provide a desirable nucleus to possible USPS

expansion [Refer to 15.1 on page 15-1].

The strength of USPS and the unique services it renders depends on activities of the squadrons. For this reason, it is desirable for members to seek and maintain association with a squadron even though they may live some distance from a community served by one.

**17.9** Any applicant for membership or reinstatement in USPS may apply to the national secretary for unattached membership or unattached membership assigned to a provisional squadron. Except for assignment to a provisional squadron, no application for unattached status shall be accepted unless, in the opinion of the national secretary, there is no suitable squadron within a reasonable distance of the applicant.

Unattached members are represented at USPS annual and special meetings by delegates appointed annually by the national secretary. The number of delegates appointed is one for each one hundred unattached members or fraction thereof. If a member wishes to be classified as an unattached member, the member's squadron should handle the application in accordance with outlined procedures [See Chapter 17].





## Chapter 21

### SECRETARY'S MANUAL

#### District Secretary

- [21.1] Preface
- [21.2] Responsibilities
- [21.3] Calls to meetings
- [21.4] Custodial responsibilities
- [21.5] District Organization

#### Squadron Secretary

- [21.6] Preface
- [21.7] Responsibilities
- [21.8] Annual Report

- [21.9] Additional Duties
- [21.10] Records Retention
- [21.11] Job Descriptions and Responsibilities
- [21.12] Secretary's Department committees
- [21.13] Historian
- [21.14] Roster
- [21.15] Squadron Newsletter
- [21.16] *The Ensign* Correspondent
- [21.17] Ship's Store
- [21.18] Computer Systems
- [21.19] Communications

### District Secretary

**21.1 Preface.** Immediately after nomination to the office of district secretary, one should become familiar with the duties as shown in the district bylaws. As well, seek the advice and assistance of the previous district secretary. Consult the USPS Operations Manual and district bylaws and use them as a constant reference, especially Operations Manual, Chapter 4, "District Organization."

This section summarizes the duties and responsibilities of the District Secretary. Recognize that the duties of any office can and do change with time.

At the beginning of the district's watch year, prepare a calendar with dates annotated for calls to Councils and Conferences.

**21.2 Responsibilities.** The District Secretary is responsible for the following committees and activities:

- Historian
- Publications committee ... if so assigned
- Newsletter editor ... if so assigned
- *The Ensign* correspondent
- Computer Systems
- Ship's Store Committee ... if so assigned
- District Roster

The Secretary's duties are usually outlined in detail in the district bylaws. The following itemizes the basic duties:

- 1) Keep the official attendance at conference and council meetings;
- 2) Keep minutes of the conference and council proceedings and conduct the correspondence of these bodies;
- 3) Maintain an up-to-date mailing list for meeting notices and other district communications. Include the Chief Commander, the National Executive Officer and the National Secretary on the mailing list;
- 4) Receive written certifications from squadron commanders for delegates to the district conference;
- 5) Put the agenda of conference and council meetings in final form and mail to members;
- 6) Have custody of the official copy of the district bylaws and keep it correct to date. Preserve important motions that might otherwise become buried and lost in the minutes of past meetings of the Council or Conference in a convenient and readily accessible form (codified standing rules). These include operational matters and decisions such as those pertaining to district publications, memorial expenditures, responsibility for conferences, terms governing educational and attendance awards and trophies as well as any other items appropriate for preserving in permanent form;

7) Maintain a file of all documents, records and communications of the district;

8) Make a report to each conference and council meeting;

9) Effective the USPS Annual Meeting conducted 01/28/2012, the District Secretary is no longer required to send district meeting minutes to any national officer. Sends to the Committee on Rules a copy of amendments to district bylaws. Send a copy of amendments to district bylaws to the chairman of the National Committee on Rules;

10) Report to the National Secretary (using DB2000 if possible or form OD-1) the names and addresses of newly-elected district officers for incorporation in the Directory of National, District and Squadron Officers, which is published annually. This report is due at Headquarters by 01 February of each year. If there are changes past this date, send by electronic mail the changes from the original certification;

11) Maintain and publish a roster of all district and squadron officers within the district; and

12) Turn over to your successor all records, reports, communications and documents of the district.

**21.3 Calls to Meetings.** As a bridge officer, the District Secretary is obliged to attend all Council meetings and all Conferences. As well, the District Secretary is responsible for issuing a call for each Conference and Council within the time frame specified in the district bylaws. At the beginning of the district's operational year, prepare a calendar with dates annotated for calls to Council and Conference. The time required for a call varies whether the call is for a Council or Conference and what material is included in the call. The call should be mailed first-class to members of the Council or Conference and/or the approved district mailing list. The call should include:

- The date of the call
- The date and time for the meeting
- The location of the meeting
- The host squadron
- The uniform of the day or recommended

dress

- The agenda, which should include the anticipated order of business and mention time sensitive reports, such as the Nominating or Finance Committee report

The minutes for any Conference or Council should include the following:

- An announcement indicating that the document represents the minutes for a specific meeting
- The date and location of the meeting
- The name and status of each person making an official report to the body
- The specifics on all motions, including the names of members making and seconding the motion, any amendments and the outcome
- The name of the person responsible for recording the minutes

**21.4 Custodial Responsibilities.** The District Secretary is custodian of the official copy of the district bylaws. The Secretary receives the bylaws after a major update or revision from the chairman of the Committee on Rules. The Secretary, based on the applicable action of the adopting Conference, adds minor changes, revisions, or amendments to the bylaws. The amendment action can be inserted into the applicable article or section or can be an attached amendment. The exact text of the intended bylaw amendment must be included in the call for any Council or Conference at which the amendment is to be discussed. If the text of the amendment is lengthy and will not reasonably fit in the call, it is permissible to include the text as an attachment, provided that the call itself mentions the bylaws amendment and has a note stating that the attachment contains the complete text.

**21.5 District Organization.** Organizational charts are typically based on the model bylaws for district and common practice. The organizational structure may differ from other districts. A typical district organization chart is located as the last page in Chapter 4 of the USPS Operations Manual.

## Squadron Secretary

**21.6 Preface.** Immediately after nomination to the office of Secretary, become familiar with the duties as shown in the squadron bylaws and seek the advice and assistance of the former Secretary. The current USPS *Operations Manual* should also be used for reference.

**21.7 Responsibilities.** As newly elected squadron secretary one should become familiar with the general order of business at USPS meetings. This order normally proceeds as follows:

- Meeting called to order
- Request the secretary to determine whether there is a quorum
- Invocation and Pledge of Allegiance
- Roll call
- Request the secretary to read the minutes of the previous meeting and obtain acceptance from the membership
- Reports of officers
- Reports of committees
- Unfinished business
- Elections (when appropriate)
- New business

It is important that accurate minutes of all squadron meetings and meetings of the Executive Committee are kept. Copies of the squadron bylaws, the USPS *Operations Manual*, a current membership roster and the minutes of previous meetings should be at hand. Always use full names of persons and committees in transcribing the minutes. Meetings should be recorded on tape for future reference if necessary. Whether adopted or rejected, every principal motion placed before the assembly should be entered in the minutes.

**21.8 Annual Report.** At meetings of the Squadron and Executive Committee, the Secretary reports the current membership status (including resignations, transfers and deaths) and any correspondence affecting the interests of the Squadron. The Secretary must make an annual report in writing at the end of the squadron year. This report should include statistical summaries of membership changes during the year, a breakdown of

membership according to grades and the percentage of advanced grades held compared with the total membership. The report should also present an itemized accounting of the expenses of operating the secretary's office (such as stationery supplies, printing, postage and clerical assistance) in addition to recommendations and suggestions for improving the handling of squadron business.

**21.9 Additional Duties.** In addition to taking, recording and archiving minutes and reports, the Secretary should:

- 1) Retain membership records for at least five years;
- 2) Report at each meeting on resignations, transfers, deaths and correspondence;
- 3) Verify squadron membership records against Headquarters' records; notify Headquarters of any discrepancies;
- 4) Act as Supply Officer where there is no Supply Officer;
- 5) Provide affidavits of banks used as depository with forms furnished by the bank;
- 6) Send to USPS Headquarters certification of delegates to USPS annual or special meetings and proxies for delegates to USPS annual or special meetings with forms supplied by USPS; and
- 7) Follow up with committee chairmen before Executive Committee meetings.

The Secretary sends the following to USPS Headquarters:

- 1) Changes of address, resignations and deaths (use form HQ-102 or DB2000);
- 2) Transfers, as approved, using form HQ-110;
- 3) Reinstatement, with check for current year's USPS dues using form HQ-103;
- 4) Request for replacement of lost certificates, with check and with a letter of transmittal;
- 5) Orders for stationery with USPS Ensign imprinted, record sheets and binders, lapel buttons and other miscellaneous items as available; and
- 6) In concert with the Commander, report to National any members who may pass away during

the watch year to be included in the “Last Horizon” section of *The Ensign*.

Write to the National Secretary in care of Headquarters for information and advice on any matters not covered in the USPS *Operations Manual*.

In the event of the death of a member or someone in a member’s immediate family, perform such acts as have been determined to be appropriate by the Commander or Executive Committee (flowers, letter of sympathy and/or donation to USPS Educational Fund).

Important documents to be kept for Squadron reference:

- USPS *Operations Manual*
- Squadron and District Bylaws
- District Operations Guide
- Membership Directory/Roster
- *Robert’s Rules of Order* (latest edition)

#### **21.10 Records Retention.**

Important material to be kept for squadron reference includes:

- Auditing and Financial Reports
- Budget Process, Budget Spreadsheet, Budget Analysis and Previous Budgets
- Operations Manual
- Bylaws: National, District and Squadron

- District Operations Guide

District and Squadron officers are sometimes puzzled about how long to keep records. The answer can be rather complex. No single listing can be entirely satisfactory; however, the schedules on the following pages may be helpful.

The retention period begins at the end of the fiscal year during which the document was created, not from the date on the face of the document. For items supporting tax returns, the retention period would begin on the filing date of the return or its due date (with extensions), whichever is later.

The Sarbanes-Oxley Act addresses the destruction of business records and documents and turns intentional document destruction into a process that must be carefully monitored. Nonprofit organizations should have a written, mandatory document retention and periodic destruction policy. Policies such as this will eliminate accidental or innocent destruction. In addition, it is important for administrative personnel to know the length of time records should be retained to be in compliance.

The following table provides the minimum requirements. This information is provided as guidance in determining your organization’s document retention policy. It is duplicated with permission of the National Council of Nonprofit Associations.

| <b>Type of Document</b>  | <b>Minimum Requirement</b> |
|--|----------------------------|
| Accounts payable ledgers and schedules                                   | 7 years                    |
| Audit reports  | Permanently                |
| Bank reconciliations   | 2 years                    |
| Bank statements  | 3 years                    |
| Checks (for important payments and purchases)                            | Permanently                |
| Contracts, mortgages, notes and leases (expired)                         | 7 years                    |
| Contracts (still in effect)  | Permanently                |
| Correspondence (general)   | 2 years                    |
| Correspondence (legal and important matters)                             | Permanently                |
| Correspondence (with customers and vendors)                              | 2 years                    |
| Deeds, mortgages and bills of sale                                       | Permanently                |
| Depreciation Schedules   | Permanently                |
| Duplicate deposit slips  | 2 years                    |
| Employment applications  | 3 years                    |
| Expense analyses/expense distribution schedules                          | 7 years                    |
| Year end financial statements  | Permanently                |
| Insurance policies (expired)   | 3 years                    |
| Insurance records, current accident reports, claims, policies, et cetera | Permanently                |
| Internal audit reports   | 3 years                    |
| Inventories of products, materials and supplies                          | 7 years                    |
| Invoices (to customers, from vendors)                                    | 7 years                    |
| Minute books, bylaws and charter   | Permanently                |
| Patents and related papers   | Permanently                |
| Payroll records and summaries  | 7 years                    |
| Personnel files (terminated employees)                                   | 7 years                    |
| Retirement and pension records   | Permanently                |
| Tax return and worksheets  | Permanently                |
| Timesheets   | 7 years                    |
| Trademark registrations and copyrights                                   | Permanently                |
| Withholding tax statements   | 7 years                    |

### 21.11 Job Descriptions and Responsibilities.

The job descriptions for District Secretary and Squadron Secretary are similar. This section combines the descriptions; where a portion of the job pertains only to Squadron or District Secretary, that fact is noted.

The Squadron Secretary is encouraged to attend district meetings. The Secretary should be familiar with the appropriate sections of the *Operations Manual*.

The Secretary shall:

- 1) Keep the official log of attendance and minutes of general, executive and special meetings;
- 2) Maintain an up-to-date mailing list for meeting notices and communications;
- 3) Have custody of the official copy of the bylaws and keep it up to date;
- 4) Keep up to date the standard operations procedures and have them revised periodically for deletion or addition to bylaws;
- 5) Maintain a file of all documents, records and communications;
- 6) Handle such official correspondence as the Commander designates;
- 7) Report to the National Secretary on forms provided by Headquarters (DB2000 may be used to submit OD-2) the names and addresses of the newly elected officers;
- 8) Cooperate with the Squadron Treasurer in processing information and forms relating to new members, transferring members and reinstatements;
- 9) Send the list of delegates and alternates for Conferences to the district secretary at the appropriate time.

An Assistant Secretary may be elected or an assistant to the Secretary may be appointed to work with the Secretary as required. This person should be capable of assuming the office of Secretary when required.

**21.12 Secretary's Department Committees.** Committees organized under the Secretary's Department are:

- Historian
- Roster
- Squadron Newsletter Committee ... if so assigned
- *The Ensign* Correspondent
- Ship's Store
- Computer Systems

**21.13 Historian.** Both the District and Squadron historians are assigned to the National Heritage and Protocol Committee in the Secretary's Department. If a historian has not been appointed by the district or squadron commander, the appropriate Secretary is responsible for completing the yearly historian's report. This report is due within 60 days after a Change of Watch. It summarizes various district or squadron assignments and statistics for the previous watch year. Normally, the historian uses a single computer to enter and forward historical data using DB2000 to the electronically maintained history file at USPS.

**Locating the Historian's Form.** The Historian's form, H-701, can be located in the USPS Squadron Management system, DB2000. DB2000 can be downloaded from the Information Technology page on the USPS website. Users will first have to acquire the appropriate password from the district or squadron commander and populate the database. The Historian's form is located on the DB2000 main menu under Forms.

Data can be entered on the form intermittently and saved until the entire form is complete. Upon completion, the form is transmitted electronically to USPS for archival purposes using the Report option on the H-701 form.

**Paper Reports.** Paper reports are no longer used to submit history data. The Historian will need to collate all the requested data, for instance, officers, chairpersons, educational statistics, those holding squadron, district and/or national assignments, et cetera, to complete the history report. It is recommended that districts and squadrons keep paper reports; however, these are NOT forwarded to National. All paper historian reports that were sent to national until 2007 can be retrieved at <http://usps.org/php/historian/historysearch.php>. The electronic historian reports forwarded to USPS

using DB2000 after 2007 can be retrieved at <http://usps.org/php/hap>.

**Other Responsibilities.** The Historian should advise the commander of significant anniversaries and solicit help from all members to collect information and photographs pertaining to district and squadron activities that may be retained as part of their respective history.

The Historian's records should include:

- 1) Details of squadron formation and list of charter members and honorary members;
- 2) Squadron Charter (safe storage, proper care and security of Squadron Charter);
- 3) Minutes of executive committee, member and annual meetings including names of district officers attending and officer and departmental annual reports;
- 4) Copy of bylaws including amendments;
- 5) Legal documents and records (that is, Incorporation Files and State Exempt Organization Certification);
- 6) Member records (that is, courses completed, merit marks earned and contributions to Squadron or District);
- 7) Honors and special awards given or received (that is, District, National or other organizations);
- 8) Biographies and photos of present and past officers and those attending squadron activities;
- 9) Rosters of members (that is, joining, active, inactive and leaving);
- 10) Publicity clippings and photographs;
- 11) Records of hosting or participating in meetings and events (that is, inter-Squadron, District and National);
- 12) Complete file of publications, such as newsletters and special announcements; and
- 13) Important correspondence (that is, U.S. mail, email, faxes).

**21.14 Roster.** The roster represents one of the best historical records concerning members. It should be kept current and up to date by the Secretary's Department.

Rosters are now available for download from National Headquarters through the USPS website. Roster information is accessed through a user name

and password and delegated use. Questions regarding the process should be directed to the Rear Commander of the Information Technology Committee. This information should be passed from watch to watch.

A roster request can be made on line via DB2000, via the Information Technology Committee home page on the USPS website or by contacting Headquarters. Only the Squadron or District Commander is authorized to request a roster. He can request a roster only for the respective Squadron or District. This authority, however, can be delegated to the Secretary or other squadron members as deemed appropriate by the Commander. The respective Commander or Secretary (that is, District or Squadron) must initiate the request by phone in the event of a lost password.

Approximately 15 May the Information Technology Committee generates and releases new passwords. District Commanders receive the district passwords; Squadron Commanders receive the squadron passwords. The passwords are delivered to the respective commanders by mail. They are delivered with sufficient lead time so that users are not inconvenienced when old passwords become invalid. The Commander may distribute the password as deemed appropriate.

If DB2000 is used to obtain a roster, it is strongly suggested that the user have the MQSeries client installed on his machine. This enables immediate downloading and uploading instead of depending on email as a transmission medium. Note that if using email the "sqdXXX.ex\_" file will be returned as an attachment to a reply email, generally within a few hours, during normal business hours. Please refer to the operating system and email program documentation for methods to extract and save attached files. All changes to the squadron or district roster database files must be made using DB2000. Please refer to the DB2000 installation and the DB2000 update help files for more information on the DB2000 program. The changes will be made to the national database, and a complete and updated roster file can be requested at a later date. If the squadron is not able to use DB2000, any changes can be faxed or mailed to the

national office, using the appropriate forms available from Headquarters.

**21.15 Newsletter Committee or Squadron Editor.** This chairman and the committee produce and edit the squadron newsletter to keep the membership fully informed of coming events, announcements and review of recent events. Among those serving on the committee may be a photographer, a publisher or printer, an advertising manager and reporters. The squadron newsletter is the main vehicle of communication within the membership. Although the publication may vary from one page photocopied monthly to an elaborate magazine, the important consideration is communicating all essential information accurately.

Duties of the chairman and the committee are:

- 1) Determine the contents and plan each issue;
- 2) Request material from officers, committee chairmen and other members;
- 3) Proofread the copy, working in as many pictures as the photographers may furnish; and
- 4) Distribute the finished issues to the membership.

The photographer should be familiar with the operation of a camera, work with the editor and attend all Squadron or District functions as well as interface with the National Publications Committee. The photographer furnishes photographs to the PRO chairman, editor, historian and *The Ensign* correspondent and displays the pictures whenever possible. Pictures are worth a thousand words and everyone likes to be in pictures. Some events to be covered are:

- Change of watch
- Special awards
- Special activities
- Special guests
- Special presentations
- Social events such as rendezvous and raft-ups

**21.16 *The Ensign* Correspondent.** This person will act as a reporter of squadron or district news with the following duties:

- 1) Originate, solicit and forward to *The Ensign* editor or the district correspondent articles of

newsworthy squadron activities such as cruises, rendezvous, public relations, cooperative charting efforts and other information of national interest;

- 2) Work with the squadron or district photographer to obtain pictures to accompany such articles and promote submission of photos suitable for *The Ensign* cover pages;

- 3) Assist with the promotion of advertising for *The Ensign* (the squadron may earn commissions for advertising secured for *The Ensign*);

- 4) Review the squadron publication and forward any articles or photographs of general interest to the district *The Ensign* correspondent; and

- 5) Be familiar with and understand *The Ensign* deadline schedule.

**21.17 Ship's Store.** National has a Ship's Store. Due to the extensive array of items available from it and the timely manner in which items can be procured, many districts and/or squadrons do not maintain one. As well, many squadrons do not include the Ship's Store as a responsibility under the Secretary. This section is thus intended for those that do maintain a Ship's Store be it under the Secretary or another department.

The National Ship's Store is a member benefit with an inventory of items including Change of Watch supplies, clothing, safety items, travel items, bridge gifts, Vessel Safety Examiner and Certified Instructional materials. Most carry the USPS logo. Ship's Store maintains a current web site at [www.shopusps.org](http://www.shopusps.org) at which all merchandise may be seen and ordered. Ship's Store provides incentive for Squadrons and Districts to sell their merchandise in three ways:

- 1) Squadrons may order specific material at members' request for resale. A minimum of \$250 worth of merchandise must be sold (no returns) for a profit of 20% to the squadron.

- 2) Districts can arrange to have material sent to their semi-annual conferences for viewing and sale. The District can earn 20% of the amount that is sold at the conference. Two months in advance, a responsible person should contact the headquarters warehouse manager, Art Stevens, at [stevensa@hq.usps.org](mailto:stevensa@hq.usps.org) or at 888.367.8777, extension 214, to request an updated Ship's Store order form



and information on how to conduct a Ship's Store at a District meeting. The order form may be received by mail, fax or an electronic form in Excel may be requested. The order must be submitted to headquarters six weeks before the intended date of sale. Requests must include the name of the responsible member, date of sale and shipping address. Districts with 1,000 or fewer members may order up to \$3,500 of material, while larger districts will be limited to a \$5,000 order. District 5, which is twice the size of others, will be limited to a \$10,000 order.

Headquarters will prepare and ship the merchandise at no cost to the District. Included will be a "USPS Ship's Store Sales Event Control Sheet" listing the items, starting count, and selling price. There will also be columns for the end count, number sold and gross sales. 20% of the gross sales may be taken off and the District is responsible for the final amount.

Orders may be taken for items not included in the merchandise sent. The price of such items can be included in the gross total, subject to the 20% commission. Order forms will be enclosed with the kits. The shipping charges less 20% must be included with the cost to the customer. These orders with the individual's name and shipping address must be included when the unsold merchandise is returned to headquarters.

All items that are not sold must be properly repacked and returned to headquarters correctly identified along with the completed Sales Event Control Sheet together with the check covering the net total. This must be within ten days of the sale. The returning mailing expense is the responsibility of the District.

3) Members can access the Ship's Store web site at [www.shopusps.org](http://www.shopusps.org) or phone Customer Service at 888.367.8777, extension 210, to place an order from Ship's Store. The member's District and the individual's Squadron will each receive 2.5% of the total phone or web site orders. This is paid out semi-annually to the District and the Squadron. [Refer to 22.5 on page 22-2] for more information on this subject.

4) It is important to set up Ship's Store sales so that the local unit is the seller and simply a sales agent of USPS. Mistakes in this area could subject USPS to liability for conducting business in a state and to collecting sales tax. Ensure you check with all local and state regulations in this regard.

**21.18 Computer Systems.** This person or committee is responsible for the research, development and implementation of planning, training and operational guidance for computer systems and applications used by Headquarters, District, or the Squadron.

Computers are used at Headquarters for all phases of accounting and fiscal control, membership records, warehouse inventories, educational records and examination grading, typesetting and mailing labels for *The Ensign*, a USPS personnel information bank and headquarters correspondence.

Computer Systems also supports, promotes and develops computerization projects for the membership. These projects include squadron and district record-keeping, data transfers between Headquarters and Squadrons or Districts, merit mark preparation, conference registration and any other USPS endeavor that would benefit from computerization.

**21.19 Communications.** Communications are essential to smooth functioning of a Squadron or District. This area includes the work of the telephone committee, roster committee, correspondence committee and an Internet communications committee. Many Districts and Squadrons have Internet home pages intended to be sources of information for the members and visitors to the site and to provide a conduit for modern-day communications. Information regarding the requirements for squadron websites may be found on the Information Technology section of the USPS website. The Information Technology Committee has developed and is constantly improving Standard Squadron and District websites (SSS and SDS) making web hosting much easier and cheaper. For example, educational courses are added automatically through HQ800.

Some of the information that should be found on the home pages includes:

- Education calendar to include courses offered from all squadrons
- A schedule of district and squadron events, including special meetings, dinners, rendezvous, changes of watch and whatever else the squadron wants to announce, including USPS Boating Course information and class schedules with a map of squadron locations with individual squadron contacts
- Home pages and Internet links for all squadrons; contact district webmaster for how-to, design, and maintenance information
- Links to USPS, CPS and other boating sites, such as USCG, BoatUS and yacht clubs
- District information and district newsletters, council and conference information, boat shows, and activities of general interest to members and the local community
- Email directory for member-to-member communications

## Appendix A

### GUIDE TO TAKING MINUTES

The National, District or Squadron Secretary is responsible for recording minutes of any meeting which entertains motions on which there will be votes. This is especially important if the unit is incorporated as these records help protect the rights of the individuals involved. This appendix will help those current and future secretaries understand the significance of what function they perform but also provide guidance on the necessary and unnecessary details to record in the official minutes of their respective meetings. Please note there may be other items to record and those unnecessary to document. This appendix then will be updated over time when provided input from those who submit changes to it.

**Taking minutes is a key role at any meeting.** But it's often a function that's taken for granted. Anyone can take notes, right? Actually, meeting minutes play a key legal function, and it's important to take them correctly. Remember minutes should be a synopsis of business decisions and actions taken, not a detailed record of who said what. With the advent of ubiquitous convenient electronic devices, the audio recording and archiving of meeting records has become simple as a backup but not as a substitute for basic written synopsis minutes.

#### Before the Meeting

- Meeting minutes normally include these elements as standard: date, time and venue; attendees and apologies from absentees; as well as key outcomes from the meeting: decisions made, actions agreed to and open issues.
- A good meeting will have a pre-prepared agenda, and all attendees will be clear about the meeting objective and expected outcomes. Use the agenda to structure your note-taking, and be prepared to clarify points as the meeting progresses. Aim to record key themes not verbatim comments

- Some meetings work better if the notes taken are available for all to see, for example on flip charts or on over-heads. If so, remember to take these notes with you and write up the meeting minutes while they are fresh in your head.
- There are plenty of gadgets to help you take better notes. For example, you can type directly onto a laptop, use a voice recorder or even a white-board that prints what's written on it. But beware; even the shiniest, fastest laptop is worthless when the battery life-span is shorter than the meeting. Always take paper and a pen for backup!
- Formal meeting minutes formats are often governed by policy, and must be recorded and communicated in a pre-determined way, such as at an annual or general meeting. If in doubt, review previous meeting minutes to establish the normal format.
- Your role as minute taker can affect how you interact during the meeting. Traditionally secretaries sat quietly taking notes, but chances are you will be expected to take part in the meeting AND take notes.

#### During the Meeting

Here are some notable dos and don'ts when it comes to taking minutes.

- **DO** keep minutes at all general meetings and board meetings. If your group is incorporated, this is one way to maintain the legal protection the corporate shield gives to your officers.
- **DO** keep minutes at any meeting where people vote. At committee meetings where there is no voting, you might choose to keep minutes for your records. But minutes are not required for legal purposes.

- **DO** record the meeting venue as well as the date and time it starts.
- **DO** list the number of attendees (approximate if the group is large) and whether a quorum is present.
- **DO** ensure that if the organizations bylaws contain an “Order of Business and Rules of Order” section, that the meeting presider requests a motion to change the order of business. This prevents any technical challenge to the meeting should the order of business deviate from the bylaws.
- **DO** format your notes to follow the furnished agenda. If the presider of the meeting doesn’t normally create an agenda, the secretary should. It makes the meeting more orderly, lets attendees know what to expect at the meeting, and makes taking minutes significantly easier. As well, if any member documents his agenda, obtain a copy and take notes on it. This action will help create a more accurate record of that member’s participation in the meeting.
- **DO** record all motions and the outcome of all votes. It is especially important to list the names of people who make and second motions as well as record the names of those who vote in the negative in the event it is needed in the future.
- **DO** be concise. It’s not necessary to be lengthy in the minutes. Just record specific motions and votes and key business.
- **DO** detail the debate over an issue in synoptic form. In your formal notes, you just need the facts.
- **DON’T** be shy about asking for clarification during the meeting to get a point straight in your notes.

### **After the Meeting**

- **DO** spell check and ask the meeting presider to proofread the minutes before you circulate them. Well written, clear minutes, circulated in a timely manner are always well received!
- **DO** distribute the draft copy of the minutes to all attendees after they have been keyed in, spelled checked and proofread if necessary. This gives each member a chance to further clarify their input that might have been misunderstood. Correct the recorded minutes as necessary and then redistribute them at the next official meeting of that committee for approval.
- **DON’T** delay in keying in the minutes from your notes. Do it the same or next day while you still remember what occurred.
- On all matters of meeting procedure, *Robert’s Rules of Order* offers information on taking proper minutes. A good reference that’s easier to follow than simply reading *Robert’s Rules of Order* is *Webster’s New World Robert’s Rules of Order, Simplified and Applied*.

## Chapter 22

### TREASURER'S MANUAL

|  |   |
|--|---|
| <p>[22.1] Welcome</p> <p>[22.2] Responsibilities</p> <p>[22.3] Assistant Treasurer</p> <p>[22.4] Property Officer</p> <p>[22.5] Ship's Store</p> <p>[22.6] Obtaining Assistance</p> <p>[22.7] General Report</p> <p>[22.8] Recurring Duties</p> <p>[22.9] Types of Membership</p> <p>[22.10] Dues Categories</p> <p>[22.11] Dues</p> <p>[22.12] HQ Anniversary Billing (HQAB)</p> <p>[22.13] Dues Collection</p> | <p>[22.14] Headquarters Accounting</p> <p>[22.15] Fund Raising</p> <p>[22.16] Accounting System</p> <p>[22.17] Sample Chart of Accounts</p> <p>[22.18] Sample Financial Statements</p> <p>[22.19] Manual versus Computerized Accounting</p> <p>[22.20] Records Retention</p> <p>[22.21] Budget</p> <p>[22.22] IRS Information</p> <p>[22.23] State Information</p> <p>[22.24] Investing</p> <p>[22.25] Insurance</p> <p>[22.26] Year End Duties</p> |
|--|---|

**22.1 Welcome and Congratulations!** You have become Treasurer of your District or Squadron. This is a very important financial management position. Everyone depends on you for current and historical financial data.

Your District or Squadron can remain solvent only if you maintain good accounting control over its assets. It is the Treasurer's responsibility to be on top of all of the financial matters for the District or Squadron. It is your job to make sure only funds that have been budgeted are spent; anything else must be approved by the proper authority. These are but a few of your duties; others are described in this manual.

Some of your duties may seem intimidating at first; however, we hope this manual helps you in understanding them. This manual may be viewed or downloaded from the USPS Treasurer's webpage or as a chapter in the Operations Manual. Of course the rest of your bridge, the National Bridge and the Headquarters staff are all available to assist you and answer your questions. Their toll free numbers are listed on the USPS National webpage.

Best wishes for a successful year. Thank you for all the help you give to USPS.

**22.2 Office of the Treasurer.** The Treasurer's department is an integral part of the District or Squadron. Review the organization charts at the

end of this manual to see how you fit into the overall picture of your organization.

As a bridge officer, the District Treasurer is obliged to attend District Council meetings and Conferences. The Squadron Treasurer is encouraged to attend both Council and Conference meetings. Both should be familiar with the sections of the bylaws and Operations Manual dealing with the Treasurer.

The Treasurer is responsible for accurate financial reports and records, for policy guidance and for the solvent operation of the Squadron. He/She may be assisted by others whose duties are detailed below. His/Her duties include:

- Process all dues collections
- Collect and be responsible for all other monies as necessary
- Promptly pay all approved debts
- Promptly deposit funds in an approved bank
- Keep accurate financial records
- Advise the Commander when expenditures do not conform to the budget
- Give a brief financial report at each meeting and a complete report at the annual meeting
- Assure compliance with all sales tax laws
- Prepare appropriate IRS forms as required
- Maintain a current list of paid-up members and in concert with the Secretary, maintain an accurate mailing list

**22.3 Assistant Treasurer.** An assistant treasurer may be elected or an assistant to the treasurer may be appointed to work with the treasurer as required. This term will serve as good training, making it easier to assume the duties of the Treasurer if so elected. An assistant should be capable of assuming the office of the Treasurer when required.

**22.4 Property Officer.** The Property Officer maintains an inventory of squadron properties. These may be films, projectors, teaching aids, flags, printing equipment, awards and other equipment owned by or in the custody of the District or Squadron. The Property Officer should know who has a particular item and therefore has assumed responsibility for it. He/She should make an annual report of the inventory so that adequate insurance coverage of these items is maintained. One way to gather data for the report is to mail a form letter to all concerned in order to establish the inventory.

**22.5 Ship's Store.** Depending on the organization of the District or Squadron, this person brings to each squadron meeting a supply of insignia, burgees, ensigns and uniform accessories that may be sold to members. He/She should have catalogs available for ordering uniforms from USPS approved sources. This officer should be knowledgeable about correct uniforms and insignia in order to help members desiring such items. He/She shall keep up to date on what is available from National's Ship's Store. All funds collected are to be forwarded to the Treasurer without delay.

### **22.6 Obtaining Assistance.**

The Operations Manual is the USPS primary information resource. The current edition is available via the Internet on the Operations Manual webpage; [www.usps.org/national/om](http://www.usps.org/national/om). The manual can also be ordered on a CD from Headquarters. The toll free number is 1-888-FORUSPS. When telephoning Headquarters, describe your problem and you will be connected to the person who can help you. As well, a listing of USPS national officers is located in the back of each edition of *The Ensign*.

Questions about USPS insurance should be directed to the National Treasurer. His name and address are on the inside back cover of *The Ensign*.

Questions about the USPS Boat Insurance Program for members should be directed to McGriff, Seibels & Williams at 1-800-763-8777.

A squadron roster is readily available by using the USPS DB2000 computer program. It can be downloaded from the USPS Information Technology webpage. Check with your district or squadron commander concerning the correct password to use in requesting a roster. DB2000 is an important tool in maintaining squadron records and should be an integral part of the procedures used by treasurers in maintaining accurate records.

### **22.7 General Duties.**

**22.7.1 District Treasurer.** The duties described in this section are everyday kinds of duties that are continuous throughout the year:

- Having custody of all monies received by the District
- Collecting all monies payable to the District
- Promptly paying all District bills that have been approved by proper authority
- Promptly depositing funds in a bank approved by the proper district authority
- Keeping an accurate record of all receipts and expenditures
- Advising the District Commander and District Council when expenditures do not conform to district budget
- Giving a brief financial report at each District Council meeting and a complete financial statement at each District Conference
- Instructing squadron treasurers that sales tax may apply and suggesting ways to ensure compliance with all local applicable laws and regulations
- Preparing Internal Revenue Service Tax Form 990 for the District, if required
- Submitting an annual report to Headquarters stating that all Squadrons in the District have submitted 990 Tax Return on

time and/or that squadron revenues were less than \$25,000 and therefore the return is unnecessary

- Turning over to your successor all documents, records, bank books, statements, property and funds of the District at the end of your watch

**22.7.2 Squadron Treasurer.** The duties described in this section are duties that are continuous throughout the year:

- Processing dues collection
- Being aware of different sources of revenue
- Obtaining permit deposits for U.S. Postal Service, if necessary
- Maintaining monthly accounts by entering the monthly receipts and disbursements supported by receipts and invoices
- Always paying from original invoices
- Depositing all receipts to the appropriate bank account as soon as possible
- Paying the Educational Fund amount, as determined by your Executive
- Paying all disbursements on time and by the proper account classifications
- Accounting for student materials purchased and comparing to amounts collected
- Using separate journals for receipts, disbursements and general entries
- Maintaining a file for paid invoices, cash receipts and correspondence
- At month-end, reconciling bank accounts, CDs and liability accounts
- Verifying that all other accounts are accurately stated
- Printing the financial and budget statements and checking for unusual items
- Making copies of reports for the Executive Committee meetings
- Turning over to your successor all documents, records, bank books, statements, property and funds of the Squadron at the end of your watch

**22.8 Recurring Duties.** The duties described in this section are performed at approximately the

same time each year. It would be wise to make a calendar to use as a reminder of these milestones.

**22.8.1 District Treasurer.** The following details what is to be done and when:

- **Fall or Spring** ... have district books audited prior to the Change of Watch Conference. Send dues notices to your squadrons about District Conference. Attend District Conference
- **April** ... review information needed to comply with IRS rules pertaining to Form 990
- **15 July** ... send form 990 and 990T information to Headquarters on forms provided.
- **August** ... send out assessment notices to your Squadrons about District Fall Conference
- **October** ... prepare merit mark recommendations for department. See Operations Manual Chapter 16.

**22.8.2 Squadron Treasurer.** The following lists what is to be done and when:

- **Fall or Spring**... arrange for audit of squadron books prior to squadron annual meeting. Attend District Conference
- **28 February** ... prior to this date, notify Headquarters of yearly dues amounts
- **March** ... furnish Squadron Commander with report showing total receipts and disbursements for previous calendar year. Review Operations Manual for information necessary to comply with IRS rules pertaining to Form 990. Report to your District Treasurer your 990 filing status. Detailed information will be sent to you from Headquarters.
- **14 July** ... mail Form TR-1 (IRS 990) to Headquarters by this date
- **September** ... prepare preliminary budget for next year
- **Fall** ... Attend District Conference
- **October** ... prepare merit mark recommendations for department. See Operations Manual Chapter 16.
- **November** ... prepare final budget for

next year

## 22.9 Types of Membership

### Active Member

- Takes courses
- Attends meetings
- Votes
- Holds elected or appointed office
- Earns merit marks
- Receives *The Ensign*

### Additional Active Member

- Takes courses
- Attends meetings
- Votes
- Holds elected or appointed office
- Earns merit marks

### Apprentice / Sea Scout

- Takes courses
- Attends meetings but cannot vote
- Apprentice/Sea Scout membership extends from age 12 to end of the dues year of 23<sup>rd</sup> birthday
- Apprentice/Sea Scout members receive *The Ensign*

## 22.10 Dues Categories

### Active Member

- This category is a single member or the primary member to whom the family unit is attached and pays full dues for National, District and Squadron

### Family Unit

- A family unit consists of members in addition to the Active Member who reside at the same address. Members in the unit can be Additional Active Members. There is one payment for the family unit no matter whether the unit consists of the Active Member and one or twenty additional people

### Apprentice/Sea Scout

- These are young people who are not part of the family unit, but are members on their own and do pay annual dues

### Life Members

- Life members have paid dues at least 25 years as active members and received 25 active merit marks. Life members are not assessed National dues; however, they may be assessed District or Squadron dues based on district or squadron policy or bylaws

### Entrance Fees

- At the time the Active Member applies for membership, a one-time entrance fee is included along with National dues. No National entrance fee is required for members of the family unit. USPS Bylaws section 7.13 allows squadrons to charge their own entrance fee; they could choose to charge that fee per member, rather than per family unit. Effective December 2010, entrance fees are not assessed by National.

**22.11 Dues.** Historically, there were two methods of dues collection: 1) Headquarters Collection of Dues and Anniversary Billing (HQAB); and 2) Traditional Billing. At the Annual Meeting in Anaheim on 02/21/09, HQAB was voted as the singular dues collection process effective June 2009. Squadrons not using HQAB were switched at that time.

**22.12 Headquarters Collection of Dues and Anniversary Billing (HQAB).** Under Anniversary Billing (the AB of HQAB) a member's anniversary date is set to the first day of the month he or she joins. So a new member joining on 15 September would have an anniversary date of 1 September. A new member pays a full year's dues when joining and is not invoiced again until two months prior to his anniversary date the next year. Members belonging to a squadron prior to that squadron's shift to HQAB have a 1 June anniversary date.

Under HQAB a member sends his/her renewal directly to Headquarters. It then processes the renewal, extracting its part of the total amount and making a direct deposit to the district and squadron for their portion. Members have the option to pay with a credit card using a secure on-line program.

Since Headquarters is both invoicing and collecting dues and since member renewal dates vary



throughout the year, several tools have been developed to assist squadrons in member retention and accounting. The USPS website at URL [www.usps.org/dues/reports](http://www.usps.org/dues/reports) offers member status reports and district and squadron deposit reports.

**22.13 Dues Collection.** By far, the most time consuming duty for the Squadron Treasurer involves dues processing. This comes in two parts, dues processing for: 1) new and 2) renewing members.

**22.13.1 New Members.** The Squadron's life depends on obtaining new members. Usually these come from graduates of the squadron's public boating course. The amount that a new member has to pay depends on whether the new member is an active or additional active member. You can use the New Members Chart to determine the national dues for new members. Remember to add this amount to any applicable district and squadron dues. It will help greatly to make a table showing your district and squadron dues by type of membership. If you have trouble with this, contact the District or National Treasurer for help.

Be sure your Membership Chairman copies you on all applications sent to Headquarters and that someone forwards the dues money to you in a timely fashion.

**22.13.2 Reinstating Members.** Past members who have let their membership lapse for one reason or another may request reinstatement. These people fall into two categories: 1) those who have been away for less than one year; and 2) those who have been away for more than a year.

Those who have been away for less than a year are usually members who are late paying their dues. For these, you should collect the amount they should have paid the previous year.

The Reinstating Members Chart tells how much to charge the reinstating member. Do not forget to add any applicable district and squadron dues, prorating them too, if your bylaws are so written.

To avoid additional full-year billing, reinstatements just prior to the June 1 national dues year should be processed with an "as of" date of June 1.

**22.14 USPS Headquarters Accounting.** USPS Headquarters sends one combined statement each month for dues and materials. Statements are sent to treasurers via email unless otherwise requested. A sample statement and invoice are shown in Appendix A. It is acceptable and highly desirable to wait for statements, compare them to the various invoices received and issue one check for the total amount. Be sure you attach the statement stub with your check and show the check number paid.

Do not pay "Credit Memos." Also, do not take unissued credits when paying a monthly statement. If you feel that a credit is due, please contact USPS Headquarters Accounting. If you need copies of invoices or statements, request them immediately. If an invoice contains discrepancies, the sooner they are reported, the sooner they can be traced and resolved. USPS is not responsible for discrepancies that are not reported within 90 days of the invoice date.

Source documents for dues invoices are the various membership forms sent by the Squadron to USPS Headquarters. When a form is received at Headquarters, any accompanying payment is immediately credited to the squadron's account. The form is received by the Membership Department, where the dues calculation is checked. The squadron's account is then charged (debited) for the total dues amount from the membership form. If the squadron dues calculation agrees with that of the Membership Department, the credit and debit are the same. If there is an error, the dues statement will show the over or underpayment and a balance.

See Appendix A for examples and explanations of the various bills that USPS will forward to your district or squadron.

**22.15 Fund Raising.** Every district and squadron should have sources of income over and above dues. These other sources will allow your unit to carry out activities that would not be feasible if the unit depended on dues alone. With today's uncer-

tainty of member renewal, it is absolutely necessary to have other sources of income in place. Several programs to consider are noted here.

**22.15.1 Operating funds.** Nationals funds are augmented by a small percentage of earnings generated from investment accounts. The Ship's Store Committee also donates a portion of their annual revenue back to the operating fund. Other committees have undertaken fundraising tasks to finance their committee operations while easing the demand for budget dollars. Some examples of committee fundraising include: 1) raffles at the Governing Board and Annual meetings; 2) the Friends of Marketing contribution program; and, 3) participation in the AmazonSmile™ program.

**22.15.2 Other Courses.** There is a charge for members to take most of our courses and the exams. You should record the names of members taking courses and the amounts of money collected from each for the course material. Be sure that your Educational Department people collect these fees and send them to you, the Treasurer. Record where the money came from for bookkeeping purposes. In accordance with local and state regulations, you may need to collect sales tax on manuals and supplies. These charges are proper and if required, must be reported and taxes forwarded to the proper authority.

**22.15.3 Ship's Store.** National has a Ship's Store. Due to the extensive array of items available from them and the timely manner in which items can be procured, many districts and/or squadrons do not maintain one. As well, many squadrons do not include the Ship's Store as a responsibility under the Treasurer. This section is thus intended for those that do maintain a Ship's Store, be it under the Treasurer's or another department.

The National Ship's Store is a member benefit with an inventory of items including Change of Watch supplies, clothing, safety items, travel items, bridge gifts, Vessel Safety Examiner and Certified Instructional materials. Most carry the USPS logo. Ship's Store maintains a cur-

rent web site at [www.shopusps.org](http://www.shopusps.org) at which all merchandise may be seen and ordered. Ship's Store provides incentive for District and Squadrons to sell their merchandise in three ways:

Squadrons may order specific material at members' request for resale. A minimum of \$250 worth of merchandise must be sold (no returns) for a profit of 20% to the squadron.

Districts can arrange to have material sent to their semi-annual conferences for viewing and sale. The District can earn 20% of the amount that is sold at the conference. A responsible person should contact the HQ warehouse manager, Art Stevens, at [stevensa@hq.usps.org](mailto:stevensa@hq.usps.org) or 888.367.8777, extension 214, to request an updated Ship's Store order form and information on how to conduct a Ship's Store at a District meeting two months in advance. The order form may be received by mail, fax or an electronic form in Excel may be requested. The order must be submitted to headquarters six weeks before the intended date of sale. Requests must include the name of the responsible member, date of sale and shipping address. Districts with 1,000 or fewer members may order up to \$3,500 of material, while larger districts will be limited to a \$5,000 order. District 5, which is twice the size of others, will be limited to a \$10,000 order.

Headquarters will prepare and ship the merchandise at no cost to the District. Included will be a "USPS Ship's Store Sales Event Control Sheet" listing the items, starting count and selling price. There will also be columns for the end count, number sold and gross sales. 20% of the gross sales may be taken off and the District is responsible for the final amount.

Orders may be taken for items not included in the merchandise sent. The price of such items can be included in the gross total, subject to the 20% commission. Order forms will be enclosed with the kits. The shipping charges less 20% must be included with the cost to the customer. These orders with the individual's name and shipping address must be included

when the unsold merchandise is returned to headquarters.

All items that are not sold must be properly repacked and returned to headquarters, correctly identified, along with the completed Sales Event Control Sheet and the check covering the net total. This must be within ten days of the sale. The returning mailing expense is the responsibility of the District.

Members can access the Ship's Store web site at [www.shopusps.org](http://www.shopusps.org) or phone Customer Service at 888.367.8777, extension 210, to place an order from Ship's Store. The member's District and the individual's Squadron will each receive 2.5% of the total phone or web site orders. This is paid out semi-annually to the District and the Squadron.

It is important to set up Ship's Store sales so that the local unit is the seller and simply a sales agent of USPS. Mistakes in this area could subject USPS to liability for conducting business in a state and to collecting sales tax. Ensure you check with all local and state regulations in this regard.

**22.15.4 General Fund Raising.** Every Squadron should have its own fund raising program in place. Some additional ideas that have been successful include garage sales, bake sales and social activities. Don't forget to include grants from West Marine and state governments. Make sure that your fund raising objective does not jeopardize the USPS not-for-profit

status. Rereading the section of this manual on IRS will help you here [Refer to 22.22 on page 22-13]. It is imperative that fund raising from the general public, gaming, lotteries, et cetera, be in accordance with all existing national and local laws and regulations. Be sure to consult your law committee before conducting fund raising from the public.

**22.16 Accounting System.**

If your District or Squadron does not have a formal accounting system, you should start one. This section will help you to set up your new accounting system.

The first step is to develop a Chart of Accounts (that is, account numbers). This is an important item for creating good financial statements. Normally, account numbers are used to identify each account. Examples of major account numbers might be:

|                                |              |
|--------------------------------|--------------|
| <b>Assets</b> . . . . .        | 1000 to 1999 |
| <b>Liabilities</b> . . . . .   | 2000 to 2900 |
| <b>Fund Balances</b> . . . . . | 2901 to 2999 |
| <b>Revenues</b> . . . . .      | 3000 to 3999 |
| <b>Cdr Expenses</b> . . . . .  | 4000 to 4999 |
| <b>XO Expenses</b> . . . . .   | 5000 to 5999 |
| And so on ...                  |              |

**22.17 Sample Chart of Accounts**

A sample Chart of Accounts is shown on the following page:

**Balance Sheet Accounts****Assets**

|      |       |                                   |
|------|-------|-----------------------------------|
| 1000 | ..... | Checking Account                  |
| 1010 | ..... | Savings Account                   |
| 1020 | ..... | CD Investment                     |
| 1100 | ..... | Accounts Receivable               |
| 1200 | ..... | Inventory - Educational Materials |
| 1250 | ..... | Inventory - Squadron Assets       |
| 1400 | ..... | Other Assets                      |
| 1700 | ..... | Fixed Assets - Squadron           |
| 1900 | ..... | Prepaid Items                     |

**Liabilities**

|      |       |                  |
|------|-------|------------------|
| 2000 | ..... | Accounts Payable |
| 2200 | ..... | Notes - Squadron |

**Fund Balance Accounts**

|      |       |                                   |
|------|-------|-----------------------------------|
| 2900 | ..... | Fund Balance - Beginning          |
| 2910 | ..... | Restricted Funds-A                |
| 2920 | ..... | Restricted Funds-B                |
| 2999 | ..... | Income Over Expenses-Current Year |

**Income and Expense Statements Accounts****Income**

|      |       |                            |
|------|-------|----------------------------|
| 3000 | ..... | Income-Dues                |
| 3010 | ..... | Income-Rendezvous          |
| 3020 | ..... | Income-Advertising         |
| 3030 | ..... | Income-Donations           |
| 3040 | ..... | Income-Fund Raising        |
| 3050 | ..... | Income-Educational Classes |
| 3060 | ..... | Income-Advanced Classes    |
| 3090 | ..... | Dividend/Interest Income   |

**Expenses (Expand with detailed accounts for each department)**

|           |       |                               |
|-----------|-------|-------------------------------|
| 4000-4999 | ..... | Commander's Department        |
| 5000-5999 | ..... | Executive Department          |
| 6000-6999 | ..... | Educational Department        |
| 7000-7999 | ..... | Administrative Department     |
| 8000-8999 | ..... | Secretary's Department        |
| 9000-9599 | ..... | Treasurer's Department        |
| 9600-9999 | ..... | Other Income or Expense Items |

Ensure you leave space between consecutive account numbers for future insertion.

**22.18 Sample Financial Statements:**

**BALANCE SHEET**

**Date xx/xx/xx**

**Assets**

|                                    |              |
|------------------------------------|--------------|
| Current Assets . . . . .           | \$ xx,xxx.xx |
| Checking Account . . . . .         | xx,xxx.xx    |
| CDs . . . . .                      | xx,xxx.xx    |
| Accounts Receivable . . . . .      | xx,xxx.xx    |
| Prepaid Items . . . . .            | xx,xxx.xx    |
| Inventory . . . . .                | xx,xxx.xx    |
| Other . . . . .                    | xx,xxx.xx    |
| Total Current Assets . . . . .     | \$ xx,xxx.xx |
| Fixed Assets . . . . .             | xx,xxx.xx    |
| Details . . . . .                  | xx,xxx.xx    |
| Accumulated Depreciation . . . . . | xx,xxx.xx    |
| Total Fixed Assets . . . . .       | \$ xx,xxx.xx |
| Other Assets . . . . .             | xx,xxx.xx    |
| Total Other Assets . . . . .       | \$ xx,xxx.xx |
| Total Assets . . . . .             | \$ xx,xxx.xx |

**Liabilities and Fund Balance**

|                                       |              |
|---------------------------------------|--------------|
| Current Liabilities . . . . .         | \$ xx,xxx.xx |
| Accounts Payable . . . . .            | xx,xxx.xx    |
| Other Payables . . . . .              | xx,xxx.xx    |
| Total Current Liabilities . . . . .   | \$ xx,xxx.xx |
| Long Term Liabilities . . . . .       | xx,xxx.xx    |
| Total Long Term Liabilities . . . . . | \$ xx,xxx.xx |

**Fund Balances**

|   |              |
|---|--------------|
| Restricted Funds . . . . .                  | \$ xx,xxx.xx |
| Operating Fund - Start of period . . . . .  | xx,xxx.xx    |
| Undesignated . . . . .                      | * xx,xxx.xx  |
| Operating Fund Bal./End of Period . . . . . | xx,xxx.xx    |
| Total Fund Balance . . . . .                | \$ xx,xxx.xx |

\* Excess of income over expenditures

**Sample Financial Statements (continued):**

**INCOME STATEMENT**

xx Months Ending xx/xx/xx

**Revenues**

|                         |              |
|-------------------------|--------------|
| Dues Revenues . . . . . | \$ xx,xxx.xx |
| Other Income . . . . .  | xx,xxx.xx    |
| Total Income . . . . .  | \$ xx,xxx.xx |

**Expenses**

|                                     |              |
|-------------------------------------|--------------|
| Operating Expenses . . . . .        | \$ xx,xxx.xx |
| Commander . . . . .                 | xx,xxx.xx    |
| Executive Department . . . . .      | xx,xxx.xx    |
| Educational Department . . . . .    | xx,xxx.xx    |
| Administrative Department . . . . . | xx,xxx.xx    |
| Secretary’s Department . . . . .    | xx,xxx.xx    |
| Treasurer’s Department . . . . .    | xx,xxx.xx    |
| Other . . . . .                     | xx,xxx.xx    |
| Total Operating Expenses . . . . .  | \$ xx,xxx.xx |
| Income over Expenses . . . . .      | \$ xx,xxx.xx |

The above accounts can be used for either a manual or computerized system. The key to a successful accounting system is proper account structure and proper account classifications. Remember, always check the accuracy of entries made before posting to General Ledger Accounts.

The District or Squadron may use the accrual or cash basis of accounting. The accrual method should be used if the system has Accounts Receivable, Accounts Payable, or Materials Inventory on the books. USPS is a non-profit organization that uses the Fund Accounting method, meaning there is a beginning fund balance, reserve funds, allocated funds, and any unallocated funds are added to the ending fund balance. You will find more information in books describing Fund Accounting. Such books are available in bookstores and libraries.

**22.19 Manual versus Computerized Accounting Systems**

A manual accounting system is time consuming and prone to errors. It is better to use a simple computerized accounting system that includes a budget module. The accounting becomes an easy task because you enter each transaction only once, instead of over and over again as in a manual system. Your accounting knowledge can be minimal, because the software has accounting procedures built in. A good understanding of Receipts and Disbursements is all that’s needed; the program will do the rest. It will post the monthly transactions to the General Ledger, print all Journals and the Financial Statements, prepare a Budget Analysis, and compare actual with the budget for your meetings.

Next time the Nominating Committee searches for a new Treasurer, the task will be easier when there is a good accounting system in place.

When looking for software, select accounting software versus a spreadsheet application. The reason is that true accounting software has the accounting knowledge built in. Once set up, the only task for the Treasurer is entering the deposits and checks, and the software will do the rest.

The software selection criteria should include the following:

- Double entry capability
- Checking that each set of entries has an equal amount for debit and credit entries, prior to posting to General Ledger
- A budget module; some have one annual, while others have monthly budgeting and other variations
- Financial format options as well as budget vs. actual options
- Date sensitivity, that is, able to make previous month corrections and reprint the financial statements
- A text editor to allow you to make specific heading changes
- Operation on Windows
- Historical features to keep prior years' data for reference

## **22.20 Records Retention.**

Important material to be kept for squadron reference includes:

- Auditing and Financial Reports
- Budget Process, Budget Spreadsheet, Budget Analysis and Previous Budgets
- Operations Manual

- Bylaws: National, District and Squadron
- District Operations Guide

District and Squadron officers are sometimes puzzled about how long to keep records. The answer can be rather complex. No single listing can be entirely satisfactory; however, the schedules on the following pages may be helpful.

The retention period begins at the end of the fiscal year during which the document was created, not from the date on the face of the document. For items supporting tax returns, the retention period would begin on the filing date of the return or its due date (with extensions), whichever is later.

The Sarbanes-Oxley Act addresses the destruction of business records and documents and turns intentional document destruction into a process that must be carefully monitored. Nonprofit organizations should have a written, mandatory document retention and periodic destruction policy. Policies such as this will eliminate accidental or innocent destruction. In addition, it is important for administrative personnel to know the length of time records should be retained to be in compliance.

The following table provides the minimum requirements. This information is provided as guidance in determining your organization's document retention policy. It is duplicated with permission of the National Council of Nonprofit Associations.

| <b>Type of Document</b>  | <b>Minimum Requirement</b> |
|--|----------------------------|
| Accounts payable ledgers and schedules                                   | 7 years                    |
| Audit reports  | Permanently                |
| Bank reconciliations   | 2 years                    |
| Bank statements  | 3 years                    |
| Checks (for important payments and purchases)                            | Permanently                |
| Contracts, mortgages, notes and leases (expired)                         | 7 years                    |
| Contracts (still in effect)  | Permanently                |
| Correspondence (general)   | 2 years                    |
| Correspondence (legal and important matters)                             | Permanently                |
| Correspondence (with customers and vendors)                              | 2 years                    |
| Deeds, mortgages and bills of sale                                       | Permanently                |
| Depreciation Schedules   | Permanently                |
| Duplicate deposit slips  | 2 years                    |
| Employment applications  | 3 years                    |
| Expense analyses/expense distribution schedules                          | 7 years                    |
| Year end financial statements  | Permanently                |
| Insurance policies (expired)   | 3 years                    |
| Insurance records, current accident reports, claims, policies, et cetera | Permanently                |
| Internal audit reports   | 3 years                    |
| Inventories of products, materials and supplies                          | 7 years                    |
| Invoices (to customers, from vendors)                                    | 7 years                    |
| Minute books, bylaws and charter   | Permanently                |
| Patents and related papers   | Permanently                |
| Payroll records and summaries  | 7 years                    |
| Personnel files (terminated employees)                                   | 7 years                    |
| Retirement and pension records   | Permanently                |
| Tax return and worksheets  | Permanently                |
| Timesheets   | 7 years                    |
| Trademark registrations and copyrights                                   | Permanently                |
| Withholding tax statements   | 7 years                    |



### **22.21 Budget**

The Finance Committee and Budget Committee, working with the Treasurer, should develop a budget for each new fiscal year. A review of past budgets, a breakdown of anticipated departmental income and expenses, and an analysis of how well the District or Squadron operated within those budgets is required in planning future needs. All of these pieces of information should be used to develop a budget.

After a preliminary budget is developed, each department head should have the committee chair review the budget so the financial needs of the department as a whole can be determined. These reviews are used by the Budget Committee, the Finance Committee and Treasurer to prepare the budget for further review. The Squadron Executive Committee will review and approve the needs expressed within the departments as well as the recommendations of the Finance Committee before the budget is presented to the membership for approval. After approval, this becomes the District or Squadron budget for the upcoming year.

Each month you should compare actual revenue and expenses to this budget. After entering and posting all transactions for the month and reconciling all bank accounts, review each account to make sure the transactions were indeed posted to the correct account. Print a preliminary Budget/Actual Financial Statement and review the over- and under-budget accounts. If any look unreasonable, go back to those accounts and analyze the transactions posted. It's possible a transaction should have been charged to another account classification. Make the corrections required, and then reprint the report. It is only by this type of scrutiny that you will find errors and fully understand your reports.

After you have analyzed and reviewed the accounts and the results of operations, you should be able to explain how the cash accounts have changed from the last month's statement. Use your cash receipts and disbursement journals to help with this. If any item is over budget, make sure the amount was approved by the Executive Committee. The Executive Committee should have established a resolution of limited amounts over the

budget to cover special situations prior to making any financial commitment. These amounts must be approved before making the commitment.

Always make sure your Squadron is solvent by reviewing the current month, the year-to-date, and potential year-end financial position. Be sure sufficient cash resources are available to pay expenses and carry through the remaining part of the year. Savings and CD accounts are intended for cash stability and future use and should be used only in extreme emergencies. The Executive Committee should approve any use of these funds.

A complete report should be made to the membership at each meeting. The key to success is to explain the monthly Financial/Budget Statements so that they are easily understood.

### **22.22 IRS Information**

It is the responsibility of the District Treasurer to ensure that Squadrons file their Internal Revenue Service (IRS) forms or report that they do not have to file. This is sometimes difficult. Many Squadrons believe that because they do not have to file, they do not have to do anything. Not so! They must file a TR-1 form with National that declares that they have filed or that they do not have to file. In order to get Squadrons to do this, a District Treasurer should take several copies of the TR-1 form to the Spring District Conference and urge each Squadron Treasurer or Commander to sign the form right there if it has not already been filed.

The information in this section is designed to provide general guidance. The Internal Revenue Service Code, Revenue Rulings, and Revenue Procedures dealing with the subject matter are voluminous and complex. In the event that you have a set of circumstances that requires further guidance, please consult with your District or Squadron Law Officer and/or a local attorney or CPA with experience in this area of the tax law. Should local resources not be available, or should questions remain, please contact the Law Committee Chairman or the National Treasurer.

In May of each year, begin thinking about the District's or Squadron's IRS filing obligations. The

National Treasurer will send you a reminder letter. Below is some information provided by a member of the USPS Law Committee.

### 22.22.1 Filing Requirements

- There is no Form 990 or Form 990-EZ filing requirement unless gross receipts, including unrelated business income, are more than \$25,000. Gross receipts are the total amount received from all sources during the annual accounting period before subtracting any costs or expenses. However, they exclude annual National or District dues collected and not retained by the Squadron.
- File Form 990-EZ (short form) if gross receipts from related and unrelated income are more than \$25,000 but less than \$100,000 and if gross assets at the end of the year are less than \$250,000.
- File Form 990 if your gross receipts, including unrelated income are more than \$25,000 and if gross assets at the end of the year are \$250,000 or more.
- If you are required to file, then you must submit a copy of your Form 990 with Schedule A to USPS Headquarters. If you are not required to file, you must complete and file USPS Form TR- 1; copies of this form will be sent to you along with other information at tax time.
- If a District or Squadron receives a “pre-addressed form from the IRS,” and the District or Squadron is not required to file, check the box in the heading of the Form 990-EZ or Form 990 to indicate that the organization’s gross receipts are normally not more than \$25,000, sign the return, and send it to the Internal Revenue Service Center in Ogden, Utah.
- File Form 990-T if gross income from unrelated trade or business is \$1,000 or more. “Gross income” is gross receipts minus the cost of goods sold. “Unrelated trade or business income” is the gross income derived from any trade or business that is regularly carried on, and not substantially related to the organization’s exempt purpose or functions. Filing Form 990-T with taxable income will require the issuance of a check for the appro-

priate tax.

- Filing Form 990-EZ or Form 990 must contain the “Group Exemption Number” assigned to USPS by the Internal Revenue Service. That number is “1041.” It goes in the related header block on page 1 of Form 990-EZ or Form 990.
- Forms 990-EZ, 990, and 990-T must be filed by the 15th day of the 5th month after the end of the tax year, unless an extension to file is granted.
- Forms 990-EZ, 990, and 990-T should be mailed by CERTIFIED MAIL, RETURN RECEIPT REQUESTED, on or before the filing due date, including extensions, to the following address: Internal Revenue Service Center, Ogden, Utah 84201-0027.
- While it is not necessary to file by certified mail return receipt requested, it is good practice to file by this method to show proof of delivery.
- Failure to file a Form 990-EZ, Form 990, or Form 990-T creates an unending Statute of Limitations. However, the Statute of Limitations starts to run as soon as a return is filed. In most cases, the Statute of Limitations will be 3 years.
- Forms 990, 990-EZ, and 990-T and the related instructions can be downloaded to your computer from the government’s IRS site.

### 22.22.2 New IRS Regulation

The Internal Revenue Service (IRS) has a new filing requirement beginning in 2008. The requirement is short, easy and electronic, and is known as the e-Postcard.

Any District or Squadron that normally has annual gross receipts of \$25,000 or less and doesn’t file Form 990 or 990-EZ must file Form 990-N (the e-Postcard). Most districts and/or squadrons do not have their own IRS 501(c)(3) tax-exempt status but rather are covered as subordinate units of the tax-exempt status held by USPS. However, as subordinate units they are individually required to file appropriate IRS tax forms.

If your District or Squadron fails to file the e-Postcard, it will have its tax-exempt status revoked by the IRS and must reapply for tax-exempt status and pay the required fines.

For guidance on the new filing requirement, read the Frequently Asked Questions compiled by the IRS or for complete details visit the IRS website at <http://www.irs.gov/charities/article/0,,id=169250,00.html>.

### **22.22.3 Answers to Common Questions and Suggested Guidance**

- A Squadron should include as gross receipts only the portion of annual dues retained by the Squadron. Do not include National or District dues
- A District or Squadron should include investment income as gross receipts
- A District or Squadron should include as gross receipts all income from checks for a specific program or event if the checks are made payable to the District or Squadron
- A District or Squadron should include as gross receipts only the net amounts received from a specific program or event after payment of expenses, if receipts were collected by and bills paid by a member, not the District or Squadron
- A District or Squadron should include as gross receipts sales of educational materials to members with corresponding deductions for the cost of said materials
- A District or Squadron should include as gross receipts all income from a fund raiser with corresponding deductions pertaining to the cost of the fund raiser

### **22.22.4 Unrelated Business Income Tax**

Unrelated business income may generate a tax liability for your District or Squadron. Here is some help to determine whether you have such a liability.

- Interest income, dividend income, and recognized capital gains (while considered as part

of gross receipts) are not gross income from an unrelated trade or business

- Royalty income generally is not gross income from an unrelated trade or business
- Rental income from renting real property generally is not gross income from an unrelated trade or business unless it involves debt-financed property
- Advertising income from ads in rosters and newsletters generally is considered as gross income from an unrelated trade or business
- Sales of Ship's Store merchandise, except educational material, generally are considered as gross income from an unrelated trade or business
- In determining the taxable income from the sale or activities that generate unrelated business income tax, directly related expenses are deductible against the income derived therefrom
- Income tax due on unrelated business taxable income is computed using corporate tax rates

### **22.22.5 Public Disclosure Requirements**

On 8 April 1999, the IRS issued some new regulations governing the public disclosure requirements for tax-exempt organizations. These concern the organization's application for recognition of tax-exemption, and the organization's three most recent annual information returns, i.e., Forms 990 and 990-EZ, along with all schedules, attachments and supporting documents. If a request for information is made in person, an organization generally must provide the requested information immediately. An exempt organization receiving a written request for information must respond within 30 days from the date the request is received. Organizations are not required, however, to disclose portions of the return that identify the names and addresses of contributors, nor are organizations required to disclose their Form 990-T. In the event that you have a request for any of the above information, please contact the USPS Headquarters Director for further guidance.

**22.22.6 Definition of Gross Receipts****Includes for the District:**

- Sales of educational materials
- Assessments collected by the Squadron Treasurer and remitted intact to the District Treasurer
- Net amounts (i.e., after expenses) received from events such as dinners or dances if a member, not the District, collects money and pays the bills
- Gross receipts (i.e., before expenses) from events such as dinners or dances if money is paid to the District and the District pays the bills
- Investment income
- Advertising revenue for ads in rosters and newsletters
- Gross receipts of fund raisers
- Any other monies raised for use in attaining or accomplishing USPS goals
- Other income, net reimbursement and expenses

**Not included in the District:**

- Gross amount received in connection with events such as dinners or dances less reimbursements from members

**Includes for the Squadron:**

- Sales of educational materials
- Squadron dues not including district assessments or national dues
- Net amounts (i.e., after expenses) received from events such as dinners or dances if a member, not the Squadron, collects money and pays the bills
- Gross receipts (that is, before expenses) from events such as dinners or dances if money is paid to the Squadron and the Squadron pays the bills
- Investment income
- Advertising revenue for ads in rosters and newsletters
- Gross receipts of fund-raisers
- Any other monies raised for use in attaining or accomplishing USPS goals

**Not included for the Squadron:**

- National dues, which are collected by the Squadron Treasurer and remitted intact to the National Treasurer
- Assessments collected by the Squadron Treasurer and remitted intact to the District Treasurer
- Gross amount received in connection with events such as dinners or dances less reimbursements from members

**22.22.7 Tax Deductions For Officers and Members**

A person who performs services or incurs expenses on behalf of an organization that is tax-exempt under Section 501(c) (3) of the Internal Revenue Code may deduct certain expenses as a charitable contribution on his Federal Income Tax return. One must itemize deductions to take advantage of these contributions.

The value of personal services is not deductible, but unreimbursed expenses incurred in performing the services may be deducted. Acting in an official capacity for a 501(c)(3) organization qualifies as rendering services to the organization. Serving as an officer or delegate, an instructor or proctor in an educational course, or participating in public service activities such as cooperative charting are examples of service to the organization.

Officers and delegates may deduct transportation expenses to meetings and other activities. Personal auto use may be deducted; the rate for 2008 was 14 cents per mile plus tolls and parking. Be sure to check current IRS instructions for Form 1040, Schedule A for the latest rate. Items such as depreciation or insurance cannot be deducted. Members participating in cooperative charting cruises may deduct boat operating expenses.

Officers and delegates may deduct travel expenses such as lodging and one half of meal costs, but only if a person is away from home overnight on behalf of the organization. The

cost of uniforms worn is deductible. Dues paid to USPS are deductible, less the \$10 value of *The Ensign*.

In addition to the above, members may deduct the expenses of operating a boat on a cruise or predicted log race for instructional purposes, as well as the expenses of operating a boat (no allowance for depreciation or repairs) in connection with a class or course, such as when demonstrating buoys, anchor techniques, laying out and following courses, cooperative charting, and safety instructions.

Your USPS expenses are deductible as charitable contributions and should be shown as part of your charitable deductions on your IRS 1040. You should keep good documentation, as you would for any other charitable contribution.

In summary, officers, delegates, instructors, and members may deduct the cost of attending a meeting at which they perform official duties. Members who are not officers may deduct only the expenses for public services, such as teaching our public courses. You should always consult a tax advisor to determine how these laws affect your personal situation.

The Treasurer should provide documentation for a member of the receipt of donations and the assigned duties which might make an expense deductible. The wording and timing of such letters is important. It is incumbent on the Treasurer to provide advice and documentation when necessary to members who incur expenses in the name of the squadron.

IRS Publication 526, which can be found at the address listed in the Table of URLs, is a valuable asset in formulating a suitable Letter of Charitable Contribution.

## 22.23 State Information

It is the responsibility of the District Treasurer to ensure that Squadrons file their Internal Revenue Service (IRS) forms or report that they do not have

to file. Each state requires different forms, filing dates and the like. The District Treasurer should be aware of the filing requirement of each state in his/her district and so inform each Squadron Treasurer of the requirements. Each Squadron Treasurer should so advise the District Treasurer of the compliance with all filing requirements.

## 22.24 Investing

The bylaws of almost all Districts and Squadrons limit investing to government-backed securities. Recently, the Finance Committee has made available guidelines that loosen those restrictions. Should your District or Squadron be interested in investing in more productive but less secure instruments, bylaws must be changed to permit this.

### 22.24.1 Guidelines for Approval of Investment Provisions in Model Bylaws

Upon request by appropriate officials in Districts and Squadrons, the provisions for deposit and investment of funds in approved bylaws may be modified as follows:

Example: Section 6.7.6 of Squadron Model Bylaws lists one of the Executive Committee Responsibilities as “With the advice of the Treasurer, designate depositories insured by an agency of the U.S. government in which Squadron funds shall be kept ... .” It could be changed to read: “Upon recommendation of the Treasurer, designate depositories, which may include those insured by an agency of the U.S. Government or an appropriate money market fund, in which working funds of the Squadron shall be kept and approved investment of Squadron funds as recommended by the Treasurer” (and/or Finance Committee).

Example: Section 2.7.4 of District Model Bylaws lists one of the responsibilities of the Treasurer as “Deposit District funds in financial institutions insured by an agency of the U.S. government and approved by the Council.” This section could read “Deposit working funds of the District in financial institutions insured by an agency of the U.S. Government or in an appropriate money market fund and

supervise investments, all as recommended by the Treasurer and Finance Committee and approved by the District Council.”

Circumstances under which changes could be approved are:

- Where the District or Squadron Rules Committee petitions National Committee on Rules for a change as approved by the District Council or Squadron Executive
- Units so interested should state reasons for change including current amount of funds to invest, investment goals, and program for supervision of investments
- Bylaws so approved should contain wording charging senior executive approving authority (Council, Conference and/or Executive Committee) with at least annual supervisory responsibility

### **22.24.2 Working Funds**

In general, all units of USPS are expected to maintain a prudent level of working funds in bank deposits or investments insured by the government of the United States. For those District and Squadrons that have made provisions in their bylaws for broader investment discretion, the following apply:

- Working funds are considered to be those funds up to approximately 75% of the annual expense budget. These are for month-to-month operation. These working funds must be maintained as provided in the bylaws, perhaps in money market funds or other uninsured investments. Any uninsured money market deposits should be managed by a publicly recognized and institutionally rated money manager and be backed by short-term government bills and notes or investment grade short-term corporate obligations
- All depositories for working funds other than U.S. Government insured depositories must be approved by the District Council or Squadron Executive Committee upon recommendation by the Treasurer and Finance Committee, if such provision is made

### **22.24.3 Other Funds**

Districts and Squadrons that have funds available above the prudent amount required for working funds may find longer term investments to be appropriate. However, any investment of District and Squadron funds in other than government insured deposits or with USPS requires appropriate bylaws provisions and approval as specified in the unit's bylaws. These funds are also subject to “prudent investor” guidelines to execute proper fiduciary responsibility.

Where appropriate approval and circumstances exist, longer term investments may be made to maximize returns to USPS units. The following guidelines are suggested:

- Units of USPS should exercise caution and diligence in the investment choices they approve, recognizing the following:
  - Knowledge and experience available in officers, committee chairpersons, and outside advisors
  - Investment goals and time horizons for invested funds
  - Funds available
  - Appropriate approval procedures and continuing oversight
- National Headquarters used to maintain a pooled certificate of deposit program for Districts and Squadrons to invest on a pooled basis to attain large CD rates for smaller investments. This program is no longer in use and is being phased out.
- Where longer term investments are recognized as desirable by the appropriate authority in the District or Squadron, these investments should be limited to investment grade fixed income investments and highly rated equities and mutual funds
- More speculative investments such as commodities, derivatives, restricted stock, unlisted securities, and narrowly traded issues should be avoided
- Bylaws should provide for at least annual supervision by the District Council or Squad-

ron Executive Committee. This review should cover investment positions and results and should be compiled by the Treasurer and/or Finance

## 22.25 Insurance

USPS carries insurance to protect Districts, Squadrons, and members against lawsuits that might result from certain events. The most current information on the insurance is available on-line at the USPS website.

Sometimes, the owner of a facility where you want to hold a class or stage an event will require proof of USPS' liability insurance. To get this, phone, write, or e-mail the National Treasurer or Headquarters with the information noted below. The Certificate of Insurance will be promptly issued and sent to the appropriate person.

- Squadron name
- Type of event
- Date of event
- Location of event
- Name and address of owner of property being used
- Normal use of property (that is, school, library, yacht club, et cetera)
- Portion of property being used (that is, room name, all)
- Rent being paid, if any
- Amount of insurance coverage being requested by owner, if specified
- Name and address of person to whom Certificate of Insurance is to be sent
- Signature with rank and title of person making request
- Today's date

## 22.26 Year End Duties

### 22.26.1 Treasurer

- Prepare Internal Revenue Service Tax Form 990 for the District or Squadron, if required. The National Treasurer will send you a letter detailing what is to be done
- File any Sales Tax Reports, if required

- Be sure that the books are in good order
- District Treasurer - Annually submit a report to headquarters stating that all Squadrons in the District have submitted the 990 Tax Return on time and/or that Squadron revenues are less than \$25,000 and Form 990 need not be filed. Also, at least once a year, ask for a copy of each Squadron's Financial Report to review for results of operations and solvency

### 22.26.2 Auditor

At District or Squadron year-end you must prepare the books and records for the annual audit. Items to have ready include:

- Approved budget for the year
- Last year's closing entries
- Cash Receipts and Disbursement Journal
- General and other journals
- Twelve months of canceled checks and bank statements
- Receipt vouchers
- Invoices paid
- Other authorizations to disburse funds
- All Financial Statements prepared
- Correspondence

The audit should consist of testing the trail of certain transactions as well as checking on authorizations. At the end of the audit, the committee should be prepared to write a report of its findings for the Squadron.

The Audit Committee shall examine the following areas:

### Cash

- Obtain copies of bank statements and account reconciliation
- Compare bank account statement balance to checkbook balance and trace to ledger account
- Review listing of outstanding checks and look for old outstanding checks. Ascertain reasons for old outstanding checks and void or reissue such checks
- If the District or Squadron has funds on

deposit with the National Treasurer, examine the statement provided by Headquarters

Savings accounts or investment balances shown on the books should be supported by statements or directly confirmed by the institution.

### **Revenue**

- Primary sources of District or Squadron revenue are dues, sale of educational materials, and interest on savings
- Test dues income, multiplying membership count by annual or pro-rated dues amount. Trace deposits to bank statements and books of account
- Determine whether income from educational sales is promptly deposited and credited to proper accounts
- Determine whether interest or dividend earnings are properly reflected in the accounts
- Other income, that is, donations and newsletter advertising revenue, should be acknowledged in the minutes of the Executive Committee and credited in the accounts according to their directions
- Test all sources of income by comparing to estimates adopted in the current budget. Question material differences from the budget

### **Expenditures**

- Obtain a copy of the current budget for expenses and any minutes reflecting changes in budget amounts
- Determine that expenditures are within budget authorizations for account categories
- Examine supporting documents for any disbursements and determine if authorization is correct

### **Other**

- Some Squadrons own real property and buildings. In this case the Auditing Committee should assure itself that title is properly recorded and held in the name of the organization or trustees of the organization, and that adequate insurance coverage is provided
- Other assets of the Squadron (that is, teaching aids, awards, sextants) should be accounted for. The appropriate bridge officer should be able to verify the location and existence of these assets

### **22.26.3 Turning Over Treasurer's Files and Records**

At the end of the Treasurer's term and after the completion of the audit, all files and records should be in good order for a smooth transfer of responsibilities. Make sure you spend enough time with the new Treasurer to explain duties such as the day-to-day processing, things to look for, and filing timely reports.



## Appendix A



### Statement

**United States Power Squadrons**

1504 Blue Ridge Rd  
 Raleigh NC 27607  
 888-367-8777  
 www.usps.org

**Date** 3/31/2014  
**Acct. No.** 747  
**Amount Due** \$572.65

**Bill To**

Absecon Island Power Sqd

| Customer       | Date             | Description       | Charge            | Payment             | Balance           |
|----------------|------------------|-------------------|-------------------|---------------------|-------------------|
|                | 2/28/2014        | Balance Forward   |                   |                     | 0.00              |
|                | 2/28/2014        | Invoice #12       | 35.47             |                     | 35.47             |
|                | 3/19/2014        | Invoice #IN666    | 564.20            |                     | 599.67            |
|                | 3/21/2014        | Payment #CP254    |                   | 27.02               | 572.65            |
| <b>Current</b> | <b>1-30 Days</b> | <b>31-60 Days</b> | <b>61-90 Days</b> | <b>Over 90 Days</b> | <b>Amount Due</b> |
| 564.20         | 0.00             | 8.45              | 0.00              | 0.00                | \$572.65          |

Questions?  
 888-367-8777 x217 or x221

Notice to Treasurers: All materials and dues invoices are now combined on one statement for your convenience.

**United States Power Squadrons**

**Remittance Slip**

**Customer** 747 Absecon Island Power Sqd  
**Date** 3/31/2014  
**Amount Due** \$572.65  
**Amount Paid** \_\_\_\_\_

**Make Checks Payable To**  
 United States Power Squadrons  
 1504 Blue Ridge Rd  
 Raleigh NC 27607

Paperless statements are now available. Please select your document preferences below.

Please send statements electronically via email. (Contact Linda Morris at FULLERL@hq.usps.org to verify your email address.)

Please mail printed statements.



**United States Power Squadrons**

Headquarters  
 1504 Blue Ridge Rd.  
 Raleigh NC 27607  
 888-367-8777  
 www.usps.org

**Bill To**

Absecon Island Power Sqd

**Invoice**

**Date** 3/19/2014  
**Invoice #** IN666  
**Acct. No.** 747  
**Shipping Method** UPS Ground  
**Ship Date** 3/19/2014  
**Tracking #** 1Z2093850396132296  
 1Z2093850361950637  
 1Z2093850363760240  
**Created From** Sales Order #SO301

**Ship To**

Absecon Island Power Sqd

| Item    | Quantity | Units | Description                    | Options | Amount | Tax Rate |
|---------|----------|-------|--------------------------------|---------|--------|----------|
| 0373200 | 20       |       | ABC3 SM Kit 3rd Edit. 2012     |         | 520.00 |          |
| 0173201 | 20       |       | ABC3 SM 2012                   |         |        |          |
| 0758101 | 20       |       | Coastal Explorer DVD           |         |        |          |
| 0773201 | 20       |       | ABC3 Student CD V3.2           |         |        |          |
| 0963101 | 20       |       | University Brochure USPS       |         |        |          |
| 0973104 | 20       |       | ED46 Boating Registration Form |         |        |          |
| 0973107 | 20       |       | ABC3 Certificate               |         | 0.00   |          |
| 0973106 | 50       |       | ABC3 Wallet Card               |         | 0.00   |          |
| 9863114 | 1        |       | Service Charge                 |         | 4.00   |          |
| 9799119 | 1        |       | Shipping                       |         | 40.20  |          |

**Total** \$564.20

## Chapter 23

### MEMBERSHIP MANUAL

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>[23.1] Preface</li> <li>[23.2] Who, What, Where, When and Why</li> <li>[23.3] USPS University</li> <li>[23.4] USPS Membership Webpage</li> <li>[23.5] Member Benefits</li> <li>[23.6] Recruiting</li> <li>[23.7] Membership Requirements</li> <li>[23.8] Types of Membership</li> <li>[23.9] Dues Categories</li> <li>[23.10] Dues</li> <li>[23.11] Headquarters Collection of Dues (HQAB)</li> <li>[23.12] Reinstatement Policy</li> <li>[23.13] Squadron Membership Chairperson</li> <li>[23.14] District Membership Chairperson</li> <li>[23.15] National Membership Chairperson</li> </ul> | <ul style="list-style-type: none"> <li>[23.16] Dialogues with Prospective Members</li> <li>[23.17] The Interview - General</li> <li>[23.18] Interview Environment</li> <li>[23.19] Effective Questioning Techniques</li> <li>[23.20] Basic Squadron Facts and FAQ</li> <li>[23.21] Educational Opportunities</li> <li>[23.22] Social Activities</li> <li>[23.23] Discover Involvement!</li> <li>[23.24] What is Involvement?</li> <li>[23.25] Forming a Retention / Involvement Team</li> <li>[23.26] New Member Assimilation</li> <li>[23.27] Mentor / Buddy Program</li> <li>[23.28] Orientation Program</li> <li>[23.29] Involvement</li> </ul> |
|---|--|

***Charts of the National Organization as well as typical District and Squadron Organizations are located at the end of this of this manual.***

**23.1 Preface.** United States Power Squadrons is recognized as the foremost boating educational organization in the world. To maintain our reputation and to continue as a vital organization, we must attract new members and retain our present membership. Only if we are successful in doing this shall we continue to grow and be able to continue our work in education, in promoting boating safety and in service to the public to whom we are dedicated.

Membership is the foundation of USPS. We need members to staff and attend our educational courses. We need capable, involved and dedicated members to form and chair our committees and provide the leadership for all of our efforts to ensure a bright future for USPS.

Every member of USPS is a member of the Squadron Membership Committee and shares the responsibility for recruiting new members and retaining current members.

Community Outreach Programs and Youth Activities are excellent initiatives designed to increase community awareness of USPS and engage our members in actions which benefit our

retention/involvement program.

All of us should be committed to welcome new members aboard and integrate them into the squadron with the ideals to which we subscribe.

**23.2 Who, What, Where, When and Why of United States Power Squadrons.** Before 1900, most recreational boats were sail-powered; everything relating to recreational boating was geared to sailing. There were a few steam-powered boats, but they required large crews. Shortly after the turn of the century, gasoline-powered craft became available and many boaters bought them; power boating became a popular activity.

Since skills and education were all directed to sailing at that time, power boaters found themselves in a skill and knowledge gap. In 1912, Roger Upton decided to fill that gap by forming an unofficial Power Boat Division of the Boston Yacht Club. A year later, that division became “The Power Squadrons.”

Power Squadrons received considerable media attention. Interest began to spread. During 1913, over 70 power-boat clubs and owners' associations

met at the New York Yacht Club. At the second meeting of this group, United States Power Squadrons was officially formed.

Desiring some unique identification, this new group designed the ensign including a fouled anchor, encircled by 13 stars on a red field with 13 vertical blue and white stripes, as shown here.



To protect the USPS Ensign, Roger Upton applied for and received a United States design patent, number 48,803, issued in April 1914, which expired in 1928. To permanently protect the flag, however, trademark and copyright registrations were obtained, both of which have been maintained ever since.

On 6 April 1917, Charles F. Chapman sent a letter to the Navy Department, offering the services of USPS instructional program to train men for the Naval Coastal Defense. Franklin Delano Roosevelt, the Assistant Secretary of the Navy, formally accepted the offer. Over 5,000 students attended these classes and entered the military. As a result of their USPS training, many earned commissions in the U. S. Navy. During both World War I and World War II, USPS supported the war efforts by training many naval navigators.

Thus, from the club-within-a-club beginning of USPS at the start of the twentieth century evolved the largest private, fraternal, self-supporting, non-

profit, non-governmental and non-military organization of power boaters and sail boaters in the world.

Over the years, USPS has expanded throughout the United States and the Caribbean. There is even a squadron in Tokyo, Japan. Now, a member is one of approximately 34,000 members in 400 squadrons. We work, study and play with members of our neighboring squadrons. Several nearby squadrons have joined together into a “district,” one of 33 geographically-related districts in USPS.

Our educational courses have been continuously developed, improved and expanded since USPS's early days so they remain current. Each of those courses is available when and where one chooses - with members of one's own squadron, members of other squadrons, or independently.

In addition to our educational programs, we enjoy cruises together, we perform a host of civic services and we have all sorts of fun: picnics, parties, et cetera. Don't miss out on these.

**23.3 USPS University** is now up to speed and gaining momentum. There are three important aspects of the University: choices, current information and real skill development. Choices offers material tailored to your interests rather than “one size fits all.” Current information is essential in knowing how to use today's equipment. Real skill development means more hands-on training. The implementation of USPS University satisfies the three key aspects through: Updated and expanded courses, USPS University Seminar Series and Boat Operator Certification (BOC). We have updated many of our core courses and are continuing to update all of our courses. Marine Electronics is being rewritten into three entirely separate courses. These updated courses are shipping at triple the rate of prior years.

USPS University is here with new programs targeted to a range of boaters and types of boating. The hallmark of this concept is the Seminar Series. These short seminars are targeted to specific topics and needs with a two-hour format and valuable take-away guides. Each seminar provides credits toward the soon to be released Boat Operator Certi-

fication program and credit toward elective courses.

Ten seminars are now available in the USPS University Seminar Series and more will be available soon. These seminars represent our future and the best way to attract experienced boaters to become members while giving our current members a reason to stay involved. The first of the four levels of Boat Operator Certification, Inland Navigator, is ready to begin followed shortly by the second level, Coastal Navigator. BOC introduces formal, on-the-water skill demonstrations and the issued certificates provide widely-recognized credentials to those who complete these programs.

A Boat Operator Certification (BOC) is a new program for USPS. With BOC, we will be certifying our members as recreational boat operators at one of four levels ranging from certification to operate on rivers and small lakes up to ocean crossings. We are now rolling out the first level, Inland Navigator. To manage this program, we are training certifiers who will observe and document skill demonstrations and help members with other aspects of the program. We plan to have certifiers in every squadron. Each certifier will report to one of eight regional chairmen of certifiers, also called regional certifiers. Each district is assigned to one of eight geographic regions. Regional certifiers have one or two assistants, depending on the membership in the region, and report to the National Educational Officer (NEO). Some certifiers are

also specially trained to teach the U. S. Sailing Association's Safe Powerboat Handling on-the-water course. They are called Master Certifiers and will also report to the regional certifier or in some cases could also be a regional certifier.

We are preparing a web site that will have more information, including the complete certification manual, certifier training presentations and contact information for the assigned regional, assistant regional and advanced certifiers as well as useful forms and tools for certification. The regional certifiers are now running training seminars for certifiers in their regions.

**23.4 USPS Web Page** contains information about educational courses, National Committees, upcoming National Meetings and much more.

**23.5 Member Benefits.** USPS has expanded services for its members over the years. One of the most important enhancements to membership today is the boat insurance program. Special terms, coverage for older boats and personal service are just some of the benefits of the USPS Insurance Program. The Member Benefits Committee can also provide information on discounts for airline reservations and auto rentals. We have our own USPS credit card for members who enjoy using that convenience. Discounts are available on Dell computers and on various software packages. Long-term Care Insurance is also available to USPS members.

## BASICS OF RECRUITING

### SECTION 1 ... THE BASICS



**23.6 Recruiting.** United States Power Squadrons is a private, non-profit, educational and social organization of people interested in boating and dedicated to the advancement of safe boating through education. USPS, consisting of hundreds of squadrons nationwide and internationally, is the world's largest boating education group.

As a member driven organization and to assure continued success, recruiting new members is important. Our long history is built on membership. This is a fact of life! USPS Public Boating Courses and other National Association of State Boating Law Administrators (NASBLA) approved courses are prime markets to recruit future leaders at all levels of the organization. They have students of all ages who are eager to learn and are waiting to be asked to be contributing members, so that we

will all benefit from their talents and abilities. A key part of bringing new members into USPS is interviewing candidates to ensure a continuous influx of new members who can benefit from USPS programs and who will have a commitment to advancing those programs.

In the past, almost all of our new members were recruited at the squadron boating classes which are taught to the public. This is still our main source of members. Traditionally, during the class, USPS is introduced to them. At the end of the class, on “graduation” night, one-on-one interviews are conducted. Typical questions and answers follow in “Recruiting Dialogues - Interviewing Guidelines.”

The 2013 Annual Meeting of the Governing

Board removed any requirement for successfully completing a boating course as a prerequisite for squadron membership. However, squadrons may elect to require the passing of a NASBLA “approved” boating course as a requirement for membership.

We are now recruiting from the community, neighbors, churches, schools, yacht clubs, marinas, family and friends. This is a good practice because we do this every day in other aspects of life. We ask our co-workers to lunch, neighbors for coffee, et cetera. We surround ourselves with friends. This is what we now do to recruit members for our squadron. We ask them to attend a meeting or an event. These people take part in our activities. They get to know us. They learn about our member educational courses. They become members.

In recruiting, there are some forms and information which should be known before approaching anyone. Know how much the dues are for the year, the types of membership, dues categories and who should receive the completed forms (that is, Membership/Recruiting Chair; Secretary, Treasurer or Roster Chairman). Be familiar with the forms. There are different forms for new members, for transfers, for the spouses of current members as well as reinstatements. A copy of the completed form is sent to Headquarters so that the member can be processed. There are people in the squadron who need this information so be sure to check the bottom of the form for distribution listing.

### 23.7 Membership Requirements

- Must be able and willing to contribute time, energy and skills to the objectives of USPS
- Must be accepted by the Squadron Executive Committee
- Must have paid all applicable entrance fees and dues as required by National, District and Squadron
- Although USPS has no educational requirement for membership, squadrons may elect to require the passing of a NASBLA “approved” boating course as a requirement for membership.

### 23.8 Types of Membership

#### Active Member

- Takes courses
- Attends meetings
- Votes
- Holds elected or appointed office
- Earns merit marks
- Receives *The Ensign*

#### Additional Active Member

- Takes courses
- Attends meetings
- Votes
- Holds elected or appointed office
- Earns merit marks

#### Apprentice / Sea Scout

- Takes courses
- Attends meetings but cannot vote
- Apprentice/Sea Scout membership extends from age 12 to end of the dues year of 23<sup>rd</sup> birthday
- Apprentice/Sea Scout members receive *The Ensign*

### 23.9 Dues Categories

#### Active Member

- This category is a single member or the primary member to whom the family unit is attached and pays full dues for National, District and Squadron.

#### Family Unit

- A family unit consists of members in addition to the Active Member who reside in the same home. Members in the unit can be Additional Active Members. There is one payment for the family unit no matter whether the unit consists of the Active Member and one or twenty additional people.

#### Apprentice/Sea Scout

- These are young people who are not part of the family unit, but are members on their own and do pay annual dues.

#### Life Members

- Life members have paid dues at least 25 years

as active members and received 25 active merit marks. Life members are not assessed National dues; however, they may be assessed District or Squadron dues based on district or squadron policy or bylaws.

#### **Entrance Fees**

- There are currently no entrance fees unless the squadron chooses to so assess one.

**23.10 Dues.** Historically, there were two methods of dues collection: 1) Headquarters Collection of Dues and Anniversary Billing (HQAB); and 2) Traditional Billing. At the Annual Meeting in Anaheim on 02/21/09, HQAB was voted as the singular dues collection process effective June 2009. Squadrons not using HQAB were switched at that time.

**23.11 Headquarters Collection of Dues and Anniversary Billing (HQAB).** Under Anniversary Billing (the AB of HQAB) a member's anniversary date is set on the first day of the month he or she joins. So a new member joining on 15 September would have an anniversary date of 1 September. A new member pays a full year's dues when joining and is not invoiced again until two months prior to his anniversary date the next year. Members belonging to a squadron prior to that squadron's shift to HQAB have a 1 June anniversary date.

Under HQAB a member sends his or her renewal directly to Headquarters. It then processes the renewal, extracting its part of the total amount and making a direct deposit to the district and squadron for their portion. Members have the option to pay with a credit card using a secure online program to do so.

Since Headquarters is both invoicing and collecting dues and since member renewal dates vary throughout the year, several tools have been developed to assist squadrons in member retention and accounting. The USPS website at URL [www.usps.org/dues/reports](http://www.usps.org/dues/reports) offers member status reports and district and squadron deposit reports.

**23.12 Reinstatement Policy.** In the event a member is late in paying his dues, or after a year or

more, elects to rejoin, the following policy is established:

- Headquarters will automatically send a dues bill to every non-paying member for one more year. Consequently there are two kinds of member non-renewals tracked by HQ staff.
  - 1) Individuals in nonrenewable status up to one year, herein termed "late."
  - 2) Individuals who have been in this status more than one year are called "reinstatements."

Please note that those members who have not paid dues and are thus termed "late" or "reinstatements" ARE NOT members and are not entitled to member benefits until their membership has been reestablished.

#### **Definitions:**

- LATE payee: Paying dues anytime after the due date up to 12 months (one year) past the due date.
- REINSTATEMENT payee: Non-renewals paying after 12 months (one year) of non-renewed status.

#### **Payment Procedure**

- LATE Payee: regardless of billing cycle, any member paying late must pay an annual dues amount to rejoin. (No change in anniversary date.)
- REINSTATEMENT Payee: member pays an annual dues amount and anniversary date is reset using the month dues are paid.

**Forms.** Several forms are used in processing membership. When completing these forms, be sure to write clearly, print, use dark ink and include the squadron's four number identity code and the District number. These forms can be mailed or faxed. Headquarters can be reached toll free at:

1-888-367-8777 Voice, 1-888-304-0813 Fax

To download these forms, go to the national



membership committee home page at: [www.usps.org/national/membership](http://www.usps.org/national/membership) then click on “Forms for Membership.”

Of course there are many forms available for specific uses:

- New Member Form Memcom1 - used for NEW members only
- Personnel Change Form HQ102 - used for name and address changes, when a member dies or when there is a resignation
- Reinstatement Form HQ103 - used for reinstating members
- Transfer Form HQ110 - used for transferring members whose current dues are paid. If their dues have lapsed, use HQ103
- Change of Status Form HQ 104 - used for changing the status of a current member from one membership category to another. For example, if someone is a family member and wants to become an additional active member, use HQ 104. Also, if a member wants to bring in a new member such as a spouse and/or child living in the same home, this form is used
- MemCom 20 - used to order Membership forms and supplies

### **23.13 Squadron Membership Chairperson Responsibilities**

- Have the ability to identify individuals who will become an asset to the squadron
- Work with the Boating Course Chairperson to develop methods to follow up with prospective members
- Be familiar with all membership requirements, dues, entrance fees, forms, et cetera
- Be aware of activities and procedures in:
  - Education
  - Administration
  - Social events
- Be efficient and well organized in the timely processing of documents required. Use new web tools to register new members on line
- Make recommendations to the Squadron Executive Committee on voting in new members to the squadron
- Prepare articles for publication in the squad-

ron newsletter

- Publish the names and contact information of new members in a timely manner
- Attend district conferences and membership committee meetings in the district
- Turn over to successor all files, records, reports, communications and documents

### **23.14 District Membership Chairperson Responsibilities**

- Assist and advise the Squadron Membership Chairmen
- Train and inform Squadron Membership Chairmen through meetings and seminars at district conferences
- Act as a liaison between squadrons and national
- Communicate information from National Membership Committee to Squadrons
- Keep the National MemCom informed through communications with the assigned Area Representative
- Prepare articles for publication in the district newsletter
- Prepare an annual membership timetable and calendar of events and submit to the District Administrative Officer (DAO)
- Prepare a detailed written annual report at the end of the watch year as requested by the DAO
- Turn over to successor all files, records, reports, communications and documents
- Attend national meetings as often as possible

**23.15 National Membership Representative Responsibilities.** Members of this committee serve as liaisons between National and the district(s) they serve and the squadrons therein. Their main objective is addressing the focus of membership in all areas of recruiting, member involvement (retention) and youth activities. Appointment to this committee is made by the Rear Commander. Specific job duties expected of members of this committee are as follows:

- Be the eyes and ears of the National Membership Committee, encouraging communication up, down and across USPS
- Be active and knowledgeable about the dis-

trict you serve

- Be willing to give at least five hours a month to being NMR
- Monitor the progress of each squadron in the district
- Assess the problems of the district/squadrons you serve and suggest ways (through the District Administrative Officer and District Membership Chairmen) to aid district/squadrons having problems
- Attend and participate in district conferences. Send a report to the NMR Coordinator following the conference, sharing success stories and activities of interest
- Communicate all information passed to you from National to the district/squadron commanders, administrative officers and membership chairs of the district according to the NMR procedures
- Contribute a prepared document for publication in *The Ensign* as assigned (about once a year). Articles are due to the Staff Commander for review by the Rear Commander two months prior to publication
- Participate in National Membership workshops, meetings and Expo at the Annual and Governing Board Meetings
- Conduct or aid the District Membership Chairs with workshops, roundtables or seminars on topics relevant to USPS or the district
- Report to the NMR Coordinator current items that could motivate or enhance Membership Recruiting Involvement and Youth Activities of other districts/squadrons
- Represent the National Membership Committee and USPS in a professional manner in all matters with National, District and Squadron officers and members

### **23.16 Dialogs with Prospective Members.**

These dialogs are referred to as interviews. This is the means of finding out enough about the other person to enable the Squadron to utilize the skills and interests of the new member. The material below lists key factors in the interview. More detailed guidance is provided to help fine-tune the technique later in this chapter.

### **23.17 The Interview - General**

#### **In control of the discussion**

- Direct the flow of the exchange by the questions asked
- Let the prospective members do the most of the talking
- Answer their questions directly and simply
- Follow the 20/80 rule, that is ask questions 20% of the time and spend 80% of the time listening
- Be sure to relate the benefits they will receive as members

#### **The conversation should be relaxed and as productive as possible**

- Listen objectively - keep questions simple
- Don't string too many questions together

#### **Remember you are trying to gather useful information about the candidates'**

- Interests
- Family
- Type of boat - sail or power
- Reason for applying for membership

#### **The prospective members may ask questions about**

- The squadron and USPS
- Membership requirements, time/involvement expected or required
- Advantages and benefits of membership

#### **Stress Benefits, Education, Social Activities and Civic Services performed and enjoyed by Squadron Members.**

Make sure prospective new members are given at least two telephone numbers and an email address in the event they have additional questions.

**23.18 Interview Environment.** Any interview can be a threatening prospect. Take whatever steps possible to provide a relaxed atmosphere with a minimum of distraction if possible.

An informal environment (perhaps an informal social event) where conversation flows naturally allows the prospective members to ask the questions they want answered. In the ideal case, the prospects are not aware that "an interview" has just taken place, but rather they just had a pleasant con-

versation with an interesting person who cleared up some things they had been wondering about.

Know what your squadron has to offer. The following is a template listing key elements common to most situations. Have at least the following types of information readily at hand. This list should be customized as needed to fit specific squadron's circumstances.

Be sure to display or have available:

- The USPS ensign
- Recent copies of *The Ensign*
- Copies of district and squadron publications (copies to take home, if possible)
- The squadron roster
- Representative education course materials
- A current Port Captains roster
- The squadron burgee
- A current calendar of social and boating events
- The 'Benefits' handout

### 23.19 Effective Questioning Techniques.

Holding an effective discussion depends largely on the ability to ask suitable questions that will draw out the information needed and wanted without leaving the prospects feeling that they have been “grilled”. Experienced interviewers have found that a number of different question types are effective, depending on the circumstances and the personalities of the individuals involved. Be familiar with several and able to switch from one approach to another as the circumstances dictate.

- Open ended questions - These questions call for an explanation in response, rather than a simple “yes-no” answer and begin with “who, what, when, where, why.” For example:
  - “How did you get interested in boating?”
  - “What do you think about ... ?”
  - “What do you do for relaxation?”
- Mirror comments -In this technique, the interviewer repeats or restates a comment made by the interviewee, often in the form of an implied question, looking for expansion on the original idea. For example:
  - “So you became interested in boating

because your friends are boaters?”

- “So your spouse would like to do some sailing?”
- Reflective questions -These are questions that cause the other person to stop and rethink what was just said. For example:
  - “I'm ready to move on to another subject. Aren't you?”
  - “Don't you think your spouse would like to take courses, too?”
  - “Well, it sounds as though you are interested in other programs!”
- Additional information questions - These, as their name implies, seek more information or expansion. For example:
  - “That's interesting. Can you tell me more about it?”
  - “I'm not sure I understand what you mean. Could you tell me more about it?”
  - “Why do you want to do that?”

**23.20 Basic Squadron Facts and Frequently Asked Questions.** Fill in the information required to fit the situation, then commit to memory or keep as ready reference.

- The Squadron currently has about \_\_\_\_\_ members.
- It was originally chartered in \_\_\_\_\_.
- The current squadron commander is \_\_\_\_\_.

**Active Membership** - Full membership privileges and responsibilities including voting, holding office, earning Merit Marks, taking educational courses, paying dues, participating in meetings, receiving the *The Ensign*, wearing the USPS uniform and flying the USPS Ensign. Active members must be at least 18 years old.

**Additional Active Member** - Same membership privileges as Active Member except with reduced dues; does not receive *The Ensign*; must reside in the same household as an Active Member, but does not have to be the Active Member's spouse.

**Apprentice/Sea Scout Membership** - Avail-

able to anyone 12 to 18 years of age meeting the educational requirements of membership. Enjoys reduced dues and receives a copy of the *The Ensign*. Sea Scouts can extend membership to the age of 23 when they are required to transfer to Active Membership.

#### **Advantages of membership:**

- Subscription to the bi-monthly magazine *The Ensign* both in printed format and on-line.
- Subscription to district publication
- Subscription to squadron newsletter
- Access to basic and advanced educational courses
- Social and boating activities
- Port Captains roster
- Availability of discounted boat insurance (varies with carrier and local information)
- See *The Ensign* for toll free numbers.
- Free one-year membership in BoatU.S. for discounts on marine supplies
- Application for USPS credit card with which a portion of value of purchases is refunded to squadron and there is a low initial interest rate on balance
- Discounted computer hardware (Dell) and software (TechSoup) products

During the interview, you are permitted to answer any questions the candidate may have about USPS or the local squadron. If you are uncertain how to answer any questions, do not hesitate to bring others who may be more knowledgeable into the conversation. Don't guess. It is acceptable if you don't know something, but giving out wrong information is not.

**23.21 Educational Opportunities.** Instructors volunteer their time and only a nominal fee is charged for student manuals.

#### **Frequency Of Course Offerings**

Most advanced grade courses are offered annually; however, this depends on squadron needs. Elective courses are scheduled based on demand and availability of instructors.

**23.22 Social Activities.** The following types of events should be included when touting the squadron.

#### **Types of Social Events:**

- Land and water events
- District and National Annual meeting and Change of Watch Conferences, Governing Board meetings, Squadron monthly meetings, rendezvous, dinners and courses
- Frequency of Events: Scheduled events, all seasons of the year
- Planned Cruises: Held throughout the cruising season, planned by squadron members
- Rendezvous:
  - District \_\_\_\_\_
  - Squadron \_\_\_\_\_

#### **TALK ABOUT OUR CIVIC ACTIVITIES**

- America's Boating Course: Eight-week course
- Seminar Programs - Check out National Education Department website
- Cooperative Charting with NOAA and Skipper Saver Programs for members and non-members
- Participation in National Safe Boating Week (with other organizations)
- Youth involvement activities - sponsor Sea scout ships; poster contests, Community Activities
- Vessel Safety Examinations (VSCs)

#### **CONCLUSION - SIGNING THEM UP!**

- Make a reasonable effort to ensure that the individual would be a worthy addition to the squadron
- Assist with completing a Membership Application Form (MemCom 1) with the prospect. (See Forms Appendix A for instructions)
- Ask for a check payable to your Squadron. A credit card is permitted since you are using the Headquarters Anniversary Billing. Use the headquarters credit card form
- Have the new member sign the MemCom 1
- Complete the Member Interest Survey form
- Make sure the new member has at least two

telephone numbers and an email address for his/her use in case he/she needs information or thinks of a question

- Introduce the potential new member to the Commander, Membership Chair and any

other squadron members in attendance - make him/her feel a part of the squadron

- Deliver all forms to the Membership Chair, Treasurer, Secretary, et cetera after the interview is completed

# MEMBER INVOLVEMENT EQUALS RETENTION

## SECTION 2

### 23.23 Discover your squadron's potential ... Discover Involvement!

- The link between the constructive involvement of our members and their retention is well known. Members who enjoy contributing and working in their squadrons in the educational, social, or civic elements of our organization are a vital part of the squadron family. The challenge is to encourage our USPS members to willingly and enthusiastically step up to the myriad of opportunities in a squadron. We must get them to share their expertise, enthusiasm and energy so they will feel rewarded and self-fulfilled. Unleashing this potential benefits the individual member and the squadron.
- The Membership Committee should use the information gleaned from the interview process and the skills/interest survey to help get the new members aboard.
- Since the orientation program will probably be the first total exposure to squadron leadership and organization for the new member, a well organized and rehearsed orientation program is necessary. Members who see a professional and dynamic presentation which explains the rich and proud heritage of our organization and details the workings of the squadron can't help but be impressed. This will encourage a willingness to seek out opportunities that utilize their individual talents.
- For many newer members, the educational opportunity was the magnet that attracted them to seek membership. Timely scheduling of the educational classes to meet that expectation is important. It has been shown that early education of newer members is one of the main elements of retention.
- The Retention / Involvement Team should make new members feel welcome at social activities. For some members, the social and civic element of our organization can provide

satisfying achievements.

- Involvement is a people-first process. Helping new members discover a base of shared attitudes, beliefs and values, the Involvement Team provides a bridge between new members and the rest of the squadron. The Involvement Chairs are path-finders in this innovative and creative role. They propose new ideas and initiatives for the squadron to consider and potentially undertake. Creativity and innovation might challenge some of the traditional ways squadrons have approached involvement in the past, but a new focus on member involvement will provide rewards to the squadrons. Sometimes, just a simple new idea might be the motivating factor that establishes a new direction in a squadron.

Involving Members is not a new concept. What is new is the intensified focus that we are asking you to bring to this element of membership in our organization. In the future, our organization will surely benefit from this increased investment in our members as we continue to develop a vital people-first attitude. This commitment extends to helping our community and youth initiatives. Ultimately such involvement will promote not only the well being of the squadron, but energize and strengthen USPS at all levels. This potential energy resides in each squadron. Rediscover and cultivate this potential. Be USPS proud. Get involved!

**23.24 What is Involvement?** It INVOLVES all members in Squadron activities and thereby RETAINS their membership.

#### **Involvement Defined:**

We have remained members of USPS because we became and remain INVOLVED. Someone, at some point, showed enough interest and took the time to get us involved. The goal of the Retention / Involvement Team is to focus on squadron activi-

ties to facilitate the participation of new members and inactive members. These might include:

- Attend social activities
- Help with civic or social activities
- Take a class
- Proctor a class
- Teach a class
- Serve on a committee
- Chair a committee

### **The Retention / Involvement Team**

The Retention / Involvement Team must be very active year-round. It should consist of a chair and as many members as needed for the completion of the assigned responsibilities. The Team works with the entire squadron membership and the chair reports to the Membership Committee Chair. The Retention / Involvement Team is found at all levels of USPS: squadron, district and national.

#### **Chartered Functions \***

- Prescribe the recommended procedures for the involvement of all members, both new and established
- Prescribe the recommended Orientation Program for members and guidance to ensure that the program is provided as soon as possible
- Prescribe a system to ensure that members are assigned to committees and/or enrolled in educational classes
- Use follow-up procedures to ensure that all members are assimilated into the squadron and participate in squadron activities
- Be sure to target those members who have belonged for a while, but are not active yet

\* Do not call a member who has requested that he/she not be contacted.

#### **Team Goal**

Develop and implement ways of involving all new and established members in squadron activities.

### **23.25 Forming a Retention / Involvement Team**

#### **Favorable qualities for the Retention / Involvement Team Chair:**

- Enthusiastic and motivated
- Articulate and able to communicate and involve members
- Sets an example by participating in squadron and district events
- Has innovative ideas and suggestions
- Demonstrates leadership, tact and diplomacy
- Has basic knowledge of the workings of USPS squadron, district and national
- Has completed Operations Training
- Has familiarity with squadron bylaws
- Reliable, makes the time and is willing to put forth the effort
- Knowledge of all aspects of squadron activities: educational, administrative and social
- Interacts well with ALL members

The “number” to serve on the Retention/Involvement Team should be of sufficient size to keep in periodic contact with all of the squadron members, both new and established.

The Retention / Involvement Team's responsibilities may have been previously handled by one of the following committees and these committees, if established and functioning, should continue in these positions as Retention / Involvement support groups.

- Host
- Greeting
- Telephone
- Personnel
- Orientation Program

The Retention / Involvement committee works under the leadership of the Membership Committee. It is the responsibility of the Recruiting Team to acquire and process new members. It is the responsibility of the Retention / Involvement Team to assimilate and retain members. Sometimes there are fine lines differentiating the responsibilities and duties that may be shared. Often these assignments are handled by the same members as well as the Boating class instructors and proctors. Consequently, the members of each Team should have a good working knowledge of the duties and activities of the other and work together in harmony for the common good of the squadron.

## Operations Training

- The Retention / Involvement Team can encourage new members to enroll in Operations Training. At the Orientation Program, it can be stated that Orientation is only a small exposure into the workings of the squadron and USPS, but Operations Training is the program that will round-out the new members' organizational knowledge. There is also a Leadership Development Program that is interesting and worthwhile.

## Education

- The Retention / Involvement Team should encourage new members to take Seamanship and Piloting. Close cooperation with the Educational Department is needed to schedule these courses and Elective courses following the completion of the Boating Course.

## Publications

- The Retention / Involvement Team should provide additional articles and material for squadron publications. A new member column will also make the publication more personal and interesting. Add a photo and a brief biography of the new members.

## Public Relations

- The Retention / Involvement Team can act as support to internal public relations relative to new and inactive members.

## Boating Activities

- The Retention / Involvement Team can provide participants for the activities. New members without boats can be invited as crew on other members' boats to meet at a land-based rendezvous point and participate in the social setting.

## Cooperative Charting

- The Retention / Involvement Team can provide new participants for the program. Expe-

rienced members can take the new members on their boats and instruct them first, or provide a class on aeronautical charts. A social is suggested at the end of the day to share experiences and write up reports.

## Officers/ Chairmen

- chairs should contact the Retention / Involvement Team for assistance in filling positions and acquiring help. The Nominating Committee should also be given information about members wishing to move on to leadership roles.

**23.26 New Member Assimilation.** Get a list of new members from the Recruiting Team Chair as soon as the Memcom 1 (membership application form) is signed and payment of dues is received. Have new members complete the 'Member Interest Survey' form and provide a copy to ALL Executive Committee members: Involvement-Retention Chair, Email editor, Newsletter Editor/Distributor, et cetera, to begin the process of assimilation - getting the new members aboard. Involvement starts with prompt contact and assimilation of new members.

## I-F-T-S? Involve From The Start

### Assimilation Checklist

1) **Provide a "New Member Packet"** as soon as you receive confirmation of their paid membership. It should include:

- Welcome letter from squadron commander
- Squadron bylaws
- Squadron roster
- Squadron newsletter
- What's in it for You? brochure
- An invitation to the Orientation Program- should be a personal letter from commander, with a follow-up phone call from the Retention / Involvement Chair
- Membership handbook or data sheet on the squadron
- Schedule and content of classes
- Calendar for all squadron events

2) **Help new members develop their poten-**



**tial.** Call and introduce yourself to the new members as soon as possible. Explain that the new member Orientation Program will provide more information about the squadron and USPS and will be a really positive experience. Find out why they joined. Using the **Member's Interest Survey** information, focus on the talents and interests of the new members to explain how they can get the most out of the squadron. Inquire as to the make-up of members' families, including children, and their time available for squadron activities. Tailor their talents and time to the needs of the squadron and suggest areas/s that compliment their skills.

3) **Notify Education Officer** of the new members' name, address, phone number and date new member packet was presented. SEO can follow-up immediately if a class is ready to start, or wait until after the Orientation Program.

4) **Contact the new members for pledge ceremony** within 30 days or sooner if possible. A letter should be sent from the Commander inviting them to the next general membership meeting where they will be pledged and their certificates will be presented.

5) **Presentation of the Orientation Program.** Schedule a date within 30 days and invite all new members and long-standing members. This will set the foundation for the new members' involvement in the squadron. Discuss the Operations Training Program and why it should be taken early.

6) **Education planning.** After the Orientation Program, the squadron educational officer or someone from the Education Department (i.e., Seamanship instructor) should contact new members to discuss their short and long term education plan. The goal should be for every new member to be signed up for Seamanship, an elective class and/ or Operations Training. A class schedule and explanation of the class content should have been provided in the new member packet.

7) **Assignment of a mentor or buddy** (See Mentor/ Buddy section)

8) **Publish "Meet the New Member(s)" information in your newsletter.** Introduce your

new members to the membership by printing the names including their family, background, and a short boating biography in the squadron newsletter. Be sure to include address and phone numbers so rosters may be updated. Confirm with the editor that their names have been added to the mailing list.

9) **General meetings/socializing.** Welcome the new members and their families when they arrive. Identify them with a special name tag or ribbon. You or their buddy should introduce them to other members, committee chairs and bridge officers. Be sure to seat them with familiar faces, either from class or a function. It is important always to include the family in your conversations. The commander should officially welcome them in the form of an announcement during the meeting.

10) **Committee involvement.** Supply the new member with a list of the committees and job descriptions that exist in your squadron. (This may already be part of the membership handbook sent to them in the new member packet.)

### **23.27 Mentor/Buddy Program.**

#### **Purpose of the Program:**

- To provide a strong link between the squadron membership and the new members for the first two years
- To help the new members gain knowledge, experience and relationships and become an involved member quickly
- To encourage proper role modeling among all established members in order to promote retention of new members

**Definition of a Mentor** - A wise and trusted friend and teacher, a good role model.

**Mentor/Member Selection Criteria** - Strive for similar personal characteristics and common interests.

**Mentor Selection/Approval Procedure** - Selected by Retention / Involvement Team

#### **Desirable Mentor Qualifications:**

- Knowledge of USPS squadron, district and

national organization

- Age, seniority, or rank are not a factor, USPS knowledge is
- Displays positive attitude and supports USPS and the squadron
- Experienced
- Displays conduct that is professional and enthusiastic at squadron activities

#### **Duties of a Mentor:**

- Introduce new members to bridge officers and membership at squadron activities
- Encourage family participation in all activities
- Maintain confidentiality of any privileged information revealed by members
- Sign-up members for the next Seamanship and attend Operations Training or Orientation with the members
- Help members discover interests and abilities
- Review Member Skills/Interest Survey form

**Expectations of Members** - Participate and share talents with squadron, give as well as receive. Get a commitment to participate from the new members.

### **23.28 Orientation Program**

The purpose of this program is to have the new members:

- Learn about the Squadron
- Talk with Bridge members
- Meet other new members and sign up for a class
- Join a committee
- Get Mentor/Buddy assignment in a casual setting

This is a suggested program which gives new members an overview of what the squadron and USPS are all about. Keep subjects focused at local squadron level. Set a date so new members may attend this program within their first 30-45 days of membership.

Present the program in a professional manner. This is their first exposure to the inner workings of the squadron. **Practice the program first so it will run smoothly.**

Explain to the new members the duties of various committees and provide job descriptions for the various positions. Through discussion, determine their interest in the committee they would like to join.

A copy of all committees is in the Operations Manual and the commander should have a copy of the Job Descriptions Manual. Make sure all committee chairs get the names and telephone numbers of new members interested in their committees.

**Expo Style** - Set up like a cruise going from port to port - all committees represented, uniforms or squadron shirts, socials, rendezvous, et cetera.

Tables are set up for different committees and departments. Seamanship, Piloting and elective courses should be given plenty of display space. Other courses should also be displayed for general information purposes. Different uniforms and burgees, shirts and caps can be on display along with supplies that are available through your squadron.

Create an atmosphere that is fun with colorful name tags, balloons and decorations. Introduce the bridge officers, keep program brief and encourage socializing. A door prize drawing may be held for a burgee or a USPS item.

### **23.29 Involvement**

#### **General**

- Annually have all members fill in the Member Interest Survey form. The form will give you current information on the members' interests and skills (see 'forms' for copy).

#### **Social**

- Promote socialization at educational classes
- Plan membership meetings with members' interests in mind
- Keep business to a minimum
- Always have a social period at your meetings (before, after, or both)
- Plan squadron activities for all members, not only for those with boats
- Organize events that include the entire family: parties, picnics, et cetera. Members with children create an atmosphere for other fami-

lies to join the squadron. Children are a great resource for energy that can be directed toward the squadron

- Make certain your general membership meetings are interesting, inexpensive and the hospitality is evident and plentiful. [Refer to the Program Planning Workbook available through the Operations Training Committee for suggestions on how to obtain and develop interesting programs]

### **Committees**

- Ensure that every committee has an assistant to create a smooth transition from one chairman to the next. This develops jobs for your new members. Ask them to be members of a
- Personally ask members to participate. If new members are left waiting, enthusiasm decreases. Most people will say yes, if asked properly. To make it a positive experience, assign members meaningful tasks. Make sure they understand what is expected of them. Follow through to check on their participation and results. Thank the members for a job well done
- Rotate committee chairmen every two or three years
- Create a meeting and conference committee whose responsibility it is to generate ideas for participation in district conferences and to encourage members to attend. Utilize the Program Planning Manual

**Squadron Telephone Committee and Email Hot Line.** The Telephone Committee and Email Hot Line are important links to personally keep members informed as well as stay in direct contact with new and established members. In today's busy world of emails, text messages and voice mail, a personal phone call made to members to invite them to participate is welcomed. In some squadrons, the telephone committee augments the email Hot Line and only contacts those members who do not have email. However, in emergency situations when word has to get out immediately the Telephone Committee calls all members, even though they will also receive email.

### **Purpose**

- To get the word out quickly for events or

emergencies

- To save time, expense (postage and labor)
- To keep in touch with members

### **Procedure**

- Establish a
- Appoint an Email Correspondent
- Appoint a Telephone Committee Chair and assistant chair
- Appoint a contact person for every 5-10 members
- The Telephone Committee should be comprised of enthusiastic members of the squadron who will be responsible for contacting members in anticipation of a program and who will persistently followup on all squadron members who do not attend general meetings or participate in squadron functions

### **Types of Messages**

- Special meetings or functions, change of date/time in scheduled meetings and/or classes
- Report illnesses and other information to the chairman who will notify the bridge
- Death of a member: date, place, uniform (if requested) and time of service
- Commander's message of importance

There are many successful ideas and programs to enhance involvement. The following 28 points are suggestions for successful involvement and summarizes this section. Check out our website for more examples.

### **28 Points to Enhance Involvement:**

- 1) Put Involvement article in squadron newsletter every month
- 2) Write a new biography on members each month for squadron publication
- 3) Write an interesting story on member's background for publication
- 4) Advertise in your newsletter the many benefits of USPS
- 5) Put thank you messages in your newsletters

for a job well done

6) Set up an email announcement program with reminders for classes, meetings or events and up-to-the minute news

7) Make telephone and email communication on a regular basis

8) Staff each job with an assistant or several assistants

- Write a brief operating procedure for the assistant's job

9) Ask people to do a specific job - don't wait for volunteers

10) Schedule a special picnic with games; make everyone join in the fun

11) Schedule a travel dinner (that is, 3 hosts - hors d'oeuvres, chili, dessert)

- Have an informal wine and cheese party, a book review, dessert party

12) Complete the Member Skills/Interest Survey, analyze and fill jobs

13) Have enough members on your telephone committee and train them

14) Send thank you notes

15) Offer to take members who do not have a boat on a rendezvous

16) Work closely with the Membership Chairman, SEO, A/O, et cetera

17) Attend and proctor Boating Classes and Advanced Grade classes

18) Start a Mentor/Buddy System and follow it religiously

19) At meetings, ask new members to stand and say "hello"

20) Divide the work to get non-active members more involved

22) Advertise aggressively for upcoming classes (public and internal)

- Send postcards and make calls to new members regarding Seamanship, Piloting and elective courses - Get them in class!

23) Put articles in your local newspaper showing off your squadron's social, civic and educational activities

24) Offer a free dinner contest (that is, person who brings in the most new members)

25) Get members involved in Coop Charting and Port Captains programs

26) Support youth activities in your squadron. Sponsor a canoe trip environmental clean-up with them. Call the press and take photos

27) Work with a local Sea Scout Ship or a Boy Scout troop to teach a Boat Safety Course and serve as their educational resource

- Do something to perpetuate the future of your squadron with the younger generation. Sponsor a cardboard boat race, gutter races, dinghy races, youth poster contest, kayaking trip or other activities for youth!

28) Your involvement promotes the future of your squadron and USPS

### **BEWARE! NEGATIVE BEHAVIOR IMPEDES RETENTION!**

#### **Neglect**

- No follow-up when a prospect shows interest

#### **Incompetence**

- The ill-informed, unkempt, unfriendly, unprepared instructor/proctor and/or leader

#### **Pessimism and complaints**

- Against other members, leaders, paperwork, tests

### **Power Struggles**

- Have no place in the squadron. People have enough of this at work. This is what they want to get away from

### **Overwhelming Members**

- Do not overload members with the need for hard work, long hours and too many books, regulations and forms. People join for their own enjoyment. When they find participation is fun, they will respond. Not one of our hardest workers joined expecting to have so much fun!

### **Politics, Unpleasant Behavior or Remarks**

- Turns people off and they stop going to meetings and events. Look at attendance figures to judge the quality of meetings

### **Straying from the Basic Purpose of the Squadron**

- It is a serious error to stray from the basic program. Members join expecting leaders to follow the basic tenets of the squadron, civic service, educational programs and fraternal boating activities. If members wanted a yacht club, they would have joined one

### **Repeating Past Mistakes**

- Assures present failures! Squadrons can become weak when they insist on doing things the old way. Lack of new members and one-time guests are indicators of this problem

### **Lack of Involvement**

- If members are involved, the Squadron lives and grows; if not, the Squadron may be weak and not attain its potential.



## Chapter 24

### SQUADRON DEVELOPMENT MANUAL

#### Develop a new Chartered Squadron

[24.1] Preface

[24.2] Organizing

[24.3] Getting Started

[24.4] Income and Expense

[24.5] Tax Status Documentation

[24.6] Begin a Membership Drive

[24.7] Design a Burgee

[24.8] Help from USPS

[24.9] Chartering Process

*Charts of the National Organization as well as typical District and Squadron Organizations are located at the end of this of this manual.*

### How to Develop a New Chartered Squadron Using the Provisional Squadron Approach

**24.1 Preface.** USPS provides two methods for creating new squadrons; the Division and the Provisional Squadron Program. They are described in the Operations Manual [Chapter 15]. The easiest is the Provisional Squadron Program.

The Squadron Development Committee created this manual to outline the simple steps necessary to organize a Provisional Squadron, followed by the steps needed to move from a Provisional Squadron to a Chartered Squadron.

To reduce the cost of this manual the forms, letters and documents are no longer provided but are available on the Squadron Development Committee website: <http://usps.org/national/squaddev>. Please download them as they will provide the necessary tools you will need.

The effort normally begins with one or more current or prior USPS members who want to organize a new squadron. They may live some distance from the nearest squadron or they may live or be moving to an area where there is no squadron. Communication is very important. Make sure the District and neighboring squadrons are aware of the plans. Contact the USPS Rear Commander of the Squadron Development Committee and the District Commander of the USPS District representing that geographic location. The Rear and District Commanders' names, addresses, phone

numbers, email, et cetera, can be obtained by calling USPS Headquarters toll free at 888.367.8777.

At least six active USPS members are required to organize a Provisional Squadron. Upon receiving approval of Provisional Squadron Status from USPS Board of Directors (BOD), they have three years to grow their membership to a minimum of 25 active members to request their Squadron Charter.

Refer to Section D.9 for the various means of communication needed during the process.

#### The Provisional Squadron

**24.2 Organizing.** Getting started begins with the group who decides to work together to create a new Squadron. Most members of the Squadron Development Committee have organized new Squadrons with the Provisional Squadron Program and they will help. As with any endeavor, having experience is helpful, although not necessary; the Provisional Squadron Program is as simple and as "user friendly" as possible.

**24.3 Getting Started.** Consider and define the geographical area to be served. Any community that has boaters not now served by a squadron is a potential location. While the first priority may be locations with boating activities, there are other

possibilities such as gated communities, yacht clubs, sailing and boating clubs, et cetera. Or if there is a populated area and a good boating area within 50 - 100 miles, many boaters will travel to that boating area. USPS has many squadrons in areas where the boaters live rather than where they boat.

Contact the Squadron Development Committee Representative and give him the ZIP Codes of the geographical area to be served. He will obtain and send you a list of the current and prior (last five years) USPS members including addresses and phone numbers. Contact the Membership Committee for the names of any Cyber Members who may live in the area. Chapter Three of the Operations Manual contains more information concerning Cyber Members.

Schedule a place, time and date for a meeting and invite all present and prior USPS members on the list to attend. The purpose is to discuss organizing a new squadron in the area. Many groups have this meeting at a restaurant on a weekday evening.

If six or more people are interested in organizing the new squadrons, the group can begin the process of requesting Provisional Squadron Status. Each of the six must be an active USPS member. They may be members of other squadrons or prior USPS members that reinstate their membership as unattached members.

If fewer than six are interested, the group offers public courses to sign up new members to reach the minimum of six required to request Provisional Squadron Status. The Squadron Development Committee Representative can help by offering suggestions on possible free locations for classes, typical releases to the media regarding America's Boating Course texts, course materials including Power Point programs, instructors, et cetera, if needed.

Once six or more active USPS members are interested in organizing the new squadron, the group submits its request for Provisional Squadron Status. Begin this project with a good habit. Document every meeting with minutes, signed and dated.

The following is required:

**24.3.1** Hold an organizational meeting, take minutes, elect officers; Commander, Educational Officer, Secretary/treasurer and three at-large members to serve on the Executive Committee. All must be active USPS members.

**24.3.2** Approve the Bylaws for the Provisional Squadrons. Don't make changes. Insert the information required in the blanks provided, secure a vote for approval and sign the last page. Also the Squadron Development Committee can provide a Word document of the bylaws so they can be submitted for approval electronically (preferred).

**24.3.3** Email (preferred), fax or mail the National Executive Officer (NXO), a letter explaining the following:

- A) The geographical area to be served;
- B) The need for a new squadron in that area;
- C) The potential for growth: how membership will grow without seriously detracting from other squadrons in the area; and
- D) In a few words, describe the plan for creating the squadron, including the squadron name and the estimated time it may take to charter the new squadron (another name can be selected when the Provisional Squadron requests its charter).

Either email (preferred), fax or mail a copy of the letter, the minutes of the organizational meeting and the completed Provisional Squadron Bylaws to the Chairman, Committee on Rules.

The NXO will review the letter request and will discuss it with the district commander of the district to which the provisional squadron would be assigned for administrative purposes.

If all is in order, the NXO will request the Board of Directors (BOD) approval of the Provisional Squadron. The BOD's approval is subject to that of the Chairman, Committee on Rules approval of the Provisional Squadron's by-laws.



Notification will be given of the BOD's approval and the District to which the Provisional Squadron is assigned for administrative purposes.

The primary focus of the Provisional Squadron is to recruit new members and to grow to a minimum of 25 active members in order to obtain its USPS Squadron Charter.

#### **24.3.4 The Provisional Squadron:**

- A) Communicates with the District Commander, providing a list of names and addresses of its members for the District newsletter;
- B) Has no voting privileges at the District or National level but is invited to participate in all District meetings and activities; and
- C) Officers will be listed in the District Directory but not in the USPS Directory.

The District has the responsibility to help the Provisional Squadron with its efforts to become a chartered squadron. District Officers and Committee Chairmen will offer guidance and support to the Provisional Squadron. The other Squadrons in the District may help with public course's publicity, course instructors and other activities.

**24.3.5 District and USPS Awards.** Many awards are based on a time period. Provisional Squadrons are eligible only if they had Status at the beginning of the time period.

Also Provisional Squadrons have an option to participate or not. As their focus is to grow their membership and become a chartered squadron they may decide NOT to participate. But, in that event, the basis for awards does not penalize the District or the Provisional Squadron.

**24.4 Income and Expense.** Normally the expenses of a Provisional Squadron are not excessive but this is a good time to consider how the squadron will cover its expenses. There are various opportunities to conduct fund raising activities, to seek grants from other organizations including the

district and other squadrons and squadron dues is another possibility.

Unattached members do not pay District assessments and members of other squadrons involved in the Provisional Squadron are charged District assessments by their regular squadron. But virtually all who are involved in the organization of a new squadron should be willing to share some of the expenses.

**24.5 Tax Status Documentation.** Complete front and back of Subordinate Unit Information form, mail or fax to USPS Headquarters Director with a letter requesting the provisional squadron be included in the list of tax-exempt squadrons. Documentation will be sent that the provisional squadron is part of the tax-exempt status of USPS.

Obtain from any financial institution or bank Form SS-4, Application for Employer Identification Number (EIN) and complete the form.

Exercise one of the following options to obtain the EIN number:

- A) This may take some time as the request will be on hold before receiving instructions. Fax the completed form to IRS at (215) 516-3990. It may take 4 to 7 days before a reply; or
- B) Mail the completed form to IRS, Attention OP Center, Philadelphia, PA 19255. It will normally take about one month for a reply.

When the EIN is received, take the EIN, the letter from USPS stating the Provisional Squadron is included in the IRS tax exempt status for USPS and a copy of the minutes of the Organizational Meeting that list the Provisional Squadron Officers to the financial institution or bank to open the Provisional Squadron's checking account. Finally, email, Fax or send via postal mail the EIN to USPS Headquarters.

**24.6 Begin a Membership Drive.** At this point, the effort to grow the squadron begins. The Provisional Squadron must grow to 25 or more active members within three years from the date of Provisional Status approval to apply for the squadron charter.

Members can be:

- A) Current members of other squadrons who plan to transfer into the new squadron;
- B) Former USPS members who reinstate their membership as unattached; or
- C) New members that the Provisional Squadron recruits from its public boating courses, or others such as members of the Coast Guard Auxiliary and those who have passed state boating courses that meet the requirements for USPS membership.

Aggressive publicity is critical to bringing as many students (potential new members) into the classes as possible.

America's Boating Course may be taught as an eight or twelve hour course. Either course qualifies a person to become a USPS member.

It is most important that as many Provisional Squadron members as possible attend these classes and talk with the students about USPS, the plans and activities of the squadron, the opportunity to become a charter member of the new squadron, the availability of additional boating educational courses, et cetera. Include information about the Provisional Squadron and a membership application along with the Certificate of Completion and invite all students to join the Squadron as soon as their exams are graded and they passed the course.

Maintain a record of everyone who passes the public courses. Invite them to join the Provisional Squadron. Explain that they will be a USPS unattached member assigned to the Provisional Squadron until the squadron is chartered. At that time they will have the honor of becoming a charter member of the new squadron.

Also contact everybody who did not join prior to applying for the squadron charter. The honor of being a charter member is attractive and many will join at that time.

**24.7 Design a Burgee.** A burgee is not required for either a provisional or a chartered squadron. However, it is a source of pride and a symbol with which members will quickly identify. Bugees are

submitted to the Heritage and Protocol Committee (HAPcom) for approval. Guidelines and requirements are listed on the web site. A Provisional Squadron may design a burgee and have it approved, reserved and held by the HAPcom until the squadron receives its charter.

**24.8 Help from USPS.** When Provisional Squadron Status is approved, USPS will provide the following:

- A squadron account number so that the provisional squadron may order materials
- As many as 100 copies of America's Boating Course 3 texts may be ordered at a cost of \$11.00 per copy. The Provisional Squadron must request them by submitting the appropriate form. The America's Boating Course does not include the plotter kit. The squadron may charge students the amount approved by the Board of Directors plus an amount to cover the cost of renting the facility, if any. The sale of these texts will generate income for the squadron's treasury. The Provisional Squadron requests USPS Headquarters to send the New Squadron Kit. It contains Boat Show and public relations material, membership forms, manuals, educational and other material to assist in becoming a chartered squadron. Inform Headquarters where to send the Kit, three boxes, and it cannot be sent to a Post Office Box. Allow three weeks for delivery
- Extended billing for headquarters materials, if necessary
- Membership pins for new members are sent twice a year
- USPS software program DB2000 is the squadron roster and merit mark program. It can be downloaded from the USPS web site, Information Technology Committee (ITCOM). A password obtained from Headquarters is required to request the roster via the USPS web site. The roster will be delivered via email or it can be downloaded directly using a server client known as "MQ Series". MQ Series software can be downloaded from the ITCOM web page. The roster contains only unattached members but members of other squadrons

can be entered into DB2000 as Associate Members of the Provisional Squadron. The Squadron Development Committee Representative can help with the DB2000 program.

**24.8.1** Merit Marks are USPS' "Thank You" for members' efforts (both Active and Family Members) on behalf of the Squadron. The DB2000 software program prepares the application that is submitted each year by the November 15 deadline. The application is submitted to the USPS Merit Mark Monitor assigned to the District to which the Provisional Squadron is assigned. Please note that the Provisional Squadron Commander's Merit Mark application is submitted with the Provisional Squadron's submittal and not by the District Commander.

**24.8.2** The Provisional Squadron may participate in USPS and District activities such as the Vessel Safety Check Program, Cooperative Charting, National Safe Boating Week and others; however, the primary objective is to grow the membership to 25 active members or more to become a chartered squadron. With just a few members participating in so many varied activities, the danger of burn out is severe. The squadron can elect not to participate in these activities and the District is not penalized if the Provisional Squadron elects not to participate.

**24.9 The Chartering Process.** The Provisional Squadron can request a squadron charter anytime there are twenty five or more active members ready to transfer from their current squadron or from Unattached membership into the new squadron.

**24.9.1 Documentation.** Keep clean legible copies of letters and forms, especially if they are sent to others, thus having them available if needed again. It will save time if any of these items are misplaced. The process requires several forms to complete an organization meeting to be held at which the members of the Provisional Squadron approve a resolution requesting a charter plus other steps.

The following are the items required and the typical sequence of events:

- Squadron Bylaws
- Form ED-80
- Form NSK-4A. Petition for Charter Name of Squadron
- Election of Officers and Members-At-Large
- Burgee design if desired
- Form HQ-114, Petition for Transfer Form
- NSK-4h. List of charter Members
- Form OD2, Officers and Committee Chairmen
- Minutes of the Organizational Meeting.

**24.9.2 Before the Organizational Meeting.** This is the last step in the Chartering Process. Several things can begin early so they are completed when the Organizational Meeting is held. For example:

Draft Squadron Bylaws. The current USPS Model Squadron Bylaws can be downloaded from the Committee on Rules' web site. The Squadron must choose which of the various options it wants in its bylaws. Then submit the draft to the R/C Committee on Rules for review. Having prior approval expedites approval of the Bylaws at the Organizational Meeting.

The Active Members who will transfer into the new squadron sign Form HQ-114, Petition for Transfer, with their names and certificate numbers printed. Unattached members are listed on one form and all current members of other squadrons are listed on a separate form, one for each squadron.

The current members' squadron must release the members to transfer into the new squadron. This is virtually a formality. The suggested procedure is to send the names of the members transferring to each squadron and ask for a letter releasing those members. Put a deadline of thirty days in the letter.

Accumulate a list of Charter members, Active and Additional Active only, that will be listed alphabetically on Form NSK-4b. List Charter Members after the Organizational Meeting. These names will appear as charter members on the Squadron Charter.

Send Form ED-80 to the DEO as soon as the

Squadron Educational Officer and the Assistant SEO have been nominated.

**24.9.3 At the Organizational Meeting.** Notice of Organizational Meeting. Form, NSK-3, must be sent out at least ten days prior to the date of the meeting. The following must be completed at the Organizational Meeting and documented in the Meeting Minutes:

- Approve a resolution to petition the USPS Governing Board for a charter
- Adopt the Squadron Bylaws
- Approve the official name for the charter squadron
- Elect officers, members-at-large to the Executive Committee and members of General Committees
- Approve the burgee design, if desired.

**24.9.4 After the Organizational Meeting.** Upon completion of the Organizational Meeting, the following documentation must be completed:

- Form NSK-4a, Petition to Governing Board
- Form NSK-4b, List of Charter Members
- Form HQ-114, Petition(s) for Group Transfer
- Minutes of the Organizational Meeting including names of those in attendance
- Copy of Squadron Bylaws as adopted and signed
- Form NSK-3, Notice of Organizational Meeting
- Letter and Subordinate Unit Information Form to USPS authorizing USPS to include the squadron in the request for group federal tax exemption
- Form OD-2, List of Squadron Officers and Committee Chairmen.

#### **24.9.5 The Final Steps.**

Send or email the following documents to the Chairman, Committee on Rules:

- Charter meeting notice (NSK-3)
- Minutes of charter meeting
- Petition for charter (NSK-4a)
- Form HQ-114, Petition for Transfer Form
- All approved Petitions for Transfer (HQ-114)
- List of Charter Members (NSK-4b)

- Bylaws with secretary's certification.

Send or email the following documents to the USPS Headquarters:

- Form OD-2, List of Squadron Officers and Committee Chairmen
- Letter to USPS and Subordinate unit Information Form
- All documents sent to Chairman, Committee on Rules. Verify that form ED-80 has been received by District Education Officer.

**24.9.6 Approval.** The Chairman, Committee on Rules, approves the charter application.

If there is a meeting of the USPS Governing Board within thirty days of his receiving the application, the Chairman, Committee on Rules, will present the application to the Governing Board for its approval.

If there is no meeting of the USPS Governing Board scheduled within thirty days, the Chairman, Committee on Rules, will approve the charter for the new squadron with the authority of the Governing Board.

The USPS Chief Commander presents the Squadron Charter to the new Squadron at the Governing Board meeting following charter approval. Squadron members are encouraged to attend. The Squadron may request that the presentation be deferred to the following meeting if its location is more convenient. If so, the Squadron is chartered but delays its Presentation until the later meeting. If the Squadron is considering delaying the Presentation, contact the Squadron Development Representative.

**24.9.7 That's It!** Now the fun begins. The squadron can begin planning and scheduling classes, meetings, cruises, rendezvous, community service projects and all the other activities that are fun and interesting to its members.

The Squadron Development Committee Representative is always available and other USPS Committees can help with ideas for squadron activities. They are eager to help to attain the squadron's success.

## Appendix A

### USING THIS MANUAL

The Operations Manual, as well as the Secretary's, Treasurer's, Membership and Squadron Development Manuals, contain much information concerning the United States Power Squadrons. Indeed, they are essential to the success of any USPS watch, be it National, District or Squadron. Since there is such a vast amount of knowledge contained in these manuals, specific items can often be difficult to find in a timely manner. This section will explain the many ways that this information can be located and used to benefit the process of understanding the policies of USPS.

First, please note the numbering system for the manual:

1) Any reference to a section is noted by a section reference, for instance, 6.3; note the period between the 6 and the 3. This is a reference to section 3 of chapter 6. All cross-references in the document are in the section reference format; for instance: 8.1, 6.4, et cetera. Please note that section 6.3 will probably NOT be on page 3 of chapter 6. For section and page numbers, the Operations Manual uses 0 through 24 and A through K; the Secretary's Manual uses S; the Treasurer's Manual uses T; the Membership Manual uses M; and the Squadron Development Manual uses D; and

2) Any reference to a page is noted by a page number reference, for instance 6-3; note the dash between the 6 and the 3. This is a reference to page 3 of chapter 6. All entries in the index are in the page number format, 6-3, 7-4, et cetera. Note that the appendices are lettered, for instance A-1, C-2, F-2, et cetera.

There are several methods of locating information a manual:

- Read the entire chapter
- Use the Chapter Table of Contents
- Use the Index
- Use the Adobe Reader bookmark function
- Use the Adobe Reader find function

This document will present these methods in this order and provide graphics where necessary to help describe the procedure.

**Read the entire chapter.** While this may sound quite simplistic, it can be actually very interesting and informative to read the entire chapter of the manual in which you are interested. While certain sections may not involve you or your USPS office personally, they will provide background for understanding the entirety of the subject.

For instance, reading Chapter One, USPS History, is best understood when read from start to finish. Reading Chapter Five, Squadron Organization, will provide a good foundation on what different squadron officers do. Of course, Chapter Five is supplemented by Chapter Six, Squadron Educational Activities, a must-read for Squadron Educational Officers.

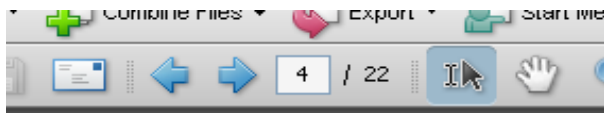
**Use the Chapter Table of Contents.** A chapter table of contents begins most but not all chapters. Each section of the chapter has a reference as shown in the following graphic:

- [5.1] Role of the commander
- [5.2] Commander, member of Governing Board
- [5.3] Call to G/B and annual meetings
- [5.4] "Commander's Kit"
- [5.5] Importance of delegation
- [5.6] Appointed officers
- [5.7] Special meeting for new commanders
- [5.8] Varied duties of commander
- [5.9] Merit marks
- [5.10] Merit Mark Awards
- [5.11] Commander's yearly schedule
- [5.12] Verifying treasurer's action
- [5.13] Delegate formula
- [5.14] Squadron bridge and assistants
- [5.15] Executive officer as future commander
- [5.16] Squadron educational officer
- [5.17] Authority for assistant SEO
- [5.18] Selection of administrative officer
- [5.19] Duties of secretary
- [5.20] Squadron member information

Each chapter and section reference is actually a link just as a link might be used to locate a web page. When a document with a chapter table of contents is loaded into Adobe Reader, clicking on the link, for instance: [5.10], will jump to section 10 of chapter 5 and make it the current page in the reader. Normally, it will be at the top of the page, but this is not always the case.

To locate another section, return to the top of the chapter and click on another link. Remember, the link will position you on that section and chapter and NOT necessarily on any given page.

As well, Adobe reader also has a feature allowing you to jump to a specific page. Considering the difference in versions of Adobe, it will appear similar to the following graphic.



Clicking on the right arrow will jump to the next page, in this case from page 4 to 5; clicking on the left arrow will jump to the previous page, in this case from page 4 to page 3. As well, clicking in the box where 4 is, entering a different page number (in this case, a number between 1 and 22) and pressing the enter key will jump to that page.

**Use the Index.** Each manual has an index. It will look similar to the following graphic located on the top of the next column:

## USPS OPERATIONS MANUAL

### Numerics

2007 Governing Board 23-4

#### A

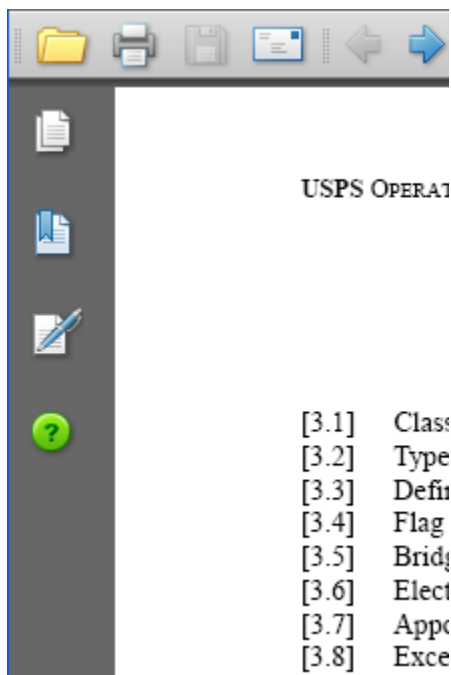
- abbreviations 14-4
  - common USPS 14-16
  - state, province and territory 14-15
- Accounting System 22-8
- acronyms 14-4
- Active Member 22-4, 23-5
- Additional Active Member 22-4, 23-5
- address of national officers 14-5
- administrative department
- committees
  - auxiliary advisory 3-14
  - auxiliary liaison officer 4-11
- boating activities
  - district 4-10
  - squadron 7-7
  - USPS-CPS amateur radio network :
    - 15
- district conference 4-11
- flag and etiquette 3-24
- meetings, programs & entertainment 7-7

Note that entries are sorted alphabetically from A to Z with any numeric entries being located at the beginning of the index. Entries in the index are located by finding the desired subject and then locating the indicated page. For instance, information on Additional Active Members can be found in Chapter 22 on Page 4 (22-4) and Chapter 23 Page 5 (23-5). Actually, this is no different than any other index you have used. Please note that index entries are not links. You have to locate the respective page either physically or electronically.

Not every subject or topic may be found in the index. The Operations Manual Committee has made every effort to make the index as user friendly and functional as possible. If you find a topic that is not included and you believe it should be, please let us know and we will be glad to add it.

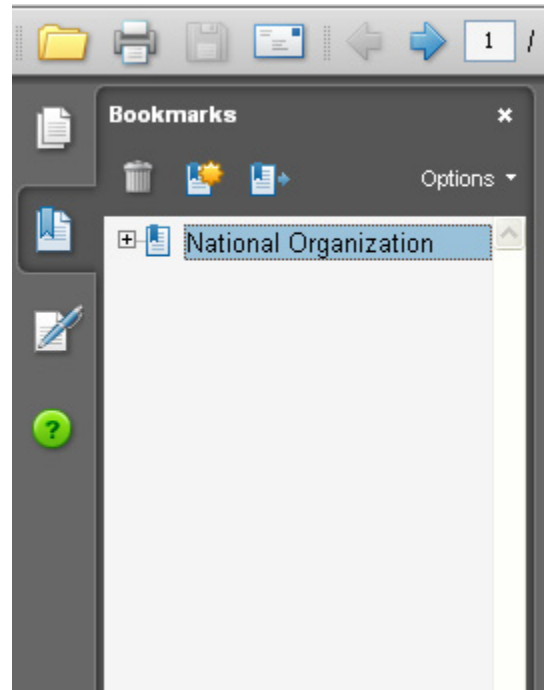
**Use the Adobe Reader bookmark function.**

The documents for the Operations, Secretary’s, Treasurer’s, Membership and Squadron Development Manuals are saved in a Portable Document Format (PDF). Actually, they are data files created by the Adobe Acrobat software development suite. As such, they cannot normally be read except by using an Adobe product, normally Adobe Reader. The reader allows users to open, read and print but not edit PDF documents. The Adobe Reader also allows finding (searching for) text in PDF documents. One method is the bookmark function as shown below:



Note the second small icon located on the left hand side second from the top which appears to have a blue bookmark on the page. Generally, the term icon is used in a wide number of contexts for an image, picture, or representation as a sign or

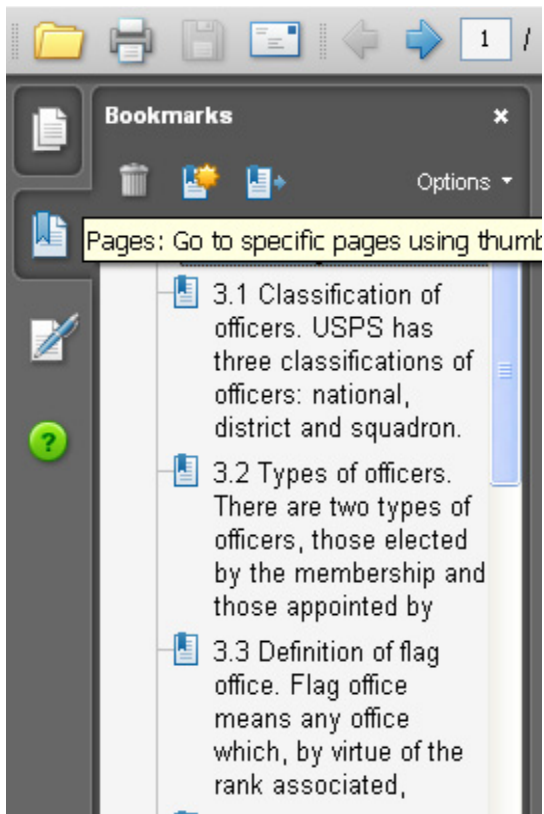
likeness that stands for an object by signifying or representing it either concretely or by analogy. If not already displayed, book marks can be displayed by clicking on this icon. While the results may vary between computers and software versions, the bookmark display will appear similar to the following:



Note that the bookmark icon is what is termed a toggle. A toggle in computers means that if the feature or function is not turned on (displayed in this case), clicking it will turn it on. If it is turned on, clicking it will turn it off. It’s function is very similar to a light switch.

Note the plus sign in the box next to the bookmark icon and the words “National Organization.”

Clicking on the plus sign will expand the selection. The result will be similar to the following:



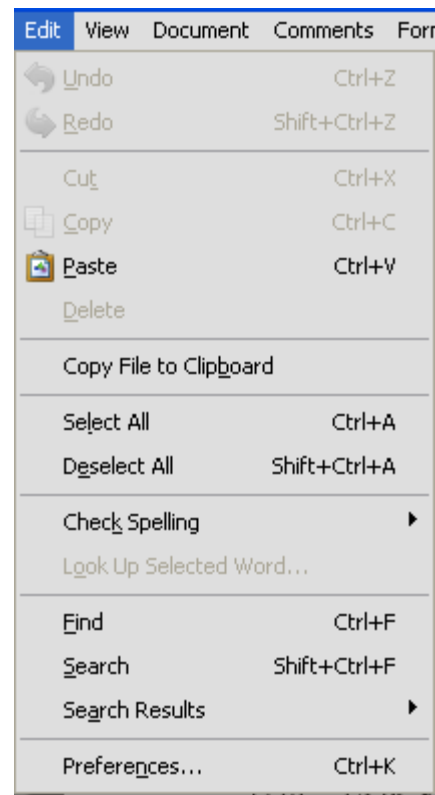
The bookmarks in each manual are essentially the sections of each chapter. Since there are more section listings than will display in the limited space, a scroll bar is provided on the right side of the bookmark window. Scrolling to the desired section and clicking on the bookmark text will cause the reader to jump to that section. Normally, but not always, the section will be at the top of the page.

The use of bookmarks and how they function on any given computer can be controlled by settings in the Adobe Reader software. If your version is not functioning as you think it should, investigate the settings for the bookmark function and set them to the desired functionality.

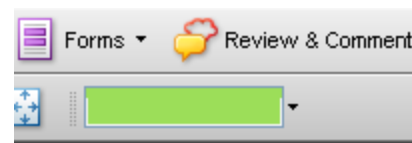
Again, in the Operations Committee manuals, only the sections of a chapter are bookmarked. If you know the section you need, this is a good feature. The first few words of each section are listed in the bookmark window. How this is displayed on

a system depends on certain software settings on each system. Experimentation will help users find the settings most useful for their system.

**Use the Adobe Reader find function.** Adobe Reader also contains a find function. This feature allows users to locate specific words or phrases within a document. The Find command is used for this feature. Clicking on the Edit menu at the top of the reader screen will display a screen that will look similar to the following:



Note that the shortcut key is Ctrl+F. You may either move the mouse to the Find command and left click or press and hold the Control key while pressing the F key. Either produces the same result, a screen similar to the following:





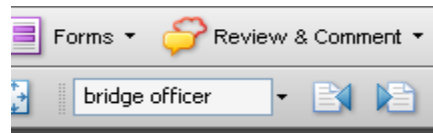
If you are interested in finding every reference to the phrase “Bridge Officer” in chapter 3 and chapter 3 is loaded into the Adobe reader, key in the words Bridge Officer in the find box and press the enter key. Entries in the document matching the words “bridge officer” are highlighted in the document. Depending on the version of the reader that is installed, an example of what this may look like on the system follows:

- [3.1] Classifications of officers
- [3.2] Types of officers
- [3.3] Definition of flag office
- [3.4] Flag Officers
- [3.5] **Bridge officer**
- [3.6] Elected officers
- [3.7] Appointed officers
- [3.8] Exceptions
- [3.9] USPS departments
- Chief Commander**
- [3.10] Role of chief commander
- [3.11] National appointed officers
- [3.12] Duties of aides

Note that the search criteria, in this case “bridge officer,” is not case sensitive. For instance,

“Bridge Officer,” “bridge officer” and “BrIdGe OffiCeR” are equivalent to the find engine. They will find any occurrence of “bridge officer” in any combination of case, either upper or lower.

After the first entry is found, finding the next or previous match can be done by clicking the Find Previous or Find Next icons located next to the text box. An example of this is shown below:



If no matches are found in the document, a suitable message is displayed on-screen. If this is the case, be sure you have spelled the find criteria correctly and repeat the find.

There is also a search function in the Adobe reader. While the presentation is slightly different and there are more advanced features in the search rather than in the find functions, the principal and practice is essentially the same.



## Appendix B TAILOR'S GUIDE

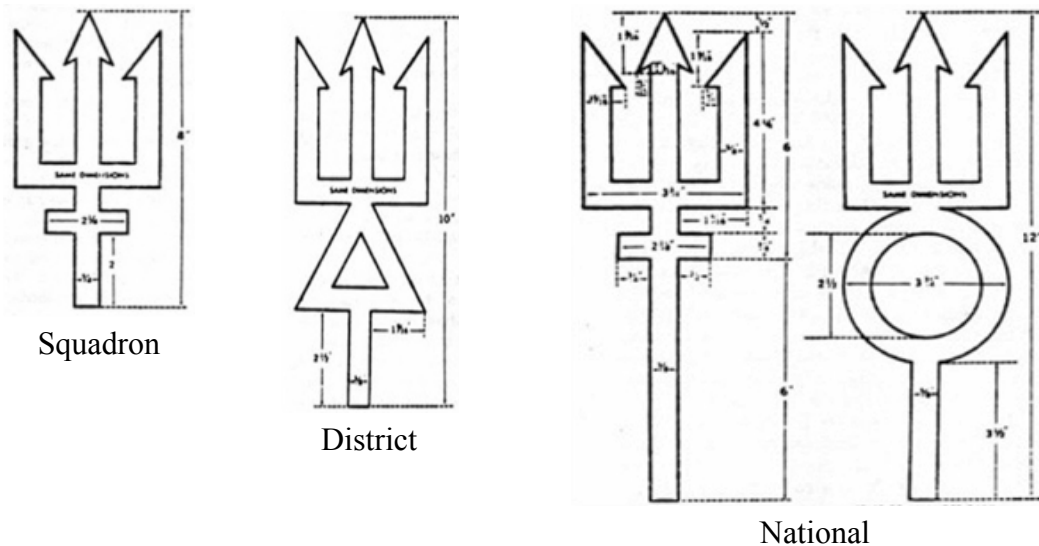
- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>[B.1] Trident</li> <li>[B.2] Squadron officers</li> <li>[B.3] District officers</li> <li>[B.4] National officers</li> <li>[B.5] Uniform jacket sleeve</li> <li>[B.6] Uniform jacket pocket</li> <li>[B.7] Shirt</li> <li>[B.8] Blazer</li> <li>[B.9] Blazer insignia</li> <li>[B.10] Cap device</li> <li>[B.11] Insignia of grade</li> <li>[B.12] Merit marks</li> <li>[B.13] Senior member insigne</li> </ul> | <ul style="list-style-type: none"> <li>[B.14] Life member insigne</li> <li>[B.15] Lapel buttons and tabs</li> <li>[B.16] Name Tags</li> <li>[B.17] Squadron insigne</li> <li>[B.18] District insigne</li> <li>[B.19] National insigne</li> <li>[B.20] Men's uniforms</li> <li>[B.21] Women's uniforms</li> <li>[B.22] Gloves</li> <li>[B.23] C/C Aide ribbon</li> <li>[B.24] USPS buttons</li> <li>[B.25] Local squadron blazer emblem</li> <li>[B.26] Service club sign</li> </ul> |
|---|---|

*Insignia of grade, rank and seniority may be sewn on the black uniform jacket and the shirts. Merit marks may be sewn on the jacket and the long sleeved shirt, but not on the short sleeved shirt. The blazer patch may indicate grade and rank as well as the ship's wheel/ensign device. Members should recognize that the wearing of insignia is permissive and not mandatory. Thus, for example, a member may elect not to wear merit marks on his/her shirt, while wearing other insignia to which he/she may be entitled.*

*This appendix shows the proper positioning of the several items on each garment. Every possible combination is not shown, but proper positioning may be inferred from the examples shown.*

**B.1 Trident** The trident forms the basic element in all ranks of USPS. It is found in gold, silver or red, depending respectively on whether its wearer is an active elected officer, a past elected officer or an appointed officer.

Squadron officers wear short-staffed tridents, district officers wear mid-length-staffed tridents and national officers wear long-staffed tridents. These diagrams show the proportions and appearance of the different designs.



Note that the major difference lies in the length of the trident's staff below the crossbar. Overall dimensions of the three levels are in a ratio of 12:10:8. These proportions are the same whether on a flag, the uniform or the blazer/cap ornament.

**B.2 Squadron officers.** Lieutenants, appointed or elected, wear a single trident, centered on the sleeve, the shoulder tab or the cap/blazer ornament. Lieutenant commanders wear two tridents side by side and squadron commanders three in a triangular arrangement.

Tridents on the sleeve or shoulder measure .75 inch in length and are positioned centered on the sleeve or shoulder band. They are placed approximately .5 inch above the highest row of merit marks (or if no merit marks, .5 inch above the highest sleeve stripe). A commander's tridents are spaced in an imaginary isosceles triangle with a base of 1.5 inches (1.25 inches on the shoulder band) and a height of .5 inch. Lieutenant commander's tridents are spaced on 1.25 inch centers.

Tridents on cap and blazer insignia measure .63 inch in length. A lieutenant's trident is centered above the ship's wheel, with its bottom level with the top spokes. Squadron lieutenant commanders wear two tridents, one each at the 3 o'clock and 9 o'clock position of the ship's wheel. The squadron commander wears the three tridents positioned in the 12 o'clock, 3 o'clock and 9 o'clock positions.

Members of the three local boards, the fleet captain and the chaplain follow the same positioning rules as for a squadron lieutenant.

**B.3 District officers.** Tridents on the sleeve and shoulder measure one inch in length and are positioned centered on the sleeve or shoulder band. Positioning of district insignia is the same as squadron insignia. However, the dimensions differ.

Tridents on the cap and blazer patch measure .75 inch and on the one agreement at the 12 o'clock

position extends to the center of the spokes.

Aides to the D/C and the fleet captain follow the same positioning rules as for a lieutenant.

**B.4 National officers.** On sleeve and shoulder tabs the national level trident measures 1.25 inches. On the cap and blazer it measures 2 inches and extends through the ship's wheel, emerging on the opposite side.

Rear and staff commanders' tridents are positioned in the 12 o'clock position. Vice commanders' two tridents are crossed at 90° at equal angles to the vertical. The chief commander's three tridents are crossed at 45° with the center trident placed vertically.

On the sleeve and shoulder tab the crossing is at .25 inch from the bottom. On the blazer and cap the crossing is at the center of the ship's wheel.

The national flag lieutenant, aides to the chief commander, national chaplain, general and emeritus members of the Governing Board, members of the Committee on Rules, members of the advanced grades division and members of the elective courses division follow the same rules as for a lieutenant, either squadron or district.

General and emeritus members of the Governing Board who are eligible to wear tridents of their current or past office may also wear the GB member insigne (as illustrated in Appendix B.19) centered above their tridents, except that no GB insigne shall be worn if the tridents worn are clearly those of a current GB member ex officio. (This rules out chief, vice, rear, district and squadron commanders and other GB members as prescribed in §2.1.)

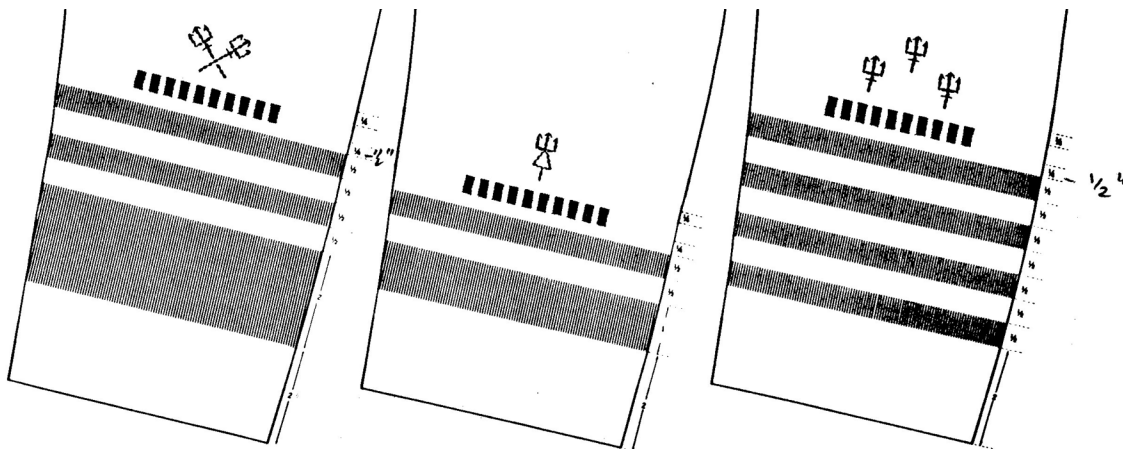
GB insignia are worn one-half inch above tridents on the uniform jacket and on the epaulette tab. GB insignia are only to be worn while a current member of the GB.

## UNIFORM JACKET

**B.5 Sleeve.** These examples show the placement of stripes, merit marks and tridents on national, district and squadron sleeves.

Merit marks are placed centered and no more than 1/2 inch above the uppermost stripe. If there are no stripes, the merit marks are placed three inches above the cuff. A rule of thumb for placing merit

marks, tridents or other symbols is to let the arm hang normally, left hand against the thigh – then center the insignia directly above the knuckle of the middle finger. Note that while most sleeve stripes are .5 inch apart, those of the chief commander and district commanders are .25 inch apart. Were they not, the tridents could often be at elbow level.



**VICE COMMANDER**

**DISTRICT FIRST LIEUTENANT**

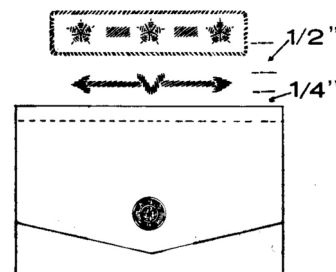
**COMMANDER**

**B.6 Pocket.** The Grade insignie<sup>1</sup> and senior/life membership insignie are placed as shown. Note that in the Educational Achievement Award, the rectangle is outside the .5 inch measurement; likewise for the Educational Proficiency Award.

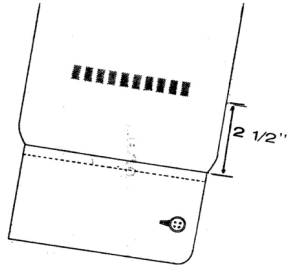


## UNIFORM SHIRT

**B.7 The shirt.** Placement of insignia on the long and short sleeved uniform shirt is identical, except that merit marks are not worn on the short sleeved shirt. All insignia in the pocket area are of yellow silk thread and are positioned as shown below.

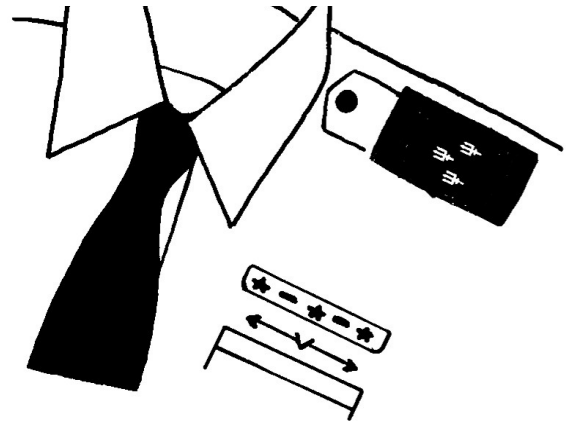


1) The word insignie [pronounced in-sig-nee] is the singular form; insignia is the plural



The insignia of rank or committee affiliation are embroidered on black bands slipped over the epaulets. The insignia are of gold Mylar or red silk (for active officers) or silver Mylar (for “past” officers.) The band itself measures 3.5 inches long by 2 inches wide at the neck, 2 inches at the

shoulder.



### BLAZER

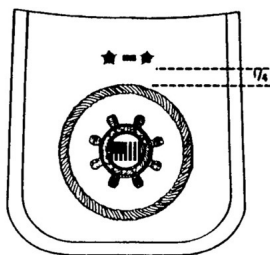
**B.8 The blazer.** The insignia worn on the USPS blazer may include the wearer's educational attainment and rank, both surrounding the standard USPS ship's wheel insignia. Members may also wear the ship's wheel without these insignia. If no rank is shown, the ship's wheel is surrounded by a gold ring. All of these are worn on what is commonly referred to as a “pocket patch”.

member with a JN insigne but without displaying a rank and one showing rank but no grade. The pocket patch appears on the breast pocket and may be either sewn on, attached with clasps or fitted on a plastic device that slides over the top of the pocket. Either of the latter two methods make it possible to use the blazer for activities other than USPS.

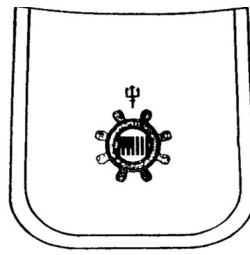
Three examples of the pocket patch are shown below, one that of a squadron commander with the educational achievement award, another showing a

Other insignia appropriate to the blazer include USPS nameplate, positioned on the right breast at the same level as the top of the pocket patch.

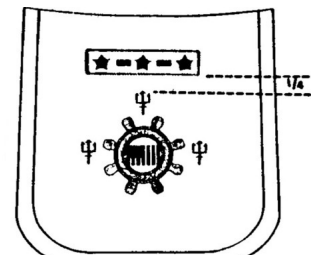
### B.9 Blazer insignia.



Insignia with grade



Insignia with rank



Insignia with rank and grade

## UNIFORM CAP

**B.10 Cap device.** The insigne worn on the uniform cap may include the wearer's rank if desired. As ranks tend to change frequently, it is suggested that the cap device without display of rank be used.



cap device without rank

When the cap device is incorporated on the casual, flat-top or baseball cap, the insigne of rank is not to be used.

The cap device and the blazer patch share the same dimensions. The ship's wheel measures 1.5 inches across (end of handle to end of handle.) The wheel proper measures 1 inch across.

For squadron and district officers, insignia are placed at the 9, 12 and 3 o'clock positions. Staff and rear commanders are placed at the 12 o'clock position and extend through the



cap device with rank

center of the ship's wheel. Vice commander's tridents are crossed at the center of the wheel and at 90°. The chief commander's three tridents are crossed at the center of the wheel and at 45°.

Insignia other than tridents are placed at the 12 o'clock position.

The blazer patch when worn without an insigne of rank is surrounded by a gold circle measuring 2.5 inches across and .13 inch in width. Note that this circle is not worn as part of the cap device.

On both the cap and the blazer, the insignia of rank and grade are smaller in size than those on the uniforms. They are sized so that the insigne of a senior navigator measures 2.5 inches across (the same size as the gold circle). For squadron and district ranks, the tridents measure approximately 83 percent of the size of those on the uniform. National tridents extend through the ship's wheel and measure two inches overall.

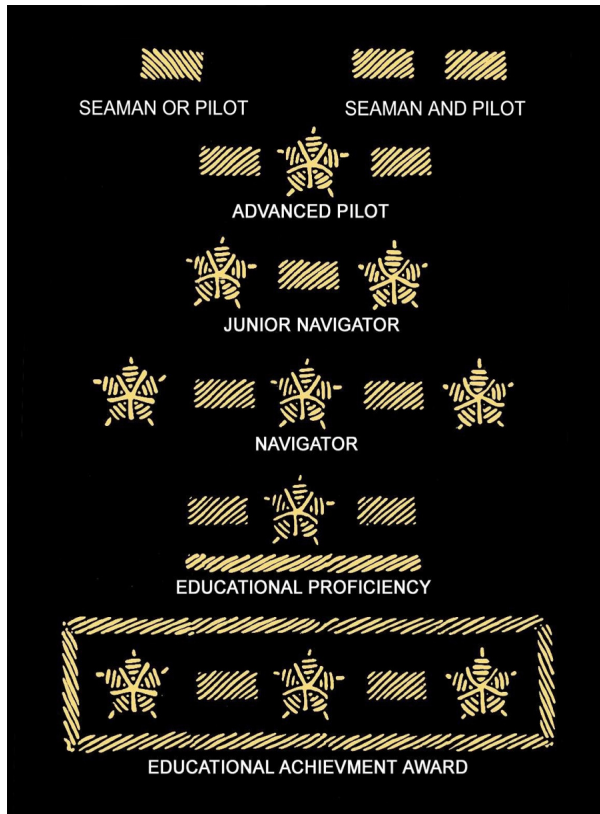
## GRADE INSIGNIA

**B.11 Insignia of grade.** Insignia for advanced grades are various combinations of stars and bars. They are worn on the uniform jacket, centered on and ½ inch below the top of the left breast pocket. On the women's uniform jacket they are worn ½ inch below the top of the pocket flap.

On the uniform shirt, they are centered .5 inch above the senior member insigne (or if none, .25

inch above the pocket.)

The seaman/pilot bar is identical to that of the merit mark (gold and .5 x .19 inches), but placed horizontally. The star is sized so that its 5 points touch a circumscribed circle .5 inch in diameter. When worn in combination they are placed .25 inch apart.



**B.12 Merit marks** are positioned on the sleeve of the uniform jacket and the uniform shirt – as shown in the diagrams below.



They are sewn on in rows of not more than 20, with subsequent rows centered and not more than .5 inch above the first. The separation used to be .25 inch apart, but that dimension is difficult to achieve in practice.

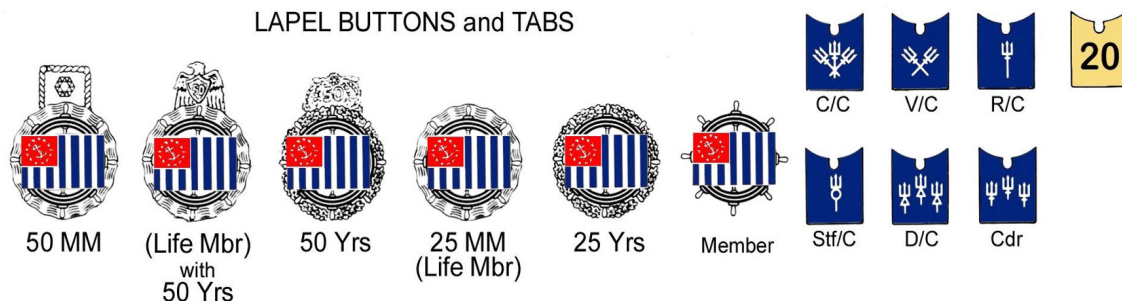
**B.13 Senior member insignie** (five merit marks or more) measures 2.75 inches in width and on the uniform jacket, is placed .5 inch below the grade insignie or if none, centered .5 inch below the top of the left breast pocket or pocket flap. On the shirt, it is placed centered and .25 inch above the pocket.



**B.14 Life member insignie** (25 merit marks or more) is of the same overall dimensions and is placed in the same fashion.



**B.15 Membership Pin and tabs.** The several variations on lapel buttons are illustrated below. Members should note that the merit mark tab is provided in increments of five merit marks and may be worn on the blazer at the same time as any other insignia – there is no redundancy.



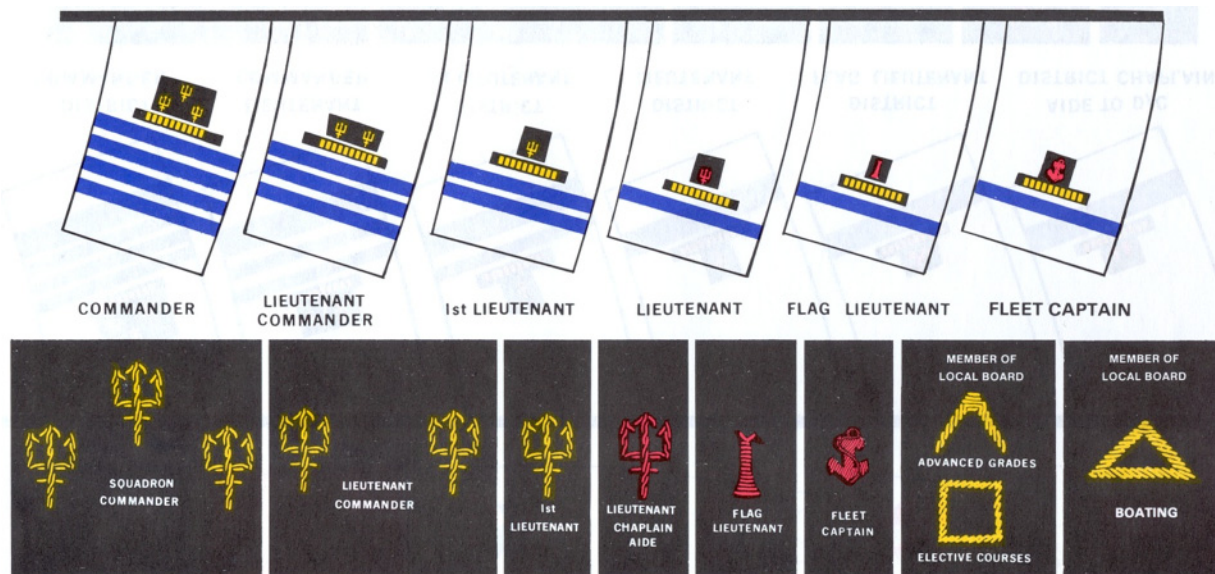
**B.16 Name Tags.** A complete and current description of the format, lettering and wearing of USPS Name Tags can be found by referring to the

USPS Branding Manual. The URL for this manual is located in the Table of URLs located in Chapter 00.



## OTHER INSIGNIA

### B.17 Squadron insignia.



All squadron tridents on the uniform jacket or shirt measure three-quarter (.75) inch in length. The squadron commander tridents are arranged on the jacket in a triangular pattern, at the points of an imaginary isosceles triangle, whose base is one and one-half (1.5) inch and whose height is one-half (.5) inch. On the shirt's shoulder tabs they are arranged at the points of an imaginary isosceles triangle, whose base is one and one-quarter (1.25) inch and whose height is one-half (.5) inch. Squadron lieutenant commander tridents are positioned on one and one-quarter (1.25) inch centers on both the jacket and the shirt shoulder tabs.

The insigne for the squadron flag lieutenant measures one-half (.5) inch height; that of the fleet captain three quarters (.75) of an inch in height. Members of the local board for boating wear a right isosceles triangle in gold outline, resting on its hypotenuse and with a height of one-half (.5) inch. Members of the local board for advanced grades wear a pair of gold dividers with legs five eighths (.63) of an inch in length and open at an 80o angle hinge point upward. Members of the local board for elective courses wear a gold outline square one half (.5) inch on each side.

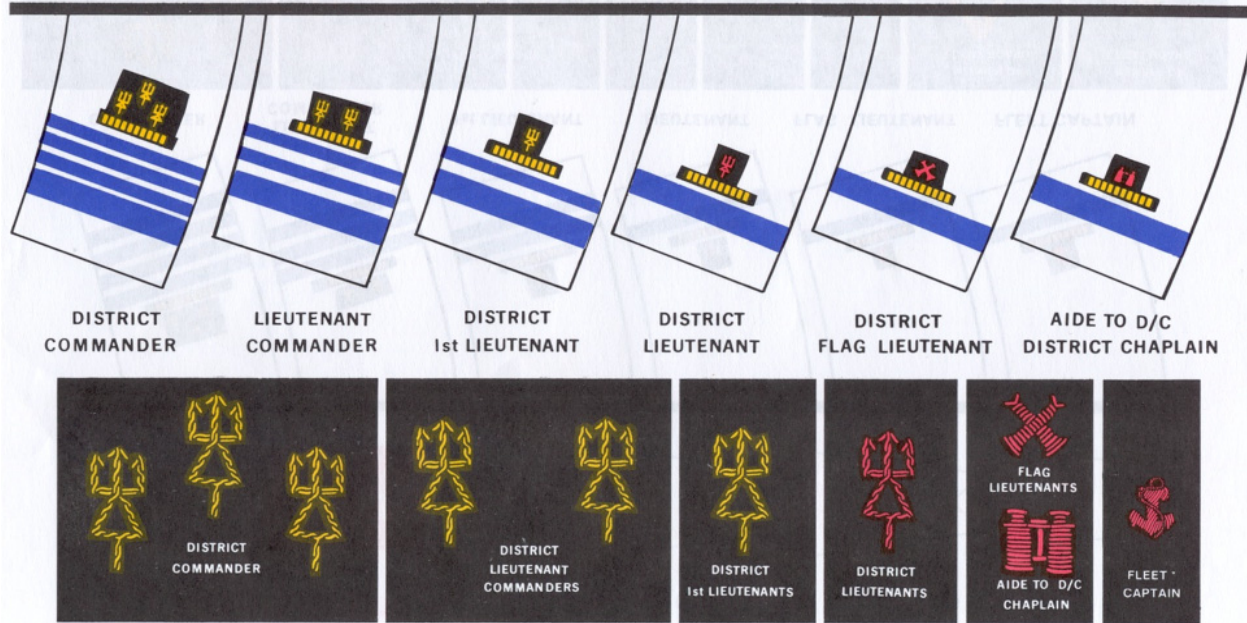
Active officers may wear any of the above insignia to which they are entitled on either the jacket, shirt or formal cap. Past squadron commanders and past lieutenant commanders who have completed three years in that position may wear their insignia in silver.

All such insignia are centered on the sleeve or shoulder tab as noted elsewhere in this appendix.

### B.18 District Insignia

All **district tridents** on the uniform jacket or shirt measure one inch in length. The **district commander** tridents are arranged on the jacket in a triangular pattern, at the points of an imaginary isosceles triangle, whose base is one and one-half (1.5) inch and whose height is one-half (.5) inch. On the shirt's shoulder tabs they are arranged at the points of an imaginary isosceles triangle, whose base is one and one-quarter (1.25) inch and whose height is one-half (.5) inch. **District lieutenant commander** tridents are positioned on one and one quarter (1.25) inch centers on both the jacket and the shirt shoulder tabs.

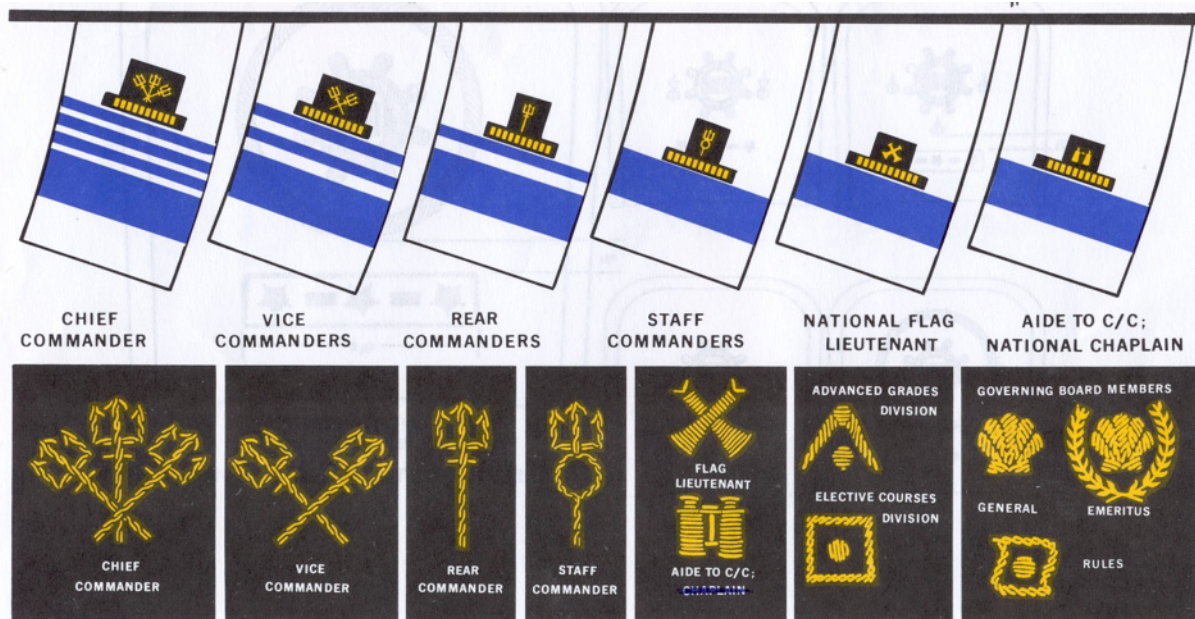
The insigne for the district **flag lieutenant**



consists of two red speaking trumpets, each five-eighths (.63) of an inch in length, crossed at a 90° angle, positioned at equal angles to the vertical, mouthpieces upward; that of the **fleet captain**, a red fouled anchor three-quarters (.25) of an inch in height arranged vertically. **Aides to the district commander** and the **chaplain** wear a red binocular, one half (.5) inch across with eyepieces upward.

Active officers may wear any of the above insignia to which they are entitled on either the jacket, shirt or formal cap. Past district commanders and past lieutenant commanders (who have completed three years in that position) may wear their insignia in silver. All such insignia are centered on the sleeve or shoulder tab.

## B.19 National insignia



Tridents worn by national officers on the uniform jacket or shirt (shoulder tab) measure one and one-quarter (1.25) inch in length. The **chief commander's** tridents are crossed at 45°, one-quarter (.25) inch from their bottom, with the center trident placed vertically. **Vice commander's** tridents are crossed at 90°, one-quarter (.25) inch from their bottom and at equal angles from the vertical. **Rear commanders** wear a single long-staffed trident positioned vertically. **Staff commanders** wear a single long-staffed trident, on which is superimposed a circle whose diameter is equal to the width of the trident. The staff of the trident is not visible through the circle.

The insigne for the **national flag lieutenant** consists of two gold speaking trumpets, each three quarters (.75) of an inch in length, crossed at a 90° angle, positioned at equal angles to the vertical, mouthpieces upward. **Aides to the national commander** and the **chaplain** may wear a gold binocular, one-half (.5) inch across with eyepieces upward.

Insignia for members of the **advanced grades**

**division** wear a pair of gold dividers with legs five-eighths (.63) of an inch in length, open at an 80° angle hinge point upward and with a one-eighth (.13) inch diameter disc placed centrally between the legs. Members of the **elective courses division** may wear a gold outline square one-half (.5) inch on each side with a one-eighth (.13) inch diameter disc in its center. Members of the **Committee on Rules** may wear a gold scroll in outline with an overall width of five-eighths (.63) of an inch, a height of one-half (.5) inch and having a one-eighth (.13) inch diameter disc in its center. **General members of the Governing Board** may wear a gold scallop shell, one-half (.5) inch wide with base down. **Emeritus members of the Governing Board** may wear the same insignia surrounded by a gold laurel wreath

Active officers may wear any of the above insignia to which they are entitled on either the jacket, shirt or formal cap. Past national officers may wear the same insignia in silver. All such insignia are positioned, centered on the sleeve or shoulder tab.

**B.20 Men's Uniforms.** Men's uniforms are as prescribed below:

- **Uniform A:**

Regulation black uniform coat and trousers without cuffs; white shirt; black four-in-hand tie or black bow tie if specified in the dress code; black belt (if worn); black socks; black shoes; cap.



- **Uniform B:**

Regulation black uniform coat; long white trousers without cuffs; white shirt; black four-in-hand tie or black bow tie if specified in the dress code; white belt (if worn); white socks; white shoes; cap.



- **Uniform C:**

Regulation long-sleeved white shirt; black four-in-hand tie; long white trousers without cuffs; white belt; white socks; white shoes; cap.



- **Uniform D:**

Regulation short-sleeved, open-neck shirt; long white trousers without cuffs; white belt; white socks; white shoes; cap.



- **Uniform E:**

Regulation short-sleeved, open-neck shirt; white knee-length Bermuda-type shorts; white belt; white ankle-length socks; white shoes; cap.



- **Uniform F:**

Regulation long-sleeved white shirt with black four-in-hand tie; regulation black uniform trousers; black belt; black socks; black shoes; cap.



- **Uniform G:**

Regulation short-sleeved, open-neck white shirt; black trousers without cuffs; black belt; black socks; black shoes, cap.



**B.21 Women's Uniforms:** Women's uniforms are as prescribed below:

- **Uniform A:**

Regulation black uniform jacket; black skirt or slacks; white shirt; black cross-over tie (or small black bow tie if specified in the dress code); natural hosiery; black shoes; cap; black purse (if carried).



- **Uniform B:**

Regulation black uniform jacket; white skirt or slacks; white shirt; black cross-over tie (or small black bow tie if specified in the dress code); natural hosiery; white shoes; cap; white purse (if carried).



- **Uniform C:**

Regulation long-sleeved white shirt; white skirt or slacks; black cross-over tie; natural hosiery; white shoes; cap; white purse (if carried).



- **Uniform D:**

Regulation short-sleeved open-neck white shirt; white skirt or slacks; white belt; natural hosiery; white shoes; cap; white purse (if carried).



- **Uniform E:**

Regulation short-sleeved, open-neck shirt; white knee-length Bermuda-type trousers; white belt; white socks; white shoes; cap; white purse (if carried).



- **Uniform F:**

Regulation long-sleeved white shirt; black skirt or slacks; black belt; black cross-over tie; natural hosiery; black shoes; cap; black purse (if carried).



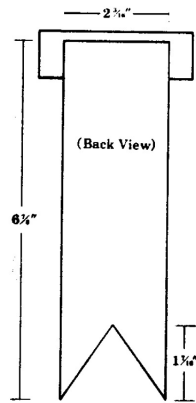
- **Uniform G:**

Regulation short-sleeved, open-neck white shirt; black skirt or slacks; black belt; natural hosiery; black shoes; cap; black purse (if carried).

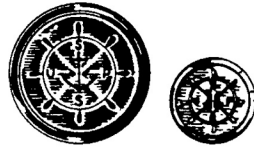


**B.22 Gloves.** White gloves may be worn by male or female members acting as an official honor guard, color guard or as pallbearers.

**B.23 C/C Aide Ribbon.** When on duty, aides to the chief commander may attach a distinctive blue ribbon to their name tag bearing the designation "C/C Aide."

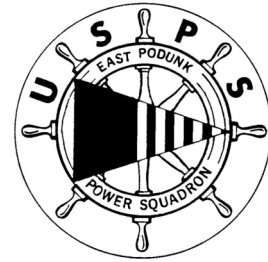


**B.24 USPS Button.** The regulation USPS button appears as shown. Black buttons, .88 inch in diameter, are worn on the uniform jacket and may be worn on the blazer. The blazer's buttons are



more commonly gilt. Shirt buttons are gilt and measure .63 inch.

**B.25 Blazer Emblem.** Shown is the standard format for a local squadron blazer emblem.



**B.26 Service club sign.** Shown is an example of what a typical service club sign might be.



## Appendix C NATIONAL AWARDS

**Presented to legend:**

*I - Individual member*  
*S - Squadron*  
*D - District*  
*N - National*  
*G - Governing Board*

**Form of Award legend**

*C - Certificate*  
*P - Plaque*  
*T - Perpetual trophy or plaque*  
*S - Special*  
*O - other (see footnote)*

| Award Name   | To             | Criteria  | When Given                | Presented by                                  | Form              | Administered by                      |
|--|----------------|---|---------------------------|---|-------------------|--------------------------------------|
| <b>EDUCATION</b>                                       |                |   |                           |   |                   |                                      |
| Educational Achievement Award <sup>a</sup>             | I              | Successful completion of all advanced grade and any six elective courses. | upon qualification        | N/A   | O <sup>b</sup>    | Headquarters                         |
| Educational Proficiency Award                          | I              | Successful completion of Advanced Piloting plus three elective courses    | upon qualification        | N/A   | O <sup>c</sup>    | Headquarters                         |
| Chapman Award (5 awards given)                         | I              | Demonstrated excellence in teaching. Selected from District nominees      | annual meeting            | C/C, on behalf of USPS and Hearst Marine Book | P, O <sup>d</sup> | Chapman Award Committee              |
| Squadron Achievement Award (First, Second, Third)      | S              | Formula identifying highest squadron performance in all member courses    | annual meeting            | NEO   | C                 | NEO                                  |
| Boating Education Excellence Award                     | S <sup>e</sup> | Number of boating students examined divided by squadron membership        | district fall conferences | C/C or rep with NBF rep                       | P                 | National Boating Federation and USPS |
| <b>TEACHING AIDS</b>                                   |                |   |                           |   |                   |                                      |
| Exhibits Award (First, Second, Third in each category) | S              | Judges for overall effectiveness as a teaching aid                        | annual meeting            | Chair, exhibits committee                     | C                 | Educational Department               |

| Award Name                       | To | Criteria   | When Given     | Presented by                            | Form              | Administered by                         |
|----------------------------------|----|--|----------------|---|-------------------|---|
| Bell Award                       | S  | Best of Show (Annual Teaching Aids Exhibit)  | annual meeting | Chair, exhibits committee               | C, T <sup>f</sup> | Educational Department                  |
| TAC Award (First, Second, Third) | S  | Must have won first place or Best of Show at most recent district conference Teaching Aid Exhibit. | annual meeting | Chair, instructor development committee | C, T <sup>g</sup> | Chair, instructor development committee |
| Morse-Dreher Award               | D  | Annual exhibits entry by every squadron in district  | annual meeting | Chair, exhibits committee               | C, T <sup>h</sup> | Exhibits committee                      |
| All-courses Award                | S  | Annual exhibits entry in every course category except general                                      | annual meeting | Chair, exhibits committee               | C                 | Exhibits committee                      |

**SAFETY**

|  |             |   |   |  |   |                                  |
|--|-------------|---|---|--|---|----------------------------------|
| Excellence in Boating Safety Education | S or I      | Provided a service that significantly impacted the public's awareness of boating safety     | annual meeting <sup>i</sup>                         | USCG's Chief of Navigation Safety and waterways Services               | P | Chief Commander <sup>j</sup>     |
| USPS/MB&S Chapman Safety Award         | I<br>S<br>D | Significant contributions in promoting safe boating through new safety related equipment    | annual meeting                                      | National Safety Committee and <i>Motor Boating and Safety Magazine</i> | O | Chair, national safety committee |
| Lifesaving Award                       | I           | Uncommon bravery during a squadron or marine activity resulting in the saving of human life | governing board or district conference <sup>k</sup> | C/C  | P | Board of Directors               |

**MEMBERSHIP**

|                      |   |   |                 |                      |   |              |
|----------------------|---|---|-----------------|----------------------|---|--------------|
| Shipping-over trophy | S | Best percentage of membership retention | governing board | NAO or P/C/C Findlay | P | Headquarters |
|----------------------|---|---|-----------------|----------------------|---|--------------|



| Award Name  | To     | Criteria   | When Given                        | Presented by         | Form                 | Administered by      |
|---|--------|--|-----------------------------------|----------------------|----------------------|----------------------|
| William D. Selden IV Member Involvement Retention Award - MIRA (First, Second, Third) | D<br>S | Best involvement plan producing measurable retention results | fall governing board <sup>l</sup> | Membership committee | C,<br>O <sup>m</sup> | Membership committee |

**COOPERATIVE CHARTING**

|   |                |   |                             |   |                      |   |
|---|----------------|---|-----------------------------|---|----------------------|---|
| Individual Excellence (First, Second, Third)  | I              | Greatest percent in excess of established individual goals  | annual meeting              | NOAA                                    | P,<br>C <sup>n</sup> | NOAA                                    |
| Top 75 Award  | I              | Top 75 individuals on honor roll  | district conferences        | NOAA                                    | O <sup>o</sup>       | NOAA                                    |
| Honor Roll  | D<br>S<br>I    | Attainment of respective established goals  | annual meeting <sup>p</sup> | NOAA                                    | C <sup>q</sup>       | NOAA                                    |
| Highest Number of Reports:<br>- Nautical and Adopt-a-chart<br>- Aeronautical<br>- Geodetic<br>- Tidal Currents (4 awards) | I              | Greatest number of points in each category  | annual meeting <sup>r</sup> | NOAA                                    | P                    | NOAA                                    |
| Coast survey award  | I <sup>s</sup> | Consistently among top performers over 5 year period  | annual meeting              | NOAA                                    | P,<br>O <sup>t</sup> | NOAA                                    |
| Golden Eagle Award  | D <sup>u</sup> | Objective performance of the district and subjective evaluation of individual performance based on a questionnaire and recommendations by D/C and DXO | annual meeting              | National cooperative charting committee | P                    | National cooperative charting committee |

| Award Name  | To | Criteria  | When Given  | Presented by                        | Form               | Administered by                |
|---|----|---|---|-------------------------------------|--------------------|--------------------------------|
| <b>SQUADRON AUXILIARIES</b>   |    |   |   |                                     |                    |                                |
| Membership Enhancement Award  | S  | Auxiliary attaining greatest percentage increase in membership over previous year                                 | auxiliary advisory committee meeting at governing board | Auxiliary advisory committee        | P                  | Recreational Boating Safety    |
| <b>MARKETING and PUBLIC RELATIONS</b>                                     |    |   |   |                                     |                    |                                |
| Charles F. Chapman Award (First, Second, Third)                           | S  | Best scrapbook displaying the squadron's external PR activities   | governing board   | National public relations committee | P, O <sup>v</sup>  | Marketing and Public Relations |
| Roger Upton Award (First, Second, Third)                                  | S  | Best video, on a topic promoting USPS civic services, shown to a public audience                                  | governing board   | National public relations committee | P, O <sup>w</sup>  | Marketing and Public Relations |
| Carl C. Mahnken Commander's Cup Award <sup>x</sup> (First, Second, Third) | S  | Best slide show or computer generated program on a topic promoting USPS civic services shown to a public audience | governing board   | National public relations committee | P, O <sup>y</sup>  | Marketing and Public Relations |
| <b>SERVICES and LONGEVITY</b>   |    |   |   |                                     |                    |                                |
| Meritorious Service Award   | I  | Retirement of Chief, Vice and Rear Commanders and Ad Hoc Committee chairs   | on retirement   | C/C                                 | P                  | N/A                            |
| Governing Board member emeritus   | I  | On award of 50th merit mark   | annual meeting  | C/C                                 | O <sup>z</sup>     | N/A                            |
| Life membership   | I  | On award of 25th merit mark and paying dues for 25 years.   | annual meeting / district conference                    | C/C or representative               | O <sup>aa</sup>    | N/A                            |
| Senior membership   | I  | On award of 5th merit mark  | September by mail                                       | Headquarters                        | C, O <sup>ab</sup> | Headquarters                   |

| Award Name  | To     | Criteria  | When Given                 | Presented by              | Form            | Administered by           |
|---|--------|---|----------------------------|---------------------------|-----------------|---------------------------|
| Merit mark  | I      | Substantial contribution of personal effort which benefits or promotes the interest of USPS | annually by mail           | C/C                       | O <sup>ac</sup> | Headquarters              |
| Sustaining membership   | I      | On lump-sum payment of 20 times current national dues                                       | on receipt of payment      | Headquarters              | O <sup>ad</sup> | Headquarters              |
| 50 year member  | I      | On payment of dues for 50th time <sup>ae</sup>  | annually                   | Squadron Commander        | O <sup>af</sup> | Headquarters              |
| 25 year member  | I      | On payment of dues for the 25th time <sup>ae</sup> )  | annually                   | Squadron Commander        | O <sup>ag</sup> | Headquarters              |
| <b>USPS EDUCATIONAL FUND</b> (a separate entity from USPS. See USPS Educational Fund on page F-8) |        |   |                            |                           |                 |                           |
| 100% Honor Roll   | D<br>S | Meeting or exceeding minimum of \$1 per member per year                                     | district spring conference | Educational Fund trustees | C               | Educational Fund trustees |

| Award Name   | To     | Criteria   | When Given   | Presented by             | Form            | Administered by          |
|--|--------|--|--|--------------------------|-----------------|--------------------------|
| <b>OPERATIONS TRAINING</b>                           |        |  |  |                          |                 |                          |
| Operations Training Award (First, Second, Third)     | D      | Elaborate formula based on:<br>- Number of squadrons presenting OT programs<br>- Number of members in district taking OT program<br>- Number of squadron bridge officers having taken OT program | annual meeting   | NAO                      | P               | Leadership Development   |
| <b>JOURNALISM</b>                                    |        |  |  |                          |                 |                          |
| Distinctive Communicator                             | D<br>S | Publications and websites which most effectively motivate and bind members <sup>ah</sup>   | annual meeting - presented to D/C for award at next district meeting | Communications Committee | C               | Communications Committee |
| <b>SPECIAL AWARD</b>                                 |        |  |  |                          |                 |                          |
| Flame of USPS Award                                  | G      | An outside organization supporting objectives of USPS  | governing board or annual meeting                                    | Board of Directors       | T               | Board of Directors       |
| P/C/C Raymond A. Finley, Jr. Sea Scout Service Award | I      | Joint Services to USPS and Sea Scouts, BSA   | Annual Meeting   | NAO                      | O <sup>ai</sup> | Membership Committee     |

- a) Referred to as Senior Navigator
- b) Special Uniform and Blazer Insigne
- c) Special Uniform and Blazer Insigne
- d) Sextant awarded to recipients' squadrons
- e) Given to best squadron in district, minimum score 90%
- f) Ship's Bell
- g) Perpetual trophy in form of a plate
- h) Trophy kept at USPS headquarters
- i) Awarded only when warranted
- j) On recommendation of District Commander

- k) Awarded only when warranted
- l) At member involvement committee open meeting
- m) First place squadron receives contemporary glass and marble trophy
- n) First place individual receives plaque; others receive certificate
- o) Embroidered cooperative charting patch on first award, star segments on subsequent awards
- p) Individuals' certificates sent to respective districts' cooperative charting committee chair
- q) Single best districts' and squadrons' certificates are framed
- r) Presented at cooperative charting open meeting
- s) Formerly Admiral's Award
- t) Jacket and cruise on board NOAA ship
- u) District cooperative charting chair
- v) First place winner receives bowl
- w) District cooperative charting chair
- x) Formerly Commander's Cup Award
- y) District cooperative charting chair
- z) Special uniform insigne. Concurrently, a special lapel-pin tab is presented as evidence of earning 50 merit marks
- aa) Special lapel-pin device
- ab) Special uniform insigne
- ac) Special uniform insigne and lapel pin device
- ad) Acknowledgment and gift; future national dues and some fees are waived.
- ae) Sustaining members in good standing are deemed to have paid dues each year of membership
- af) Special lapel-pin device
- ag) Sustaining members in good standing are deemed to have paid dues each year of membership
- ah) No fixed number of awards
- ai) Medal Medallion with drape



## Appendix D

### OFFICIAL USPS FORMS

*The following list of USPS forms may be ordered by squadrons from headquarters when needed. If a desired form is not on this list, contact headquarters. Other forms, such as dues transmittals, directory forms and forms related to national meetings, will be individualized for squadrons and sent automatically by headquarters at the appropriate time.*

| Form #                   | Form Date | Description                                       | Used by                 | Remarks   |
|--------------------------|-----------|---|-------------------------|---|
| <b>EDUCATIONAL FORMS</b> |           |   |                         |   |
| ED-1 <sup>a</sup>        | 09/06     | Local Board appointments                          | Squadron Commander      | To DEO  |
| S.O.F                    | 09/09     | Education Dept. Order Form                        | SEO                     |   |
| ED-6                     |           | Examination results                               | HQ                      | HQ to SEO   |
| HQ-9A                    | 02/04     | Returned materials for credit                     | SEO                     | to HQ   |
| ED-17                    | 06/05     | Instructions for conducting exams                 | HQ                      | SEO   |
| ED Catalog               | 11/09     | Educational Department Catalog                    | SEO                     |   |
| ED-26                    | 08/01     | Exam answer sheet                                 | Boating Course Students |   |
| ED-27                    | 02/02     | Boating class report                              | SEO                     | To HQ and DEO within 10 days  |
| ED-33                    | 02/05     | Examination request                               | SEO                     | To HQ   |
| ED-34                    | 12/04     | Examination report                                |                         |   |
| ED-46                    | 02/14     | Boating course / Seminar Course Registration Form | SEO                     | Student data for transmission to HQ-800 automated processing and REQUIRED DOCUMENTATION OF APPROVAL FOR CLASS PARTICIPATION BY MINOR-AGED (UNDER 18) STUDENTS |

| <b>Form #</b>   | <b>Form Date</b> | <b>Description</b>                        | <b>Used by</b>     | <b>Remarks</b>                                      |
|---|------------------|---|--------------------|---|
| ED 80   | 10/06            | Proposed DEO, ADEO, SEO, ASEO             | NomCom             | Submit to ANEO/DEO at least 60 days before election |
| HQ-800 <sup>b</sup>   |                  | Boating course information                | SEO                | To DEO  |
| NPR-101   | 2000             | Report from Boating Class                 | SPRO               | To DPRCom   |
| <b>HISTORIAN FORMS</b>  |                  |   |                    |   |
| H-701   | 2004             | Squadron historian report                 | Squad historian    | To Dist historian                                   |
| H-720   | 1991             | District historian report                 | District historian | To Natl historian                                   |
| <b>MEMBERSHIP FORMS ... All Award Applications Forms available on-line.</b> |                  |   |                    |   |
| HQ-100  | 10/2011          | National Dues and Fees Schedule           | MemCom and STreas  | Published Annually                                  |
| HQ-102  | 01/95            | Personnel change report                   | Squadron secretary | To HQ   |
| HQ-103  | 09/2011          | Member Reinstatement                      | MemCom and STreas  | To HQ   |
| HQ-104  | 03/2005          | Membership Status Change                  | MemCom and STreas  | To HQ   |
| HQ-110 Replacement  | 04/2013          | Membership Transfer Request               | MemCom and SSecy   | Online to HQ  |
| MemCom-1  | 09/2011          | Membership application                    | MemCom and SCom    | Online to HQ  |
| MemCom-20   | under revision   | Membership Requisitions                   | MemCom             | To HQ   |
| <b>MERIT MARK FORMS</b>   |                  |   |                    |   |
| DB2000  | On-line          | Merit Mark Forms                          | Squadron commander | Complete by 15 November                             |
| <b>OPERATIONS TRAINING FORMS</b>  |                  |   |                    |   |
| OT-2  | 03/95            | Request for certificate of completion     | Squadron OTCom     | To HQ   |
| OT-3  | 03/95            | Request for LDP certificate of completion | LDP instructor     | To HQ   |



| <b>Form #</b>                 | <b>Form Date</b>             | <b>Description</b>   | <b>Used by</b>                | <b>Remarks</b>                               |
|-------------------------------|------------------------------|--|-------------------------------|--|
| <b>PUBLIC RELATIONS FORMS</b> |                              |  |                               |  |
| NPR-101S                      | 2000                         | Compilation of data from ED-46B  | SPRO                          | Submit to DPRO                               |
| NPR-101D                      | 2000                         | Compilation of data from NPR-101S                                      | DPRO                          | Submit to NPRCom statistician                |
| NPR-102                       | 06/03                        | Cooperative advertising squadron and district reimbursement request    | SPRO<br>DPRO                  | NPRCom                                       |
| NPR-102S                      | 1997                         | Cooperative advertising squadron planning                              | SPRO<br>DPRO                  | submit to DPRO                               |
| NPR-102D <sup>c</sup>         | 1994                         | Cooperative advertising district planning                              | DPRO                          | submit to NPRCom                             |
| NPR-103                       | 04/05                        | PR materials order form  | Commander/PRO<br>/Secretary   |  |
| NPR-104 <sup>c</sup>          | No data ...<br>on<br>website | Charles F. Chapman rules and entry form (scrapbook competition)        | SPRO<br>DPRO                  | Due 1 March to DPRO<br>Due 1 April to NPRCom |
| NPR-105 <sup>c</sup>          | No data ...<br>on<br>website | Carl C. Mahnken Memorial Cup rules and entry form (slide presentation) | SPRO<br>DPRO                  | Due 1 March to DPRO<br>Due 1 April to NPRCom |
| NPR-106 <sup>c</sup>          | No data ...<br>on<br>website | Roger Upton rules and entry form (video competition)                   | SPRO<br>DPRO                  | Due 1 March to DPRO<br>Due 1 April to NPRCom |
| <b>MISCELLANEOUS</b>          |                              |  |                               |  |
| OD-1                          | On-line                      | District officers' report  | District Commander            | to HQ  |
| OD-2                          | On-line                      | Squadron officers' report  | Commander                     | to HQ  |
| Bud2a                         | 09/09                        | Reimbursement for travel related expenses                              | Specific qualifying positions | Assigned budget officer                      |
|                               | On-line                      | Resume   | Member                        | ComNom <sup>b)</sup>                         |
| 204                           | 06/02                        | Vessel Safety Checklist  | Member                        | Vessel Owner                                 |

| <b>Form #</b> | <b>Form Date</b> | <b>Description</b>                             | <b>Used by</b> | <b>Remarks</b>        |
|---------------|------------------|--|----------------|-----------------------|
| 229A          | 09/08            | National committee appointment recommendations | Rear Commander | to HQ, Vice Commander |

- a) Headquarters will mail automatically in September. However, additional copies are available on request
- b) Can now be completed on-line
- c) Mailed annually to all squadrons and districts. Additional copies may be requested from headquarters

## Appendix E

### DISCIPLINARY ACTION

*Any member of USPS may be suspended (temporarily deprived of membership privileges) from membership, or may be expelled from membership or otherwise disciplined appropriately for violation of any governing provision of USPS or for conduct found detrimental or prejudicial to USPS.*

**E.1 Violations.** Some violations may be:

- 1) Failure to discharge an obligation to USPS;
- 2) Action contrary to USPS Bylaws;
- 3) Misconduct in office;
- 4) Failure to perform duties of an office, elected or appointed;
- 5) Habitual intemperance;
- 6) Conviction of a felony;
- 7) Failure to follow policies of USPS; and
- 8) Deliberate failure to abide by USPS Pledge.

**E.2 Procedure.** Any member may bring a charge of violation or misconduct against another member. This charge in writing, must be complete, specific and detailed. This charge must be sworn by the complainant (member who files the charge) under penalties of perjury and signed by a notary public.

The charge is filed by certified mail, return receipt requested, with the national secretary within 180 days of the complainant's knowledge of the offense or within 365 days of the date of the offense, provided a respondent (member against whom a charge is filed) allowed membership to lapse by not paying dues during the period and then later reinstated; the deadline for bringing such charge is 90 days after reinstatement.

Headquarters manager will acknowledge the receipt to the complainant, retain the original document and send a copy to the national secretary. After reviewing the charge the national secretary will send a copy to the respondent and the squadron commander. If the respondent is the squadron commander, the copy will be sent to the district commander.

The national secretary will appoint a USPS

officer, neutral to the issues, residing in the respondent's district, but not a member of the respondent's squadron, to serve as an investigator. This officer will conduct an investigation, including interviews with complainant, respondent, witnesses and a review of any records. Reconciliation will be attempted.

Within 30 days of receiving the assignment, the officer will report to the national secretary the results of the investigation and the efforts to resolve the problem. The complainant, respondent and appropriate commander will all receive reports on the investigation.

**E.3 Squadron.** If the complainant or the respondent is an elected squadron officer or a squadron committee member, the charge is heard at the district level; if the complainant or the respondent is an elected district officer, a district committee member, an elected national officer, or a national committee member, the charge is heard at the national level. Charges by or against any unattached member are heard at the national level.

**E.4 National.** If the respondent is the chief commander, the national secretary will request the most immediate past chief commander available to conduct the preliminary investigation. This past chief will attempt a resolution and report to the Board of Directors.

If the respondent is the national secretary, the charge will be filed with the chief commander who will assume duties of the national secretary. The chief may appoint a representative or may conduct the investigation himself, attempt resolution and report to the Board of Directors.

If the investigator's report indicates that the matter has been resolved (charges withdrawn) or if

the national secretary determines from a review of the investigator's report that no facts exist to authorize disciplinary action, the national secretary notifies all interested parties of these findings and seals all records pertaining to the charge, and the case is closed. If the investigator's report indicates that the matter has not been resolved, the national secretary determines, as directed or by other judgment, the USPS level (squadron, district or national) at which the charge is to be heard.

**E.5 Hearings.** Upon receipt of the report of the preliminary investigation, and having determined the need to proceed, the national secretary acts, within 30 days:

1) If the charge is to be heard at the squadron level, advises the respondent's squadron commander, including a copy of the investigative report and instructions to notify the members of the squadron's executive committee and to return notice to the national secretary of the date upon which such notification was given;

2) If the charge is to be heard at the district level, advises the respondent's district commander, including a copy of the investigative report and instructions to notify the members of the district council and to return notice to the national secretary of the date upon which such notification was given;

3) If the charge is to be heard on the national level, advises the members of the Board of Directors and sends each a copy of the charge and the investigation report;

4) If the charge is made against a members of a squadron or district other than that of the complainant, provides the appropriate commanders with copies of the charge and the investigative report;

5) Forwards a copy of the charge and the report of the preliminary investigation to the respondent, along with a copy of the Disciplinary Action in order to explain all rights and the procedures which will be forwarded. The respondent has the privilege of filing a written answer to the charge within 20 days of receiving notice by sending such answer to each member of the squadron executive committee, district council or Board of Directors (as the case may be) charged with authorizing the appointment of a hearing committee as provided in this article;

6) The respondent's failure to file an answer within 20 days constitutes a general denial of all allegations in the charge.

Within 45 days after the expiration of the 20 day period during which the respondent had the right to file an answer, the squadron executive committee, district council or Board of Directors (as the case may be) considers the matter in executive session, at any regular or special meeting. At that meeting, or within 30 days, the committee or council either (1) dismisses the charge on the grounds it is not substantial enough to warrant further action, or (2) authorizes the appointment of a hearing committee.

**E.6 Hearing committee.** The hearing committee includes, where possible, only senior members of USPS and is comprised as follows:

1) At the squadron level, the hearing committee consists of five members including the chair (unless respondent or complainant) of the squadron rules committee who will serve as the presiding officer. The other four members include at least two of the squadron's past commanders and one member of the squadron who is without office or committee chair. If no member is available in one or more of the specified categories, the squadron commander makes appropriate appointments;

2) At the district level, the hearing committee consists of five members and includes the chair (unless respondent or complainant) of the district rules committee who will serve as the presiding officer. The other four members include at least one of the district's past commanders and one member of the squadron of which the respondent is a member. If no member is available in one or more of the specified categories, the district commander makes appropriate appointments;

3) At the national level, the hearing committee consists of five members and includes the chair (unless respondent or complainant in which case the assistant chair) of the Committee on Rules as presiding officer. The other four members include at least one past chief commander, one past district commander and one general member of the Governing Board.

No interested party or witness may be a member of any hearing committee.

Hearing committee appointments are made at the sole discretion of the squadron, district or chief commander respectively, and such appointments are binding upon both the complainant and the respondent. Substitutions may be made by such commander in the event of a conflict of interest, lack of availability, illness or otherwise.

The hearing committee, with no undue delay, conducts an investigation into the charge.

If investigation discloses that the charge is unfounded, it may dismiss the charge without a hearing. Otherwise, it orders a hearing, fixing a time, date and place which is reasonably convenient for all parties and which takes place not earlier than 30 days nor later than 90 days after the respondent and the complainant have been sent notice of the hearing, unless a continuance for good cause is granted.

Notice of the dismissal of the charge or of the order hearing is sent to the respondent and the complainant by the chair of the hearing committee using certified mail, return receipt requested.

At the hearing at the squadron or district level, the squadron law officer or the district law officer represents the respective squadron or district. In the event that the squadron or district involved does not have a law officer or the law officer is complainant or respondent, the squadron or district commander appoints an attorney. At the national level, USPS law officer (unless complainant or respondent in which case the chief commander appoints another attorney) represents USPS.

The respondent is entitled to testify and to employ and be represented by counsel of choice at the hearing. The complainant may also employ counsel of choice and may testify or rest on the complaint as filed. Expense of counsel is borne by those employing same.

Witnesses may be heard. Testimony at hearings at any level is taken under oath or affirmation. At squadron and district level hearings, testimony is recorded at the request of either party, provided said party furnishes and pays for the recording and provides the other party and hearing committee

with a copy of the transcript, in which case the transcript is part of the hearing record filed at USPS headquarters. At national level hearing, testimony is recorded.

The rules of evidence in use in the United States District Court for the district in which such hearing is held apply.

**E.7 Conclusions.** The hearing committee, after reviewing the evidence, may:

- 1) dismiss the charges;
- 2) censure the respondent;
- 3) suspend the respondent for not more than six months;
- 4) remove the respondent from office;
- 5) expel the respondent from squadron membership;
- 6) recommend to the Board of Directors that the respondent be expelled from membership in USPS.

In the case of censure, suspension, removal from office, or expulsion from squadron membership, the respondent has no right of appeal, and the decision of the hearing committee is final, conclusive and binding on all parties. A respondent expelled from a squadron, but not from membership in USPS, becomes an unattached member of USPS and may seek membership in another squadron.

**E.8 Expulsion.** In the event the hearing committee recommends expulsion from USPS, the report to the national secretary required contains a copy of the complete file in the matter including a copy of the transcript of the hearing, if any. If a transcript is not available, the hearing committee prepares, as a part of its findings, a statement of the facts upon which it based its recommendation to expel the respondent from USPS. Upon receipt of the report, the national secretary notifies the Board of Directors of the recommendation and provides a copy of the report to each member. Within 120 days of such notice, the Board of Directors acts upon the recommendation in executive session and notifies the complainant, the respondent, and appropriate commanders of its action. Expulsion from USPS requires a two-thirds vote of the Board of Directors.

**E.9 Resignation.** In the case of expulsion from USPS, the respondent has the right of appeal to the Governing Board by delivery of a written notice of such appeal to the national secretary within 30 days from the date of receipt by the respondent of the notice of expulsion. The appeal is placed on the agenda and in the call for the next Governing Board meeting following at least 45 days after date of receipt by the national secretary of the notice of appeal. Fifteen minutes are allowed to present the respondent's position to the Governing Board. Such presentation may be made by the respondent or a selected representative. A representative of USPS is allowed 10 minutes to present the findings and recommendations of the hearing committee in rebuttal. At the conclusion of both presentations the chair causes a vote to be taken upon the proposition, "Shall the expulsion of (name) be sustained?" The vote is taken by voice to determine a simple majority and the decision, so determined, is final, conclusive and binding upon all parties. If the result of the vote is uncertain, division of the house follows.

If at any time in the proceedings the respondent offers to resign from USPS, such

resignation is immediately accepted and all proceedings are terminated.

**E.10 Written apology.** If at any time in the proceedings prior to the appointment of a hearing committee the respondent makes written apology to the national secretary, such apology is immediately communicated to the commander of the squadron, district or national body involved, and if that body agrees to accept the apology in conclusion of the matter, the disciplinary proceeding is terminated and the complainant, respondent and national secretary is so notified by the commander.

If at any point in the proceedings the complainant withdraws the charge by notice to the national secretary, the disciplinary proceeding terminates and the respondent is so notified by the national secretary.

All action taken by any squadron executive committee, district council, hearing committee or by the Board of Directors is reported in writing to the national secretary within 15 days of action using certified mail, receipt requested.

## Appendix F USPS FUNDS

### F.1 USPS Endowment Fund

*The Endowment Fund was proposed at the June 2017 meeting of the Board of Directors and that action was ratified at the Governing Board meeting of United States Power Squadrons held in September 2017. The purpose of this Fund is to receive voluntary contributions from members and other donors that will be held permanently for the use and betterment of United States Power Squadrons. These rules shall not rescind or amend United States Power Squadrons Gifts and Bequests policy as now or hereafter promulgated by the Governing Board but shall supplement such policies. These rules are intended to ensure stability of Fund principal and provide assurances that donors' funds are held under purposes consistent with those in effect at time of donation.*

## United States Power Squadrons Endowment Fund, Inc.

### ARTICLE I

#### NAME AND LOCATION

**SECTION 1. NAME.** The name of the entity shall be the United States Power Squadrons Endowment Fund, Inc. (the "Fund").

**SECTION 2. LOCATION.** The Fund shall maintain its principal office at 1504 Blue Ridge Road, City of Raleigh, State of North Carolina, or from time to time at such other places as the Board of Trustees may determine to be in the best interests of the Fund.

**SECTION 3. GOVERNING LAW.** The Fund shall be organized under Sections 55A-1-10, et seq., and Section 36E-1, et seq., of the North Carolina Code of Laws (the North Carolina Nonprofit Corporation Act and the North Carolina Uniform Prudent Management of Institutional Funds Act), and relevant North Carolina law.

**SECTION 4. REGISTERED AGENT.** The Fund shall maintain a registered agent in the State of North Carolina as required by North Carolina law, and other states as may be required by applicable law. Such registered agent(s) may be changed from time to time as provided by law.

**SECTION 5. TERM.** The term of the corporation shall be perpetual.

### ARTICLE II

#### PURPOSES

**SECTION 1. GENERAL** The United States Power Squadrons Endowment Fund is organized under Sections 509(a)(3) and 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law) (the "Code") exclusively for the support of the United States Power Squadrons, Inc., a North Carolina corporation organized under Section 501(c)(3) of the Code.

**SECTION 2. SPECIFIC.** More specifically, the Fund is organized to:

- A. Be the recipient, custodian and disbursing agent of funds or other contributions received for the purposes described above.
- B. Receive, maintain, and care for property to be used for the purposes of the Fund.
- C. Conduct such other related activities as the Board of Trustees shall determine to be in the interest of the Fund and in furtherance of its purposes.

### ARTICLE III

#### BOARD OF TRUSTEES

**SECTION 1. ORGANIZATION.** The Trustees of this Fund (the “Board” or “Trustees”) shall consist of at least five, but not more than seven members.

A. The first Trustees shall consist of the United States Power Squadrons Board of Directors.

B. At the next Annual Meeting following the incorporation of the Fund, the immediate Past Chief Commander, the National Secretary, and the National Treasurer of USPS shall roll off the Board of Trustees and be replaced by Trustees nominated by the USPS Committee on Nominations and elected by the USPS Governing Board. At the second Annual Meeting following the incorporation of the Fund, the Executive Officer and the National Educational Officer shall roll off the Board of Trustees and be replaced by Trustees nominated by the USPS Committee on Nominations and elected by the USPS Governing Board. At the third Annual Meeting following the incorporation of the Fund, the National Administrative Officer, and Chief Commander of USPS shall roll off the Board of Trustees and be replaced by Trustees nominated by the USPS Committee on Nominations and elected by the USPS Governing Board.

C. The most immediate Past Chief Commander of the United States Power Squadrons (USPS) willing and able shall be appointed and serve on the Board of Trustees for a single two-year term immediately following his/her service as USPS Chief Commander. In the event of the inability, for any reason, of the immediate Past Chief Commander of USPS to serve as a member of the Board of Trustees of this Fund, a successor shall be designated by the Board of Directors of the United States Power Squadrons to serve as a member of the Board of Trustees, until such time as the immediate Past Chief Commander is able or available to return to his/her position as Trustee.

D. Trustees, other than the immediate Past Commander of USPS, shall serve for three year terms or until their successors are elected.

E. Trustees or Trustees elected or appointed to succeed those whose terms are expiring or whose departure from the Board of Trustees creates a

mid-term vacancy, shall be elected by a majority vote of the Governing Board of the United States Power Squadrons upon nomination by the USPS Committee on Nominations. The term of office of any newly elected Trustees shall commence immediately upon adjournment of the meeting of the Governing Board at which he/she was elected.

F. No Trustee shall serve more than two elected terms.

G. The Trustees may be reimbursed their expenses, if any, for attendance at each meeting of the Board of Trustees.

H. At no time may a majority of the Board of Trustees be “substantial contributors” as defined by Section 507(d)(2) of the Code.

**SECTION 2. REMOVAL OF TRUSTEES.** Should protracted illness or other cause prevent any Trustee from performing the duties of his/her office and participating in the deliberations and actions, or should any Trustee fail to attend three consecutive regular meetings of the Trustees, the remaining Trustees may, by a majority vote of the Trustees present and voting, declare a vacancy. Any Trustee may be removed for cause by a majority vote of the remaining Trustees. The provisions of this section shall not apply to the immediate Past Chief Commander or his successor. Any Trustee may also be removed by vote of the Governing Board of the United States Power Squadrons.

**SECTION 3. GENERAL POWERS.** All activities of this Fund including the control of its funds, enumerated funds, and property, shall be supervised by the Trustees. The Trustees shall have full discretion, subject to the provisions of these Bylaws, to elect such officers and to employ such managers or agents as it may deem necessary; to determine from time to time the nature of the projects to be undertaken or financed; and to determine the use and application of the income and principal of all funds and property received in carrying out the purposes and activities of the Fund.

**SECTION 4. SPECIAL POWERS.** More specifically, but not in limitation of the general powers and authority stated above, the Trustees shall be



empowered to:

A. Select, employ, remove or suspend individuals and to determine their duties and compensation.

B. Delegate to any committee, officer, agent, or manager any portion of its duties, powers and authority except as limited by these Bylaws.

C. Authorize any one or more officers or agents to sign, execute, and acknowledge, in the name of the Fund, bills, notes, lines of credit, margin accounts, receipts, acceptances, endorsements, checks, drafts, contracts and documents for the payment of money and for the performance of other acts.

D. Authorize one or more of its Trustees, officers, or agents to invest and reinvest the funds and property of the Fund in various accounts and properties for the benefit of the Fund, including but not limited to, certificates of deposit, money market funds, bank funds, securities of all types, bonds, and real estate.

E. Authorize any one of its Trustees, officers, or agents to enter into service contracts, investment or brokerage contracts, or other contracts for personal services for the benefit of the Fund.

F. To make, publish, amend and enforce any and all rules and regulations not inconsistent with these Bylaws that it shall deem advisable for furthering the purposes and objectives of the Fund.

G. To do any and all such other acts or things not specifically required by these Bylaws to be done by others, as it shall deem necessary or advisable in the conduct of the affairs or for the protection of the interests of the Fund.

**SECTION 5. MEETINGS.** The Trustees shall meet annually at a time and place designated by the Trustees. Not less than 30 days notice of the time and place designated for the annual meeting shall be given to each Trustee.

A. Special meetings of the Trustees may be called at any time by the Chair, or upon written

request of at least four Trustees. Such call shall state the purpose of the meeting and the time and place where such meeting is to be held. Notice of special meetings shall be given to each Trustee by verified electronic communications, telephone or in writing at least 10 days in advance of the meeting date. Business transacted at any special meeting shall be confined to the purpose stated in the notice of the meeting and such matters as are necessary or incidental thereto.

B. All elections of officers of the Fund shall be at either a regular or special meeting of the Trustees.

C. Unless otherwise provided by the Articles of Incorporation or Bylaws, any action required by these Bylaws to be taken at a meeting of the Trustees or of any committee, may be taken without a meeting if a consent in writing setting forth the action so taken, shall be signed by all of the Trustees, or all of the members of the committee, as the case may be. Such consent shall have the same effect as a unanimous vote. Meetings may be held by electronic, telephone or video conference call where participants may participate in real time.

**SECTION 6. VOTING.** The Trustees shall develop a policy for voting and retain a record of all corporate votes. Four Trustees shall constitute a quorum and all action at any duly called annual or special meeting, where a quorum is present, may be taken by a majority vote of the Trustees present and voting. Only Trustees may vote on any issue before the Fund, but debate shall not be limited to Trustees. Such vote may be in person or electronically by verified and recorded means.

## ARTICLE IV

### OFFICERS

**SECTION 1. ORGANIZATION.** The Trustees shall elect a Chair, Vice Chair, Secretary, Treasurer and other officers of the Fund as deemed necessary. Officers other than the Chair and Vice Chair need not be members of the Board of Trustees. The Secretary and Treasurer shall serve as non-voting officers and should be the USPS National Secretary and Treasurer, respectively. All officers shall serve

at the pleasure of the Board of Trustees and shall be subject to removal by the Board at any time with or without cause.

**SECTION 2. CHAIR.** The Chair shall be the chief executive officer of the Fund and shall have general supervision over the affairs of the Fund. The Chair shall preside at all Board of Trustees meetings, have the authority to sign checks, contracts and other instruments necessary in conducting the affairs of the Fund, and have such other duties and powers granted by these Bylaws or by the Trustees.

**SECTION 3. VICE CHAIR.** In case of the absence or incapacity of the Chair, the Vice Chair shall assume all the duties and exercise all the powers of the Chair, and such other duties and responsibilities as may be designated by the Trustees.

**SECTION 4. SECRETARY.** The Secretary shall have the custody of all the Fund's books, records and seal, shall issue notices of all meetings and keep the records thereof, and shall undertake any other duties designated by the Trustees.

**SECTION 5. TREASURER.** The Treasurer shall have the custody of things of value of the Fund. He/she shall develop a budget for the Trustees approval and shall keep regular books of account of the receipts and disbursements of the Fund and its subordinate funds, and shall deposit and disburse the assets of the Fund at the direction of the Trustees, and shall perform any other duties and responsibilities as may be designated by the Trustees.

## **ARTICLE V**

### **COMMITTEES**

**SECTION 1. EXECUTIVE COMMITTEE.** The Trustees shall serve as the Executive Committee of the Fund.

**SECTION 2. STANDING COMMITTEES.** The Trustees may create Standing Committees or Special Committees as it deems necessary for conducting the business of the Fund. Each would consist of not less than two Trustees and other such persons

as the Board deems appropriate.

**SECTION 3. INVESTMENT COMMITTEE.** The USPS Finance Committee shall serve as the Investment Committee. The Investment Committee will propose an Investment Policy for the Trustees to adopt, and will monitor the funds on behalf of the Trustees.

**SECTION 4. COMMITTEE EXPENSES.** Members of Standing or Special Committees may be allowed expenses for attending meetings. No Trustee may receive compensation for their attendance or service other than the reimbursement of expenses.

## **ARTICLE VI**

### **FUNDS**

**SECTION 1.** The assets of the Fund shall be derived from special contributions, other monies or other property received by the Fund.

**SECTION 2.** All assets received by the Fund from any source shall be held, used and expended as the Trustees deem necessary, in accordance with the purposes of the Fund, the expressed, written wishes of the donor, or a for a specified purpose. When necessary, the Board may establish a fund pursuant to Article VII of these Bylaws to accomplish these goals.

**SECTION 3.** The Trustees may, in their discretion, accept gifts, donations, devises and bequests of money, property, securities, or other assets for the general purposes of the Fund or for specific purposes of a character within the general purposes of the Fund and may permit any such gift, donation, device or bequest to bear such name or designation as the person making such contribution shall direct or require. The Trustees may enter into such contracts or agreements as they may deem advisable for the acceptance and use of money, property, or other assets. The Trustees may also enter into contracts or agreements limiting the use of gifts or donations or the amount of any gift or donation that may be used within a certain time or to use only the interest, income or other specified amounts from gifts or donations and all such contracts shall be

faithfully performed by the Fund.

**SECTION 4.** No part of the net earnings of the Fund shall inure to the benefit of, or be distributable to, Trustees, officers or other private persons, except that the Fund shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article II of these Bylaws. No substantial part of the activities of the Fund shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Fund shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of these Bylaws, the Fund shall not carry on, in a substantial manner, any other activities not permitted to be carried on by (a) an organization exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code of 1986, or by (b) an organization that receives contributions deductible under section 170 of the Internal Revenue Code of 1986.

**SECTION 5.** Upon dissolution of the Fund, the Trustees shall, after paying or making provision for the payment of all liabilities of the Fund, dispose of all of the assets of the Fund exclusively for the purposes of the Fund to the United States Power Squadrons, Inc., a 501(c)(3) organization. Should USPS be unable or unwilling to accept the funds, then the funds shall go to such organization or organizations which have similar missions and goals as USPS and are organized and operated exclusively for charitable, educational, religious or scientific purposes as shall at the time qualify as an exempt organization under section 501(c)(3) of the Internal Revenue Code of 1986 (or corresponding provision of any future United States Internal Revenue Law), as the Trustees shall determine. Any such assets not so disposed of shall be disposed of by a competent court of the locality in which the principal office of the Fund is then located, exclusively for such purposes or to such organizations, as said court shall determine, which are organized and operated exclusively for such purposes.

## ARTICLE VII

## SPECIFIC FUNDS

**SECTION 1.** TYPES OF FUNDS. The Trustees shall establish certain specific funds to meet its chartered goals. These funds shall be Permanently Restricted, Temporally Restricted, Designated and Unrestricted in their nature.

**SECTION 2.** PERMANENTLY RESTRICTED FUNDS. Permanently Restricted Funds shall be restricted to the extent that their principal may not be disbursed except under extraordinary circumstances. Except as provided herein, the principal of these funds may not be expended except by a unanimous vote of the Trustees.

**SECTION 3.** TEMPORARILY RESTRICTED FUNDS. Temporarily Restricted Funds shall be funds consisting of earnings accrued over time which are available for designation for distribution by operation of these Bylaws or donor intent.

**SECTION 4.** DESIGNATED FUNDS. Designated Funds shall be established for specific purposes and available for current distribution based on operation of these Bylaws or donor intent. Once designated funds have been allocated for a specific purpose they become unrestricted funds and may be disbursed per their donative intent. They may be for general United States Power Squadrons purposes, or to support specific programs or projects. The Trustees may establish minimum funding levels for the establishment of designated funds and establish rules and policies for the solicitation and disbursement of these funds.

**SECTION 5.** UNRESTRICTED FUNDS. Unrestricted Funds shall be available for any use that the Trustees deem necessary. Their principal and income may be expended as the Trustees deem appropriate.

**SECTION 6.** BOARD DESIGNATED FUND. The Trustees shall establish a Restricted Fund ("Board Designated Fund") from the former USPS Endowment Fund, whose assets shall be designated for disbursement by the USPS Board. Five percent (5%) of the value of the Board Designated Fund, as determined annually on 30 November of the preceding fiscal year, shall become temporarily

restricted and transferred to the United States Power Squadrons Board of Directors. These BOD designated funds shall become unrestricted as they are allocated for use by the USPS Board.

**SECTION 7. GENERAL FUND.** The Board of Trustees shall establish a General Fund (“General Fund”) from the former “USPS Investment Fund”. This Fund shall pay out five percent (5%) annually in quarterly installments in arrears. These funds are to be made available to USPS for its operations through the regular USPS budgeting process. New donations shall be permanently restricted and all income accruing, including the entire balance, will be temporarily restricted. This fund shall annually pay out 5% of the beginning balance of the fund each fiscal year in quarterly installments in arrears.

**SECTION 8.** All donor contributions that are not restricted or designated will become part of the General Fund and serve to increase the annual 5% distribution for USPS budgeting needs.

**SECTION 9.** The Trustees may assess against the value of all funds to pay administrative expenses, including accounting, fund management and development expenses.

## ARTICLE VIII

### GENERAL PROVISIONS

**SECTION 1.** Written notices of any kind required by these Bylaws of meetings, votes or other Fund business, shall be delivered in person, by verified electronic communications, or by postal service to the current Trustees within the time limitations specified in these Bylaws. Posting in the United States mails to the last known address shall be deemed proper delivery.

**SECTION 2.** Whenever any notice is required to be given under the provisions of the statutes or the Articles of Incorporation or of these Bylaws, a waiver thereof in writing signed by the person entitled to said notice, whether before or after the time stated therein, shall be deemed equivalent to proper notice.

**SECTION 3.** In case of a dispute as to the con-

struction of these Bylaws, any interested party may refer the matter to the Trustees of this Fund and its decision as to the proper construction thereof shall be final and conclusive.

**SECTION 4.** All checks or demands for money and notes of the Fund, and all Fund documents shall be signed by such officer or officers of the Fund or such other person or persons as the Trustees may from time to time designate.

**SECTION 5.** The seal of the Fund shall contain the words “USPS Endowment Fund”, or such other design as the Trustees may adopt; and such seal shall be the seal of the Fund. In lieu thereof, however, the signature of officers authorized by the Trustees on any Fund document shall constitute a seal. In any event, no deed or instrument of the Fund, otherwise duly authorized, shall be held or deemed invalid or insufficiently executed for want of a seal.

## ARTICLE IX

### INDEMNIFICATION

The Fund shall indemnify any Trustee or officer, or former Trustee or officer of the Fund against all expenses actually and reasonably incurred by him or her in connection with the defense of any action, suit, or proceeding, civil or criminal, in which he or she is made a party by reason of being or having been a director or officer, except in relation to matters as to which he or she is adjudged in such action, suit or proceeding to be liable for negligence or misconduct in the performance of duty. Such indemnification shall not be exclusive of any other indemnification provided for in the Articles of Incorporation or any Bylaw, by resolution or otherwise. The Fund shall be authorized to purchase insurance or other similar device for the purpose of such indemnification.

## ARTICLE X

### FISCAL MANAGEMENT

**SECTION 1. FISCAL YEAR.** The fiscal year of the Fund shall be 1 December to 30 November of each year, or other such year as shall be adopted by

the Trustees.

**SECTION 2. BOOKS AND ACCOUNTS.** The Fund shall keep correct and complete books and records of accounts and shall keep minutes of the proceedings of the Trustees and any committee having any of the authority of the Trustees. All such books and records shall be kept at the principal office of the Fund unless the Trustees, by resolution, determines otherwise, subject to any requirements of law. All books and records of the Fund may be inspected by any Trustee or their agent or attorney for any proper purpose at any reasonable time. Books are to be kept on a cash basis.

**SECTION 3. AUDITING AND REPORTS.** An annual report of the affairs of the Fund for the previous fiscal year shall be submitted to the Trustees at each annual meeting, and filed with the secretary of the Fund. The books and records of the Fund shall be reviewed by an independent certified public accountant at the expense of the Fund annually and at such times as may be designated by the vote of a majority of the Trustees. The Trustees may also designate a committee of its members to audit the books and records of the Fund at such times as it shall determine by a majority vote of its members.

**SECTION 4. CHECKS AND ENDORSEMENT.** All checks and drafts upon the funds or credit of the Fund in any of its depositories shall be signed by such officer(s) or agent(s) as shall from time to time be determined by resolution of the Trustees. All checks, notes, bills receivable, trade acceptances, drafts, and other evidences of indebtedness payable to the Fund shall, for the purpose of deposit, discount or collection, be endorsed by such officer(s) or agent(s) of the Fund or in such manner as shall from time to time be determined by

resolution of the Trustees. The Trustees may provide for the use of facsimile signatures under specified conditions for any of the foregoing purposes.

**SECTION 5. FIDELITY BONDS.** The Trustees may require that officers and/or employees of the Fund having custody or control of corporate funds furnish adequate fidelity bonds. The premium on such bonds may be paid by the Fund.

**SECTION 6. PROHIBITATION AGAINST LOANS.** The Fund shall not make loans to any Trustee, officer or director of the Fund.

## ARTICLE XI

### AMENDMENTS

**SECTION 1.** These Bylaws may be amended by a majority vote of the Trustees present either in person, by proxy or by communication directed to the Secretary of the Fund and received by him or her prior to the date of such meeting.

**SECTION 2.** A copy of any proposed amendments shall be sent to all Trustees with notice of the meeting as specified in these Bylaws.

**ADOPTED THIS DAY, 17 September 2017**

/s/ *Louie Ojeda*

Chairman, United States Power Squadrons Endowment Fund, Inc.

/s/ *Howard Yoas*

Secretary, United States Power Squadrons Endowment Fund, Inc.

## F.2 USPS Educational Fund

*USPS Educational Fund is a legal trust, operated by six (6) trustees elected by USPS Governing Board. It is a separate entity, apart from USPS, governed by its own board of trustees. The Internal Revenue Service has determined it to be a “qualified organization” under section 501(C) (3) of the Internal Revenue Code. All contributions to the fund are fully deductible from income, gift and estate taxes. The purpose of the Fund is to promote the development and the furtherance of educational programs and techniques in boating, seamanship, navigation, engine maintenance, marine electronic equipment, sailing, weather, boating safety and other marine activities by issuing grants.*

### Trustees

The trustees must be current members of USPS. They may serve two consecutive terms of three years. However, those elected to fill the term of a trustee who resigned may, at the end of that term, be elected to serve two consecutive terms. All trustees serve without compensation or travel expenses. However, the trustees employ an administrative assistant who handles the day to day activities. They also employ Dean Investment Associates to administer the investments of the principal fund and Paine Webber as the broker. Also each squadron and district has a fund representative who provides information on the fund and encourages contributions at the local level.

### Procedures

All donations received are recorded in the Log of Gifts and Memorials, and unless the donor specifies otherwise the money is placed in the principal account and will not be spent. The fund welcomes gifts and memorials from USPS members, friends, corporations and other foundations. It is a beneficiary of many wills and has received bequests in all amounts. All such bequests, legacies, transfers and gifts are fully deductible for estate and gift tax purposes.

Squadrons making a separate contribution of one dollar or more per member during a year receive a Certificate of Merit and a place on the year's honor roll. The honor roll is published after 30 November and is distributed at USPS annual meeting. All gifts are acknowledged to the donor and an appropriate announcement is sent to any person specified by the donor. Capital gains obtained from investments are reinvested in the principal fund to recover any losses due to inflation

and will continue to be until they exceed such losses.

### Grants

Interest and dividends obtained by the investment of the contributions are distributed by a process of grants. To request a grant, a completed and signed USPS Educational Fund Grant Request form must be submitted to the chair of the trustees. After discussion, a vote is taken. If four or more trustees approve, the chair signs the grant, a grant number is assigned and the treasurer makes the monies available.

Some grants may be awarded outside USPS. When this happens, upon approval, the treasurer sends the recipient a check for the full amount, asks for a full accounting when the work is completed and a refund of funds not spent.

For USPS grants, the treasurer informs USPS headquarters of the grant number, its expiration date and the amount of the grant. Headquarters bills the treasurer as the work progresses and a final bill on the expiration date, or when the work is completed, whichever occurs first.

The grantee must send to the chair a written report of the progress of the project on 15 December, 15 April and 15 August and a final detailed report the expenditure of the funds when the project is completed. All unused granted funds must be returned to the treasurer by the completion date unless an extension is requested and granted prior to the completion date. All funds granted but not used for a project must be returned to the fund.

NOTE: The trustees have no responsibility or liability with regard to any project for which a grant is authorized.

## Appendix G

### USPS POLICIES

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*A Chart describing the Liaison and Lobbying functions appears at the end of this appendix.*

### G.1 - INVESTMENT POLICY

The funds of USPS are divided into two general categories consisting of “operating” and “reserve” funds. The size of the operating fund shall be set annually by the Treasurer so as to sustain the day-to-day operations of USPS. The funds should be readily available to headquarters in the form of checking accounts and short term CDs.

The finance committee shall determine suitable investments for reserve funds so as to obtain a rate of return consistent with security of the funds. These recommendations shall be given to the Treasurer.

The reserve funds and their management are the direct concern of the finance committee. These funds are further divided into three categories based on the degree of investment safety:

1) **Insured deposits** - low risk insured investments such as savings accounts, certificates of deposit and bank money market funds;

2) **U. S. Treasury Notes and U. S. Treasury bonds** which are guaranteed by the U. S. Government;

The finance committee should be aware of the current trends in interest rates in order to recommend a maximum yield for each type of invest-

ment. Trends and predicted trends should be carefully reviewed to determine the best maturity periods of the investments.

3) **Stock or equity investments** - these high risk investments are best handled by full time managers who are responsive to the day-to-day fluctuations in the securities markets. Currently, these investments are in the form of mutual funds which have full time managers. Another approved method of participating in the equity markets is through a managed portfolio. Selected funds should be switchable from one investment type to another without significant fees and by telephone notification. Normally, the Finance Committee Chairperson would advise the headquarters manager or deputy manager to make the switch, but in case of an emergency, the assistant chair of the finance committee or the Treasurer may advise headquarters to make the switch.

Allocation of assets should have the Finance Committee approval. The allocation of investments may be changed from time to time.

A minimum standard of asset allocation should be:

- 1) Insured deposits and fixed income at least 20%; and
- 2) Equity investments of not more than 80%;

## G.2 - USPS STATEMENT OF POLICY ON TEACHING BOATING SAFETY COURSES

### United States Power Squadrons' responsibilities include:

- 1) Scheduling and administering boating safety courses through USPS administrative structure;
- 2) Continuing to conduct and administer the boating safety courses in accordance with NASBLA guidelines and course requirements;
- 3) Providing the state a listing of *America's Boating Course* graduates (with the approval of the graduates) utilizing state provided forms within two weeks of course completion;
- 4) Utilizing state pamphlet(s) covering state boating laws in the conduct of *America's Boating Course*;
- 5) Requesting participation of state boating law agency personnel in the conduct of the classes covering state boating regulations and laws;
- 6) Providing the state information as to the date, time and location of boating safety courses, and the name and telephone number of a contact person;
- 7) Providing each student successfully completing *America's Boating Course* with a USPS Certificate of Completion;
- 8) Refraining from having USPS members collect or handling any state monies other than local taxes;
- 9) Refraining from associating any state fee other than local taxes in any manner with the fees charged for textbooks, materials and other course supplies and those charged to defray any custodial or classroom usage fees;
- 10) Providing a principal USPS point of contact to work directly with the state boating law

administrator, or designated representative, in the execution of the program.

### The State's responsibilities:

- 1) Recognize successful completion of *America's Boating Course* as meeting state boating education requirements;
- 2) Provide up to 10 examination questions on state specific laws and regulations;
- 3) Provide state pamphlets and other materials for each student attending *America's Boating Course*;
- 4) Provide state forms for use in reporting *America's Boating Course* graduates to the state;
- 5) Issue a state boating safety certificate to each person who successfully completes *America's Boating Course* and requests state certification;
- 6) Provide a listing of state boating law agency personnel available to make presentations at boating safety courses;
- 7) Provide initial orientation workshops to all USPS instructors covering state and local boating laws and regulations;
- 8) Provide for USPS instructors periodic updates concerning changes in state boating laws and regulations;
- 9) Maintain a database of state certified students, including those reported by USPS as graduating from *America's Boating Course*;
- 10) Provide a duplicate state boating safety course completion certificate for all students listed in the state database in the event of a lost certificate;
- 11) If a fee is required by the state, the state shall provide a state approved form that a graduate can utilize in requesting state certification.



### G.3 - ON-THE-WATER POLICY

The new “watercraft” endorsement, by the insurance carrier (Commercial General Liability Policy) enables squadrons to have on-the-water

training. A description of this coverage may be found at <http://www.uspsboatinsurance.com>.

### G.4 - USPS POSITION ON BOATING EDUCATION AND OPERATOR LICENSING

USPS, the largest private boating organization, continues to believe that voluntary boating education is the best and most efficient method of promoting boating safety. The current USPS Boating Course (approved by NASBLA) or its equivalent should be considered the minimum standard. USPS will continue to vigorously promote, advertise and teach the Boating Course to the public and will continue to encourage all governmental organizations and agencies to accept this educational standard. USPS will continue to cooperate with all governmental and safety organizations to promote boating education and safety.

1) The members of United States Power Squadrons believe the best way to achieve boating safety is through boater education;

2) USPS members support state mandatory boating education for young boaters and personal watercraft operators;

3) USPS members believe that any state licensing of recreational boat operators should be based upon strong educational requirements;

4) USPS members believe that all boating safety courses should be NASBLA approved and include proctored examinations;

5) USPS members will continue to provide educational support in all states.

### G.5 - APPROVAL OF NON-USPS BOATING SAFETY COURSE EXAMINATIONS AS FULFILLING EDUCATIONAL REQUIREMENTS FOR USPS MEMBERSHIP

Effective with the 2013 Annual Meeting, Bylaw 3.6 was changed from:

**Section 3.6** Any person who is able and willing to contribute time, energy and skills to the objectives of USPS or their squadron and has passed an examination approved by the Board of Directors may be admitted to active membership in USPS under such conditions as these Bylaws and the Governing Board may prescribe.

**Section 3.6** Any person who is able and willing to contribute time, energy and skills to the objectives of USPS or their squadron may be admitted to active membership in USPS under such conditions as the Bylaws and the Governing Board may prescribe.

This approved bylaw change makes this policy (G.5) null and void and thus has been deleted from this appendix.

### G.6 - REIMBURSEMENT OF TRAVEL AND RELATED EXPENSES POLICY

**Effective 01 December 2017**

#### Reimbursement Code

#### Position Qualifying for Reimbursement

#### A

District Commanders or Voting Representatives

District Educational Officers or Voting Representatives

Chairperson of General and Standing Committees

Chairperson of Department Committees or Programs or Voting Representatives

Members of Committee on Nominations

Assistants to the NEO and Secretary

Aides Assigned to National Executive Officer, National Educational Officer, National Administrative Officer, National Secretary and National Treasurer

Merit Mark Area Monitors

## B

Board of Directors

## C

C/C's Guests at a national meeting and/or BOD Meetings

Committee members working at headquarters such as the Budget, IT and Historian Committees

## D

Governing Board Emeritus Members - Members receiving their 50<sup>th</sup> Merit Mark at a National Meeting.

## E

C/C Representatives at District Conferences

National Flag Lieutenant

C/C Representatives traveling to meetings outside USPS National Meetings

Committee members at site visitations

## F

National Chaplains

National Parliamentarian

National Photographer

National Medical Officer

Refer to the Reimbursement Policy for all Reimbursement Codes and to subsequent pages that give additional policy for a specific position, as identified by the Reimbursement Letter Code.

Unusual Travel Situations: There are occasions when it is cost-effective to combine trips or travel by auto when several persons are traveling. These should be cleared with the National Assistant Treasurer beforehand.

The Chief Commander has authority to make exceptions to this policy.

It is the intent of this USPS policy to not pay for any of the above items in excess of actual costs charged to the individual requesting reimbursement. This intent would be used in evaluation of any expense that could not be anticipated by this policy. The federal per diem rate in effect for each meeting location would be considered a maximum reimbursement if this rate is less than the actual cost. The Treasurer's Department has responsibility for this policy and welcomes members' questions.

### Reimbursement Policy for all Reimbursement Codes

*National Meetings – It is the broad intent of USPS policy to limit total travel costs to the lesser of the actual costs incurred or \$300. Total travel costs include:*

- *Intercity travel, by air, automobile, bus, vessel or other mode*
- *Travel to and from home to airport*
- *Airport parking*
- *Travel to and from airport to meeting site*
- *On-site parking at meeting location*

The maximum reimbursement for travel related expenses (excluding the per diem allowance for lodging) to attend the Annual and Governing Board meetings shall not exceed \$300.00 per meeting. Limitations for certain types of travel related expenses are set forth below, but **the grand total of such expenses cannot exceed \$300.00.**

Inter-city Transportation - Annual and Governing Board meeting inter-city reimbursement for airfare, train fare, auto mileage, personal plane mileage/hangar space, and personal vessel mileage/slip fee is included in the \$300 limitation stated above.

Air/Rail/Bus - Lowest advance purchase (35 days prior to travel) of non-refundable fares. Travel agent and trip insurance fees are not reimbursed. In the event a trip must be cancelled for unforeseen circumstances reimbursement for some or all of the cost may be made at the discretion of the Chief Commander.

Auto - \$0.35 cents per mile plus tolls between member's closest home and meeting site. The mileage reimbursement should not exceed the \$300 limitation stated above. If one or more members

who are qualified for reimbursement share the same auto, only the owner is eligible for reimbursement. Parking at the meeting site will be reimbursed at the self-parking rate and is limited to the number of days the member is allowed lodging reimbursement.

Personal Plane/Vessel - \$0.35 per mile between member's closest home and meeting site plus up to \$12 per day for hangar space/slip fee. The total reimbursement should not exceed the \$300 stated above.

Internet Access - Prior authorization required by departmental vice commander who will then notify the appropriate budget officer.

Local Transportation - Personal cars can be used from home to airport where the cost is less than other options. Reimbursement will be at \$0.35 per mile, plus tolls and long term parking fee for one day plus the authorized reimbursement nights. Airport shuttle or hotel courtesy cars should be used if available at the meeting site. Taxis can be used if shuttles or courtesy cars are not available. Expense reimbursement will be at the lowest cost available at each individual meeting.

Lodging and Meals - No reimbursement will be made for cost of meals en route or for personal charges, e.g. laundry, telephone, hotel services. No reimbursement will be made for lodging en route to or from a meeting. If two members who are qualified for reimbursement share the same room at either the Annual Meeting or the Governing Board Meeting, both members are entitled to the current per diem room allowance as long as the sum of both allowances does not exceed the cost of the room. If the daily room cost is less than the sum of the two per diem allowances, then the reimbursement to each member is 50% of the daily room cost.

Submission of Requests for Reimbursement Requests for reimbursement must be on form BUD-2A and forwarded to the appropriate budget officer for approval within 30 days of travel. The BUD-2A must be accompanied by original receipts or electronic copies of original receipts. Travel agency statements are not acceptable. Any unusual travel arrangements or routing should be explained and attached to the BUD-2A form.

Tipping - Tipping is not reimbursable.

### **Reimbursement Policy for Specific Codes**

#### **Code – A - Annual Meeting and Governing Board Meeting**

Transportation - Travel expense will be reimbursed for the positions listed under Code A.

Lodging and Meals - The USPS Board of Directors sets the number of reimbursable days for a national meeting. The usual number is four days for the Annual Meeting and three days for the Governing Board Meeting.

A reimbursement of \$65 per day will be allowed for the hotel room when staying at the USPS designated hotel.

Five days at each meeting is approved for the Chairpersons of the General and Standing Committees.

Five days at the Annual Meeting and four days at the Fall Governing Board are approved for members of the Educational Department Leadership Staff.

Six days are approved at both the Annual and Governing Board Meetings for the Committee on Nominations.

Four days are approved at both the Annual and Governing Board Meetings for the aides assigned to the National Executive Officer, National Educational Officer, National Administrative Officer, National Secretary and National Treasurer.

Five days are approved at both the Annual and Governing Board Meetings for the Merit Mark Area Monitors.

Additional days may be pre-approved by an appropriate Vice Commander and reported to the Assistant National Treasurer.

#### **Code – B**

Transportation - Reimbursement will be made for USPS Board members attending BOD meetings. Reimbursement will be made for USPS Board members and their spouse or significant other attending national meetings or other functions authorized by the Chief Commander.

Lodging and Meals - Hotel room expense will be reimbursed at BOD meetings not held at the Governing Board or Annual Meeting. Meals will be reimbursed only for meetings held at locations other than the national meetings.

**Code – C**

Transportation - Reimbursement will be made for USPS Board members attending BOD meetings. Reimbursement will be made for USPS Board members and their spouse or significant other attending national meetings or other functions authorized by the Chief Commander.

Lodging and Meals - Hotel room expense will be reimbursed at BOD meetings. Meals will be reimbursed only for meetings held at locations other than the national meetings.

**Code - D**

Governing Board Emeritus Members - Members receiving their 50th Merit Mark at a National meeting.

Transportation - Up to \$300.

Lodging and Meals - Up to two nights hotel accommodations at the USPS rate when staying at the host hotel.

**Code – E**

Transportation - C/C Rep to a District Conference: The officer will be reimbursed for the meeting assigned. Meetings outside USPS could be for the officer only or officer and spouse or significant other at the discretion of the Chief Commander.

N/Fl/Lt and spouse or significant other: For national meetings up to a maximum of \$300 for each meeting.

Lodging and Meals - Hotel room will be reimbursed for the host hotel. At national meetings the N/Fl/Lt is reimbursed to a maximum of six days. Generally, meal expense is reimbursable when on the Chief's business at meetings outside of USPS and limited to the federal per diem rate. Meal expense is not reimbursed for the Chief Commander's representatives at District conferences.

**Code – F**

Transportation - Reimbursement will be made for the officer at the Annual Meeting and Governing Board Meeting up to the maximum of \$300.

Lodging and Meals - A \$65 per day room allowance for a maximum of three days for both the Annual Meeting and Governing Board Meeting

Effective 1 December 2017

## **G.7 - USPS REVISED POLICY INVOLVING SQUADRON AUXILIARIES**

*(Approved by the Governing Board, 12 September 1987)*

The increasing costs of insurance and the new tax bill have caused careful reexamination of many USPS activities. Insurance premiums are based, in great part, on two major considerations: the number of members covered and the activities expected and covered. The new tax bill specifies what deductions taxpayers may take for contributions to and on behalf of 501(c)(3) organizations.

Questions as to whether or not auxiliaries are covered by USPS' blanket insurance policy, and if work for an auxiliary entitles one to take a tax deduction have been raised. To properly assess the risks inherent in including auxiliary activities in the insurance coverage, the number and location of the auxiliaries, the number of members of the auxilia-

ries and the activities usually undertaken by those auxiliaries must be known. The phrase "engaged in authorized USPS activities" cannot be relied on in an attempt to provide insurance coverage for the auxiliaries without knowing what is involved, nor can there be a review of each auxiliary activity one-by-one. In order to extend 501(c)(3) "tax deduction" privileges to auxiliary members, a list of auxiliaries must be submitted to the Internal Revenue Service annually.

Because of a lack of information, we started over from ground zero in 2004.

Except as modified by the following, the statements and procedures regarding auxiliaries set

forth in section the *Operations Manual* are hereby reaffirmed.

Any squadron which has or desires to have an auxiliary should submit the following to the squadron activities committee in order for the auxiliary to be a recognized auxiliary:

1) A copy of the application to the squadron executive committee to form or authorize an auxiliary, and the approval by the squadron executive committee of such application;

2) An agreement by the squadron that its recognition and sponsorship of the auxiliary will be revoked if the auxiliary engages in any program or activity or adopts any bylaw or policy which is contrary to the policies and best interests of USPS;

3) A copy of the bylaws or proposed bylaws of the auxiliary containing a statement that the auxiliary recognizes the authority of USPS to revoke recognition of the auxiliary if the auxiliary engages in any program or activity in which a squadron may not engage or the auxiliary engages in any program or policy which is contrary to the policies and best interests of USPS. *Model Bylaws for Auxiliaries of Squadrons of United States Power Squadrons* is available from the Squadron Activities Committee;

4) A list of the general activities engaged in by the auxiliary or participated in by auxiliary members as a group, which list shall be updated and filed with the squadron activities committee annually.

Upon receipt of the foregoing, the squadron activities committee will review the submission and, if all is found to be in order, so advise the squadron and add the name of the auxiliary to the

list to be submitted to the IRS. For those squadrons which have had an auxiliary for a long time, copies of the pre-existing documentation may be submitted.

Questions such as “Should an auxiliary apply for tax exemption?”, “Should an auxiliary incorporate?” and “Should an auxiliary have its own insurance?” cannot be answered on a general, nationwide basis. Each auxiliary should investigate the many ramifications of such questions under the laws of its state and make its own decisions. The squadron law officer may be of some assistance in evaluating the criteria concerning this decision. It is the current position of the national law officer that auxiliaries should neither incorporate nor apply for tax exemption on their own.

Auxiliaries may not do anything which a squadron may not do directly, and while auxiliary members may participate in activities outside the scope of USPS, that is, teaching in schools and teaching other than USPS educational courses if such subjects have been reviewed by USPS educational department and approved by the Board of Directors, they may participate in any other activities only as individuals, not as an organized auxiliary activity, just as squadron members may participate in other activities as individuals but not as members of a squadron. Auxiliary members should not represent themselves as being experts or experienced simply because of their auxiliary membership, or wear any auxiliary uniform, blazer, or other distinctive clothing while participating in unauthorized outside activities which might give the impression they were engaging in such activities as members of the auxiliary.

## **G.8 - ELECTRONIC DATA POLICY**

USPS policy on electronic data needs to balance existing policies developed for paper records and the realities of instantaneous world-wide data sharing. There are seven pieces in this puzzle:

1) Continue to respect member privacy and extend the same courtesy to non-members;

2) Not seek financial gains from USPS membership, nor allow others to do so;

3) Seek to educate the boating public and invite them to join the ranks;

4) Access to wealth of training materials is generally reserved for members;

5) There are practical limits of computer technology; any system can be infected;

6) Authorized USPS officers need access to information to do their jobs;

7) USPS officers have a wide range of computer skills, and sometimes no computer skills at all.

These principles call for different procedures, depending on the data involved and the needs of typical users for that type of information.

### USPS Web Site

**Non-members:** USPS will collect non-identifying information to improve public use of the web site. USPS will collect email addresses of non-members in order to reply by email, but only for that purpose. Non-members should be able to obtain information about USPS, its squadrons, its classes and other public service activities.

**Members:** Members should have access to a broad range of information about USPS at the national, district and squadron levels. Access to the members' areas will be restricted to members of USPS and CPS though the use of membership numbers. Members may include their email addresses and other information in an on-line directory if they wish, but this information will not be collected routinely.

**Financial:** Members may choose to order products or renew membership on-line using a credit card. Secure data transmission methods will be used for these transactions. Credit card information will be sent directly to headquarters for billing the credit card. No other access will be permitted.

### Membership records

Access must be restricted to USPS members and HQ staff. Users must identify themselves on entering this section. The identification will be used to select the set of records that can be accessed by that user: members may only review their own data. Squadron officers may see the data for their own squadron members and place orders against and use member record data in connection with the composition and activities of their respective national committee, or the duties and responsibilities of their respective national office. Headquarters will continue to support local units and national committee members without com-

puter access.

The ability to change records must be controlled:

- Members should be able to change their personal contact information such as address and phone number;
- Squadron secretaries / squadron membership records chairs should be able to change member contact information for their squadron members, and may update information developed at the squadron level, such as current rank/office held;
- Information that is significant at the national level:
  - a) Merit marks and the related member designations (senior, life, G/B emeritus);
  - b) Educational course completions;
  - c) Membership category (new members, changes of membership status, sustaining members) will be entered by headquarters staff ONLY. Headquarters will also enter renewals, squadron transfers and other changes submitted from squadrons without computer access.

### Public disclosure of member information

Squadrons, district and auxiliary web sites and other publications should be sensitive to the privacy expectations of members. Member addresses, email addresses and telephone numbers should not be published in any medium, printed or electronic, without the prior consent of the affected member.

### Duties for members having access to membership information

Members ending a term of office are expected to turn all records over to their successors, this includes membership records in both paper and electronic form. Members having control of membership lists (paper or electronic) are expected to observe the "no commercial use" policy expressed in USPS Bylaws or *Operations Manual*. All USPS members should be alert to attempts to exploit these lists for commercial use.

### Continuing awareness of electronic security

The Information Technology committee will

continue to seek appropriate and reasonable methods both to safeguard member privacy and enable

easy member usage of USPS electronic data.

## G.9 - USPS Liaison Policy/Procedure

Approved by the BOD 04/05/14.

**Preamble:** USPS is vitally interested in maintaining good relations with public officials and outside organizations concerned with recreational boater education, safety on the water, homeland security, vessel safety checks, updating of navigational charts, use of water resources, law enforcement, et cetera.

Such organizations include, but are not limited to, those responsible for promulgating, enforcing and teaching rules and regulations relating to recreational boating activities at national, state and local levels.

Continued good relationships with these individuals and organizations aid in solving communication problems and promote continuation or creation of mutually beneficial programs. While liaison activities may facilitate lobbying, Liaison Officers are NOT at liberty to lobby or interpret USPS policy positions.

**Policy Statements:** Liaison activities are directed by the Government and Partner Relations Committee (GPRCom). Liaison officers are responsible for maintaining contacts, on an individual and ongoing basis, with key personnel of governmental and civic organizations concerned with issues affecting recreational boaters. Liaison

activity does NOT include stating or advocating a USPS position on matters pertaining to existing or proposed legislation.

Each District Liaison Officer (DLO) is appointed by the District Commander, serves as chair of the District Liaison Committee, reports to the District Executive Officer, and is the communication link between GPRCom and Squadron Liaison Officers [Refer to 4.21 on page 4-6].

Each Squadron Liaison Officer (SLO) is appointed by the Squadron Commander, serving as committee chair (if applicable) in the squadron executive department, and as an ex-officio member of the District Liaison Committee [Refer to 7.5 on page 7-2].

Guidelines for District and Squadron Liaison Officers provide important detailed information regarding all aspects of liaison activities. Please see GPRCom website at the address located in the Table of URLs on page viii.

*To eliminate possible confusion or duplication of effort, squadron and district liaison officers will refrain from initiating Liaison activities with an office which is the national headquarters of any organization without first obtaining authorization from the Government and Partner Relations Committee chairman.*

## G.10 - USPS Lobbying Policy

Approved by the BOD on 12/04/09.

Squadron, district and national officers continue to be authorized and encouraged to actively lobby government officials and legislators to inform them of USPS policies that support safe boating through education and to support and encourage government action and legislation consistent with those policies and principles and to dis-

courage action and legislation contrary to USPS policies.

The Lobbying function serves an important purpose in disseminating United States Power Squadrons (USPS) safe boating messages to the public and providing a vehicle to support recreational boating safety measures at federal, state and local government levels. Through the lobbying

process, USPS members advise government officials on matters involving recreational boating activities to influence legislation which advances the safety and education mission of USPS.

It is essential that there be a thoughtful, organized and coordinated effort to maximize the effectiveness of our lobbying. To the extent possible and as time allows, efforts should be coordinated with the Squadron, District and National Legislative representative. To be effective, USPS lobbying policy statements are authorized by the Board of Directors as the highest level of USPS management and published to be generally consistent across the organization.

The Board of Directors has approved policy statements on the following important issues and will continue to update the policy statements as appropriate. The following policy statements are available at [http://www.usps.org/national/govpr-com/policy\\_items.htm](http://www.usps.org/national/govpr-com/policy_items.htm).

- Life Jacket Position Statement
- Ballast Water Issue
- Boater Education and Licensing

Members are encouraged to advocate and present USPS position statements to local and state government entities and to identify them as having the support of USPS and its membership. The Government and Partner Relations Committee (GPRCom) role is to identify and help prioritize issues of interest to USPS and to assist the Board of Directors in development of policy to influence the direction of legislation pertaining to these issues.

Squadrons and members are expected to provide local and individual positions on their behalf (but not on behalf of USPS) related to issues not covered by Board of Director approved policy statements.

Additionally, USPS members are encouraged to serve on Area Maritime Security and other boating-related committees at local, state and national levels with guidance and approval of GPRCom. The Government and Partner Relations Committee

shall at all times be responsible to the Board of Directors and will keep the Board advised as to the status of active issues on a Periodic basis.

#### **Procedures for Addressing State Legislative Issues:**

- Members, Squadrons and Districts are encouraged to coordinate with GPRCom representatives on issues relating to USPS Policy. The immediate point of contact is the State Legislative Representative; and
- The GPRCom does not have to approve everything that might be considered lobbying or lobbying related. If there is a clear USPS Position Statement, USPS members should use common sense as to approach; however, State Legislative Representatives and Team Leaders are to be kept informed of any lobbying activity.

#### **Guidelines for Requesting New or Revised Position/Policy Statements:**

- A concise statement of the policy recommended for adoption;
- Statement explaining the need for the lobbying policy as it relates to boating safety, boater education or other activities of USPS and the urgency for adopting the policy;
- Supporting documentation explaining the need for the proposed policy; and
- The above information should be presented to the Government and Partner Relations Committee Chairman (GPRCom) for submission to the Board of Directors.

#### **Policy Advice and Interpretation**

GPRCom members are available for advice and consultation about policy statements and presentations of information related to the USPS Position and encourage questions and comments to support the lobbying effort.

Nothing in this description is to be construed as a prohibition of an individual member testifying as an individual on his/her own behalf and not representing USPS.



## G.11 - USPS Whistleblower Policy

### Policy

It is the determination of the Board of Directors, United States Power Squadrons that the Whistleblower Policy be made a part of the USPS Operations Manual and each member of the present Board of Directors shall execute the original document. Subsequent members of the Board of Directors shall be presumed to have agreed to such policy upon election as a Member of the Board of Directors.

### Notice of such Policy

By Order of the Board of Directors, distribution of the policy shall initially be given as follows:

- 1) All Committee Chairpersons reporting to the Governing Board and Headquarters personnel, by notice and posting by Headquarters;
- 2) All Committee Chairpersons reporting to each Vice Commander, by the Vice Commander;
- 3) Each Committee Chairperson is expected to notify each committee members of the adoption of such policy and when same may be found and reviewed; and
- 4) Members of the United States Power Squadrons shall be notified of the adoption and place of publication of the policy by an article in The Ensign and Compass.

Subsequent members of Committees shall be presumed to have agreed to such policy upon election, nomination or appointment to such positions. Such policy shall be applicable to all members of the United States Power Squadrons.

This policy is intended to encourage Board members, staff (paid and volunteer) and others to report suspected or actual occurrence(s) of illegal, unethical or inappropriate events (behaviors or practices) without retribution.

- 1) The Whistleblower should promptly report the suspected or actual event to his/her supervisor;

- 2) If the Whistleblower would be uncomfortable or otherwise reluctant to report to his/her supervisor, then the Whistleblower could report the event to the next highest or another level of management, including to an appropriate Board committee or member;

- 3) The Whistleblower can report the event with his/her identity or anonymously;

- 4) The Whistleblower shall receive no retaliation or retribution for a report that was provided in good faith-that was not done primarily with malice to damage another or the organization;

- 5) A Whistleblower who makes a report that is not done in good faith is subject to discipline, including termination of the Board or employee relationship, or other legal means to protect the reputation of the organization and members of its Board and staff;

- 6) Anyone who retaliates against the Whistleblower (who reported an event in good faith) will be subject to discipline, including termination of Board or employee status;

- 7) Crimes against person or property, such as assault, rape, burglary, et cetera, should immediately be reported to local law enforcement personnel;

- 8) Supervisors, managers and/or Board members who receive the reports must promptly act to investigate and /or resolve the issue;

- 9) The Whistleblower shall receive a report within five business days of the initial report, regarding the investigation, disposition or resolution of the issue;

- 10) If the investigation of a report, that was done in good faith and investigated by internal personnel, is not to the Whistleblower's satisfaction, then he/she has the right to report the event to the appropriate legal or investigative agency; and

- 11) The identity of the Whistleblower, if known, shall remain confidential to those persons directly involved in applying this policy, unless the issue requires investigation by law enforcement, in which case members of the organization are subject to subpoena.

## **G.12 - USPS Conflict of Interest Policy**

### **Article I - Purpose**

The purpose of this conflict of interest policy is to protect the interests of the United States Power Squadrons (USPS or the Organization) as a charitable, tax-exempt organization when it contemplates entering into a transaction or arrangement that might benefit the private interest of a director or chairperson of the Organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not to replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

### **Article II - Interested Person**

1) Any member of the USPS Board of Directors or chairperson of National Committee is an interested person.

2) An interested person has a financial interest if such person, directly or indirectly, through business, investment, or family has:

- a) an ownership or investment interest in any entity with which the Organization has a transaction or arrangement;
- b) a compensation arrangement with the Organization or with any entity or individual with which the Organization has a transaction or arrangement; or
- c) a potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.

3) A financial interest is not necessarily a conflict of interest. A person who has a financial interest has a conflict of interest only if the Board of Directors decides that a conflict of interest exists.

### **Article III - Procedures**

1) Duty to Disclose ... An interested person must disclose in writing or by email the existence

of any potentially conflicting financial interest and shall be given the opportunity to disclose all material facts to the Board of Directors and chairperson of a National Committee considering the proposed transaction or arrangement.

2) Determining Whether a Conflict of Interest Exists ... After disclosure of the financial interest and all material facts, and after any Board of Directors discussion with the interested person, the interested person shall leave the meeting while the determination of a conflict of interest is further discussed and voted upon by the directors or remaining directors.

3) Procedures for Addressing a Conflict of Interest ... The chairperson of the Board of Directors may, if appropriate, but is not required to appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

a) After exercising due diligence, the Board of Directors shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

b) If a more advantageous transaction or arrangement is not reasonably available under circumstances that do not produce a conflict of interest, the Board of Directors shall determine by majority vote of the disinterested directors whether the transaction or arrangement is in the Organization's best interest and whether or not to enter into the same.

4) Violations of the Conflict of Interest Policy

a) If the Board of Directors has reasonable cause to believe an interested person has failed to disclose actual or possible conflict of interest, it shall inform such person of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose; and

b) If, after hearing the member's response and making further investigation as warranted by the circumstances, the Board of Directors

determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and/or corrective action.

#### **Article IV - Record of Proceedings**

The published minutes of the Board of Directors shall contain:

a) The names of persons who have disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Board of Directors' decision as to whether a conflict of interest in fact existed; and

b) The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

#### **Article V - Compensation**

A member of the Board of Directors or National Committee chairperson who receives compensation, directly or indirectly, from USPS for services is precluded from voting on matters pertaining to that member's compensation.

The definition of compensation for the purposes of this policy shall not include direct or indirect reimbursement for or payment of travel, lodging, and other meeting expenses incurred in the conduct of USPS business that have been included in the annual budget or have been authorized in advance by recorded vote of the USPS

Board of Directors.

#### **Article VI - Annual Statements**

Each member of the USPS Board of Directors committee chairpersons shall annually sign a statement that affirms such person:

- a) has received a copy of the conflict of interest policy,
- b) has read and understands the policy;
- c) agrees to comply with the policy;
- d) agrees to implement the policy on his committees; and
- e) understands that USPS is charitable in nature and must engage primarily in activities that accomplish one or more of its tax-exempt purposes previously declared to the Internal Revenue Service in order to maintain its present tax exempt status.

#### **Article VII - Periodic Reviews**

To ensure the Organization operates in a manner consistent with its declared charitable purposes and does not engage in activities that could jeopardize its tax-exempt and charitable status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include partnerships, joint ventures, and arrangements with outside organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

When conducting periodic reviews the Organization may, but need not, use outside advisors. The use of which shall not relieve the Board of Directors of its responsibility for ensuring periodic reviews are conducted.

### **G.13 - Grants and External Funding Procedures**

The Grants and External Funding Team of the Government and Partner Relations Committee (GPRCom) publishes the following procedures effective 12/01/10:

- 1) The Grants and External Funding Team will become knowledgeable of all USPS Programs and Services so that funding opportunities can be identified and matched.

2) Grant Applications may be prepared by the GEF Team or may be prepared by the respective Committee, program or service and must follow the guidelines and format of the announcement to include budget summaries and USPS indirect costs.

3) The Grants and External Funding Team (GEF) will perform the initial review of completed grant proposals to ensure compliance with the grant announcement and consistency with USPS mission and any applicable MOU or partner relationship.

4) The Government and Partner Relations Committee (GPRCom) Chair will conduct the final review of each grant proposal prior to submission to the Board of Directors (BOD).

5) In rare instances where more than one committee has prepared a grant proposal in response to the same grant announcement, the GPRCom Chair will recommend to the BOD and they will decide between competing departments or programs which proposal should be submitted. Consolidation may be an option.

6) USPS Headquarters Manager will submit final proposals to funding sources on or before deadlines.

7) Prior to accepting and awarded grant, the appropriate level grants administrator or program director will identify all administrative and reporting requirements attendant to that grant including reports required by the GPRCom and develop a compliance and performance schedule. Such reports will be provided the GEF Team Chair the Department V/C, the Treasurer and Law Officer for practical fiscal and legal compliance and capability review. Upon completion of this review the BOD may approve and direct the GPR Com to provide endorsement and forwarding to the funding source. Copies should be made available to the requesting committee or department and the GPR-Com Assistant Chair.

8) Questions regarding grant opportunities and other grant matters will be addressed to the GEF Chair; legal questions will be referred to USPS Law Officer.

## **G.14 - Protection of Vessel Safety Check (VSC) Vessel and Owner Data**

The objective of this policy is to ensure the protection of the identity of any specific vessel and/or vessel owner during the process of VSC data collection and reporting. The VSC process begins with the Vessel Examiner (VE) filling out a United States Coast Guard Auxiliary supplied VSC form (ANSC 7012) with the vessel and owner operator information. Next, data are collected on this form primarily for the purpose of advising the owner/operator of their compliance with laws and regulations and other suggestions for safe boating. Certain data from these forms are recorded in the USPS VSC data base for the purposes of:

- Crediting Vessel examiners with their VSC work
- Producing annual awards for Vessel Examiners, Squadrons and Districts

- Evaluation to identify possible areas for new or additional focus of national boating safety education to help reduce boating accident and fatality rates.
- Certain compliance data may be shared with approved national boating safety organizations in cooperation with the United States Coast Guard.

**In no case is vessel identification or owner/operator identification to be shared with other agencies.**

The vessel hull identification number (HIN) is initially and temporarily recorded to facilitate checking for errors and duplications as part of the input process. However, the HIN will not be stored in the permanent VSC data archive and is never to

be shared with any other agencies or organizations

## G.15 - Administration of Memoranda of Understanding

For the purposes of this policy, Memorandums of Understanding (hereinafter MOUs) shall include all written agreements between the United States Power Squadrons (hereinafter USPS) and its partners or third parties, with the predominant theme of boater safety and/or boater education, including non-binding letters of intent and Memoranda of Agreement (MOAs.) The administration of these agreements includes initial drafting, monitoring, review, execution, redrafting as necessary and internet access to members. This policy does not cover logistic and services agreements necessary for the administration of the national headquarters. The primary administrator of all MOUs covered herein is the Government and Partner Relations Committee (hereinafter GPRCom) of USPS. This committee responsibility resides with the Staff Commander (Stf/C) assigned to the MOU coordinator function.

**Initiation of a new MOU dealing with Public Education and/or Safety.** An MOU with another organization may be initiated in several ways. It is always preferable to present an initial document to the prospective partner rather than to receive a document.

1) USPS personnel who desire to complete an agreement are to submit a synopsis or narrative of the desired relationship to the GPRCom pursuant to a checklist of required information which shall be found on the GPRCom's web site. An alternative method could be used if the desired relationship is virtually identical to a formal relationship already in place with another organization by editing a copy of the existing MOU and submitting it to the GPRCom. If a prospective partner initiates a draft of an agreement, it should be forwarded immediately to the GPRCom for review and processing.

2) Upon receipt of any initiation request, the GPRCom accomplishes its due diligence which includes, but is not limited to:

- a. Obtaining proper preliminary approvals from the Board of Directors (BOD),
- b. Legal review by the USPS Law Committee, and
- c. Any necessary endorsements.

3) Once the due diligence process is completed, the GPRCom will produce original executable copies of the new MOU and submit them to the office of the Chief Commander to arrange for execution at the next Governing Board or Annual Meeting.

**Monitoring Existing MOUs.** Responsibilities for the monitoring of current MOUs is assigned to USPS personnel designated by the heads of the departments that have the most interest in the particular MOUs.

1) The first and largest group of MOUs are the MOUs which USPS has with the States of the Union (presently numbering 41). The National Education Officer is to appoint one or more monitors for this group.

- a. The monitors for this group are titled Education Department Liaisons.
- b. These monitors are to work closely with the GPRCom State Legislative Representatives to identify changes in State laws that may affect the MOUs.
- c. The remaining MOUs (approximately 30 and rising), are divided into groups of ten or less based on subject matter and other relevant criteria.<sup>1</sup>
- d. Monitors are associate members of the GPRCom and are to keep the committee apprised of the status of their assigned MOUs. GPRCom welcomes their attendance at

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1. The GPRCom chair will construct the initial groupings and suggest which department head should appoint the monitors for each group. GPRCom's only interest is to make sure an interested party accomplishes the monitoring of business transacted pursuant to the MOU involved. The groupings will initially only be suggestions and any uncontested objections will be implemented.

GPRCom meetings at both national conventions.

e. If monitors perceive any problem or anomaly with any of the provisions in one of their assigned MOUs, they are to immediately bring it to the GPRCom's attention for possible revision or termination if warranted.

f. The GPRCom maintains and monitors a tickler file of all expiration and deadline

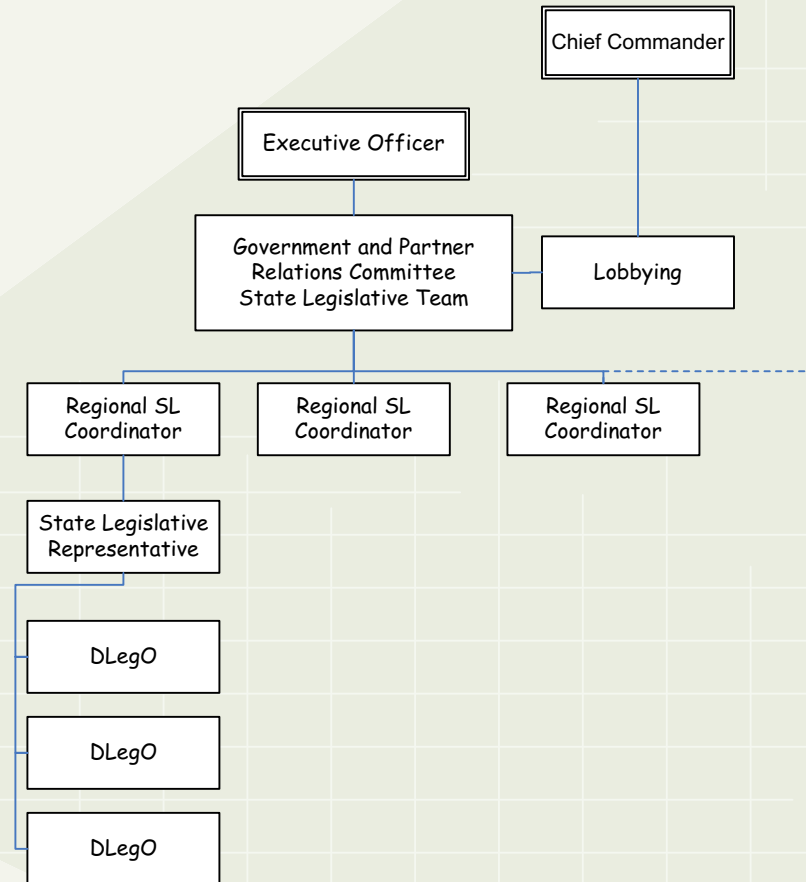
provisions in all MOUs to insure that they are not missed at the user level.

g. GPRCom also maintains downloadable files of all current MOUs on its pages of the USPS website.

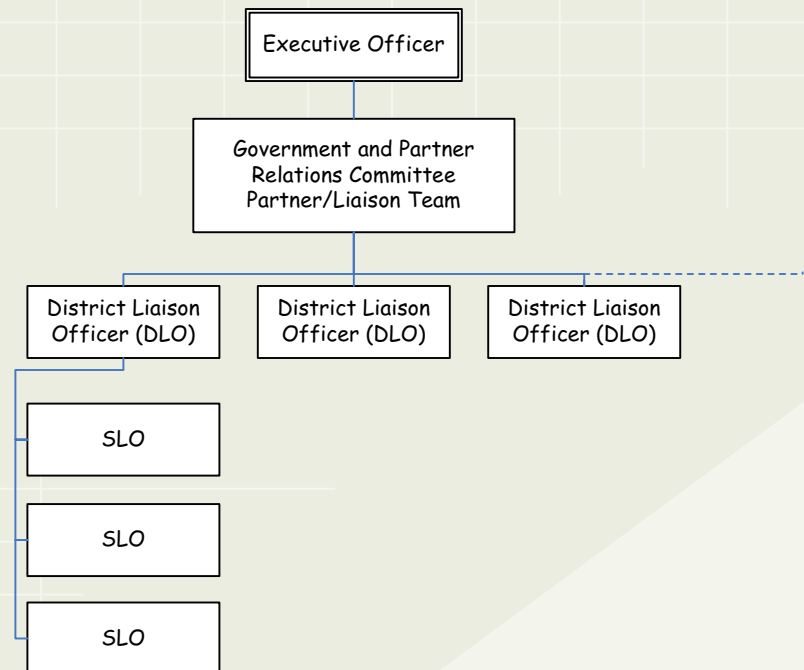
Original executed MOUs are filed at the USPS headquarters and maintained by headquarters staff.

# United States Power Squadrons® Legislative and Liaison Function Organization

## State Legislative Function



## Liaison Function







## Appendix H

### USPS MANUALS AND PUBLICATIONS<sup>1</sup>

#### Learning Guides

- Boat Insurance
- Compass Adjusting
- Global Positioning Systems
- GMDSS and Marine Radio
- How to Fly Flags
- Knots, Bends and Hitches
- Knot Tying
- Marine Amateur Radio
- Navigational Astronomy
- Plotting and Labeling Standards
- Predicted Log Guide
- Radar
- Sailings
- Sight Reduction Methods
- Skipper Saver
- USPS Nautical Glossary
- Watersports

Boating Safety for Kids Manual and Video

Brand Standards Manual ... on-line

Commander's Guide ... CD

Cooperative Charting Manual ... on-line

Cruise - Rendezvous Planning Guide ... on-line

Directory of National, District and Squadron  
Officers ... CD

District Job Descriptions

District Conference Planning Guide

Editors' Handbook

How to Develop a New Chartered Squadron using  
the Provisional Squadron Approach

Leadership Development Program

Liaison Officers' Manual ... on-line

Marketing USPS (A Marketing Manual for  
Squadrons) ... on-line

Membership Manual ... on-line

Model Bylaws for Auxiliaries ... on-line

Model Bylaws for Districts ... on-line

Model Bylaws for Squadrons ... on-line

Model Bylaws for Provisional Squadrons ... on-  
line

New Member Orientation Manual ... on-line

#### Newsletters

- Editors
- Safety
- Currents (education)

Operations Training Program ... on-line

Operations Training Program Presenter's Guide ...  
on-line

Port Captains Roster and Guide ... on-line

PROLog ... on-line

Secretary's Manual ... on-line

Ship's Store Catalogs ... on-line

Squadron Job Descriptions

Teaching Aids Manual ... on-line

Treasurers' Manual ... on-line

USPS Bylaws ... on-line

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1) Educational manuals not included



## Appendix I

### SPECIAL YEARS AND DUE DATES

| <b>PROGRAM YEARS</b>                |  |                              |                         |
|-------------------------------------|--|------------------------------|-------------------------|
| Membership Year                     | First Day of Month Joined to Last Day of Prior Month (aka, Member's Anniversary) |                              |                         |
| Cooperative Charting Year           | 01 Apr to 31 Mar   |                              |                         |
| Distinctive Communicator Award Year | Calendar Year  |                              |                         |
| Merit Mark Year                     | Calendar Year  |                              |                         |
| Educational Fund Year               | 01 Dec to 30 Nov   |                              |                         |
| Educational Year                    | 01 Jul to 30 Jun   |                              |                         |
| <b>DUE DATES</b>                    |  |                              |                         |
| Item                                | From   | To                           | Date Due                |
| Dues Data                           | Squadron treasurer   | Headquarters                 | Feb                     |
| Educational Officers and Chairs     | Squadron Educational Officer   | District Educational Officer | 60 days before election |
| Membership Dues                     | Headquarters   | Members                      | 31 May                  |
| Unrenewed Members                   | Squadron Commander   | Personal Contact Committee   | 01 Jun                  |
| Statistics each member              | Squadron Treasurer   | Squadron Secretary           |                         |
| Status of 990 Forms                 | Squadron Treasurer   | District Treasurer           | 15 Jul                  |
| Status of 990 Forms                 | District Treasurer   | National Treasurer           | 15 Jul                  |
| Final Assessments                   | Squadron Treasurer   | District Treasurer           | 01 May                  |
| Merit Mark Recommendations          | Squadron and District Commanders   | Area Monitors                | 15 Nov                  |
| Merit Mark Recommendations          | Rear Commander   | Vice Commander               | 15 Nov                  |
| Supplemental MM Recommendations     | Squadron and District Commanders   | Area Monitors                | 31 Dec                  |
| G/B General Members                 | District Commander   | ComNom                       | Prior to G/B Meeting    |
| Officers' Names and Addresses       | Squadron and District Commanders   | Headquarters                 | 01 Feb                  |

**DUE DATES**

| <b>Item</b>   | <b>From</b>                                     | <b>To</b>                        | <b>Date Due</b>                        |
|---|---|----------------------------------|--|
| Spring District Conference Date                       | District Commander                              | National Executive Officer       | 01 Nov                                 |
| Fall District Conference Date                         | District Commander                              | National Executive Officer       | 5 months in advance                    |
| Entries for PR Contests (Scrapbook, Slides and Video) | Squadron PRO                                    | District PRO                     | 01 Apr                                 |
| Entries for PR Contests                               | District PRO                                    | National PRCOM                   | 01 May                                 |
| USPS/MB&S Entry for Chapman Award                     | Squadron and District Safety Officer            | National Safety Committee Chair  | 31 Jul                                 |
| Dates of Changes of Watch                             | Squadron Commander                              | District Executive Officer       | per District Bylaws or Annual Calendar |
| Entry for Chapman Award (Excellence in teaching)      | Squadron Commander/Squadron Educational Officer | District Chapman Award Committee | Date needed by DEO                     |
| Entry for Chapman Award                               | District Educational Officer                    | National Chapman Award Committee | 1 Sep                                  |
| Member Involvement Retention Committee Award (MIRA)   | Squadron Member Involvement Chair               | National MIRA Chair              | 15 May                                 |
| USPS Youth Poster Contest                             | District Member Involvement Chair               | National Contest Chair           | 01 January                             |
| BoatU.S. Distinguished Civic Service Award            | Squadron and District Member                    | R/C Membership                   | 15 October                             |
| Finley Sea Scout Service Award                        | Squadron Commander or Individual                | R/C Membership                   | 01 October                             |
| Growth Award  | HQ Year End Report                              | R/C Membership                   | 01 January                             |
| Very Important Member (VIM)                           | Squadron Membership Chair                       | Squadron Commander               | Ongoing                                |

## **Appendix J**

### **MISCELLANEOUS DATA**

#### **J.1 - THE AMERICANS WITH DISABILITIES ACT**

USPS, its districts and squadrons are subject to the *Americans With Disabilities Act* (ADA). Local educational officers and commanders need to be acutely aware of the ADA and sensitive to the plight of those intended to be protected. As good citizens, we should make every reasonable effort to accommodate the special needs of our public boating students and members who have disabilities.

When faced with requests or the obvious need for special services or facilities, squadrons and districts should make a good faith attempt to assist and/or accommodate the disabled individual(s). Squadrons and districts should likewise extend all reasonable cooperation and flexibility. Assistance in meeting special needs may often be obtained through contact with local and state governmental, charitable, and private resources/services.

The ADA recognizes that providing a specific accommodation could impose an undue burden on the organization concerned. In such cases, the ADA allows the group to offer alternatives or refuse the request entirely. As an example, the high

cost of providing a professional signer for hearing impaired students for a public boating course could create an undue burden on a small squadron with limited funds. That squadron might offer alternatives that impose a more reasonable burden, such as one-on-one tutoring or the use of volunteer (unpaid) signers.

Even though “undue burden” is a proper basis for declining a request for a specific accommodation, determining whether the burden is unreasonable will always depend on the unique facts and circumstances existing. Additionally, the burden of proof would be placed on the defending organization if challenged. Many problems and challenges including spot test probes by advocate groups can be avoided or simply resolved by an organization's display of a cooperative and sensitive attitude and spirit rather than invoking a quick reliance on the letter of the law. Prior to the issuance of any statement of refusal of any request for accommodation, the SEO and Commander must involve and seek guidance from the local district or squadron law officer, or in the absence thereof, the national law officer.

#### **J.2 - UNITED STATES POWER SQUADRONS AND SEA TOW INTERNATIONAL**

The United States Power Squadrons and Sea Tow International have an established a cooperative program to work together to promote boating safety and education among recreational boaters. Highlights of this program include:

- 1) SEA TOW licensed operators now distribute USPS supplied boating course information to those they service on the water and display USPS Safe Boating Through Education decals;
- 2) SEA TOW offers graduates of the USPS's public boating course a free two month membership;

- 3) SEA TOW provides space in its member magazine for publishing suitable USPS written articles on safe boating practices;

- 4) SEA TOW is working at USPS district and squadron level to provide resources to help:

- a) Support activities which promote boating education and safety;
- b) Develop and provide on-the-water training;
- c) Provide expertise regarding on-the-water emergency services.

SEA TOW now presents USPS members with a special membership offer. First time members

will receive \$10 off the regular yearly rate and for every new or renewed membership will donate \$5 to USPS.

### J.3 - VESSEL SAFETY CHECK PROGRAM (VSCP)

After a long study by the U.S. Coast Guard and the Auxiliary and with the help from NASBLA, it was determined that a re-engineering of the Courtesy Marine Examination (CME) program was necessary. Because of the significant benefits to recreational boaters, a program expansion and a name change to Vessel Safety Check (VSC) was implemented. The U.S. Coast Guard and USCGAux are interested in expanding the coverage of the VSCP by increasing the number of members trained to provide Vessel Safety Checks. The goal is to increase the number of vessel exams performed nationally.

USPS is the first organization to join the USCGAux in the expansion of the new VSCP with the signing of a Memorandum of Agreement in January 2000. USPS leadership is committed to making the VSC Program work. Training materials, including a new manual and pocket-sized job-aid and new forms, have been developed.

A joint venture requires a TEAM spirit. USPS and USCGAux have always been partners in the safe boating educational arena. The opportunity now exists for a much closer relationship with local flotillas. Opportunities exist to develop joint vessel safety stations, training of each other's members to become qualified VEs and open communications.

USPS needs active participation in the new adventure. The guidelines and requirements follow:

- 1) All active members of USPS, 18 years of age or older, are eligible to participate in the VSC program;
- 2) Training of USPS may commence using existing CGAux manual COMDTINST M16796.2E. It is important to be aware that the VSC differs from the CME regarding the safety equipment required for issuance of a decal. The VSC is totally aligned with compliance to federal and state equipment requirements;

- 3) After the appropriate classroom training, a proctored open-book examination must be passed with 90% of the answers correct;

- 4) Students passing the written test must successfully perform a total of 5 vessel safety checks under supervision of a currently certified vessel examiner. When these safety checks are successfully completed the student can now become qualified in the program. Currently certified examiners holding joint membership in both organizations are automatically certified as USPS vessel examiners. Credit for the VSCs accomplished for initial qualification is granted to the supervising vessel examiner;

- 5) After being qualified, vessel examiners must complete a total of 5 VSC's in a calendar year to maintain their certification in the program. Annual workshop, updating the vessel examiners on critical VSC issues and new state requirements are strongly recommended;

- 6) Initial training and qualifications may be executed in a number of ways depending on local circumstances;

- 7) Joint training and qualifications between squadron and flotillas or divisions as a means to promote a team approach toward Vessel Safety Checks is a preferred method of operating;

- 8) Squadrons may also utilize USPS members who are currently certified as auxiliary vessel examiners;

- 9) Regional training schools where currently certified vessel examiners are not readily available to support a local squadron will be established;

- 10) It is mandatory to use **form 204** Vessel Check when doing the vessel safety check.

USPS members in this program will be recognized by the official uniform: the red golf shirt with pocket, USPS logo and words "United States Power Squadrons" and "Vessel Examiner", short/long khaki pants, appropriate shoes and baseball cap with VSC logo.

## Appendix K

### CANADIAN POWER AND SAIL SQUADRONS

(The information contained in this appendix was obtained from both the CPS Operational Manual and the CPS National Secretary)

[K.1] Birth of CPS

[K.2] Differences

[K.3] Cross-membership

[K.4] Training relationship

[K.6] CPS and USPS compared

**K.1 Birth of CPS.** Canadian Power Squadrons began in 1938 when three members of the Windsor Yacht Club, having heard about USPS, crossed into Detroit, Michigan, and under the direction of Detroit Power Squadron, which supplied both instruction and material, took, and passed, USPS Elementary Piloting course. Soon, along with other boaters, these persons formed the first squadron in Canada, known as Windsor Power Squadron, which was then joined by groups in Sarnia and London, Ontario. On 14 October 1941, representatives of these three groups met in Chatham, Ontario, and formed Canadian Power Squadrons, modeled after USPS. In 1951, the first squadron in Quebec became a reality, then in 1954 came the first squadron of CPS on the west coast. In 1985 the membership approved a change of the name of CPS to Canadian Power and Sail Squadrons so as to more accurately reflect its function and membership.

**K.2 Differences.** Although USPS generously assisted at the birth of CPS, CPS and USPS are not precisely identical, nor is USPS the parent of CPS; essentially, they are sister organizations with the same aim: to encourage safe boating through education. While USPS has approximately 10,000 more members than CPS, CPS has a much greater percentage of its national population as members. As in most families, the sisters work closely together while, at the same time, developing as individuals; while there are noticeable family resemblances, there are also differences that make each readily identifiable. The table at the end of this section sets forth the most obvious areas for comparison. There are other minor differences which do not require explanation. It is obvious that these differences are not significant, and deal more with style than substance.

**K.3 Cross membership.** The close relationship between the two organizations has resulted in many persons holding membership in both; being an active member in good standing in USPS and having successfully completed the Boating Course or ABC is grounds for membership in CPS. If a person does not hold dual membership, services rendered to one of the organizations will be recognized as service to the other for the purpose of earning a merit mark. There is a respect and close, warm friendship between both organizations.

**K.4 Training relationship.** CPS and USPS have an agreement regarding their respective training courses. Course materials and examinations for any of the CPS courses will be furnished to active members of USPS at the same charge as for CPS members. An active member of USPS may take advanced grades or elective courses with a CPS squadron upon proof of qualification. A similar arrangement will be made for CPS members residing in the United States who wish to take advanced grades or elective courses with a squadron of USPS.

If a USPS member wishes to enroll in a CPS advanced grade or elective course, the procedure shall be as follows:

A) The candidate shall present satisfactory evidence to the CPS squadron of his USPS membership and grade, such as a membership card for the current year and a membership certificate;

B) The candidate will be charged the same fees for course material and examinations as a CPS member;

C) The candidate's USPS membership number, squadron and USPS shall be noted on the examination request form (CPS2) when ordering the examination;

D) Upon notification of successful completion of an examination by CPS HQ to USPS HQ a validating sticker for the candidate's USPS membership certificate will be mailed directly to the candidate from USPS headquarters.

If a CPS member wishes to enroll in a USPS advanced grade or elective course, the procedural steps are similar to those outlined above.

**K.5** In 2007, the CPS Governing Board adopted several changes to its uniform, rank structure, titles and its method of pledging new members. The CPS dress code was effective October 27, 2007. The essence of those changes are reflected below.

#### **K.6 CPS and USPS Compared**

**Table 1:**

|   | <b>CPS</b>  | <b>USPS</b>   |
|---|---|---|
| <b>A. Structures</b>                          | Canadian law requires that all printed materials be available in both English and French  |   |
| 1. Operating Committee ... Board of Directors | Termed the Operating Committee in CPS; consists of the national bridge plus immediate P/C/C; (CH/Nominations); Law Officer; and CH/Committee on Rules | Termed the Board of Directors in USPS; consists of the national bridge plus immediate P/C/C willing and able to serve   |
| 2. Governing Board                            | 37 members: Operating Com plus the district commanders plus 10 general directors  | Over 900 members: C/C, V/Cs, all R/Cs, D/Cs, district educational officers, members of national general committees (rules and nominations), squadron commanders, P/C/Cs, P/V/Cs who have served 2 elected terms as such, Governing Board members emeritus (50 merit marks) plus general members elected on ratio of 1 for every 600 members |
| 3. District                                   | Known by the name of the general area served  | Known by number   |
| 4. Squadron                                   | Essentially the same  | Essentially the same  |



**Table 1:**

| <b>B. Officers</b> |  |  |
|--------------------|--|--|
| <p>1. National</p> | <p>Chief commander<br/>                     Executive officer<br/>                     National training officer<br/>                     Administrative officer<br/>                     Secretary<br/>                     Treasurer</p> <p>Certain designated positions plus chairs of committees at national level</p> <p>Any person serving on a committee at national level not a permanent rank position (re: regalia)</p>  | <p>Chief commander<br/>                     Vice commanders</p> <ul style="list-style-type: none"> <li>• Executive officer</li> <li>• Educational officer</li> <li>• Administrative officer</li> <li>• Secretary</li> <li>• Treasurer</li> </ul> <p>Rear commanders</p> <ul style="list-style-type: none"> <li>• certain designated positions plus chairs of committees at national level</li> </ul> <p>Staff commanders</p> <ul style="list-style-type: none"> <li>• assistant to chairs of a committee at national level a permanent rank position (re: regalia)</li> </ul>  |
| <p>2. District</p> | <p><b>Elected Officers</b></p> <p>District Commander<br/>                     District Executive Officer<br/>                     District Training Officer<br/>                     District Administrative Officer<br/>                     District Public Relations Officer<br/>                     District Membership Officer<br/>                     District Secretary<br/>                     District Treasurer<br/>                     District MAREP Officer</p> <p><b>Appointed Officers ... Can be elected</b></p> <p>District Assistant<br/>                     Training Officers<br/>                     District Boat Pro Officer<br/>                     District VHF Officer (may be combined with below)<br/>                     District Communications Officer<br/>                     District Historian<br/>                     Youth Officer<br/>                     District council composed of the member Squadron Commanders</p> | <p>District commander<br/>                     District lieutenant commanders</p> <ul style="list-style-type: none"> <li>• District executive officer</li> <li>• District educational officer</li> <li>• District administrative officer</li> <li>• District treasurer</li> <li>• District secretary</li> </ul> <p>District first lieutenants</p> <ul style="list-style-type: none"> <li>• District assistant educational officer</li> <li>• District assistant administrative officer</li> <li>• District assistant treasurer</li> <li>• District assistant secretary</li> </ul> <p>District lieutenants</p> <ul style="list-style-type: none"> <li>• Historian, supply officer, property officer and committee chairs</li> </ul> |

**Table 1:**

|  |   |   |
|--|---|---|
| 3. Squadron  | Commander<br>Executive Officer<br>Training Officer<br>Administrative Officer<br>Secretary<br>Treasurer<br>Membership<br>P. R. Officer<br>Squadron Newsletter editor<br>Squadron Social Officer<br>Squadron Regalia Officer<br><br>Remaining appointees same as district   | Commander<br>Lieutenant commanders <ul style="list-style-type: none"> <li>• Executive officer</li> <li>• Educational officer</li> <li>• Administrative officer</li> <li>• Treasurer</li> <li>• Secretary</li> </ul> First Lieutenants <ul style="list-style-type: none"> <li>• same as district</li> </ul> Lieutenants <ul style="list-style-type: none"> <li>• same as district</li> </ul> |
| 4. Permanent rank officers (rank preceded by “P” after retirement from office) | Chief commander<br>District commander<br>Squadron commander<br><br>The only rank used is Commander; other officers are titled by their job; that is, squadron secretary, et cetera.   | Chief commander<br>Vice commander<br>Rear commander<br>Staff commander<br>District commander<br>District lieutenant commander<br>Squadron commander<br>Squadron lieutenant commander<br>National flag lieutenant<br><br>Provided that district and squadron lieutenant commanders have served at least 3 years at the rank  |
| <b>C. Flags, uniforms, and regalia</b>   |   |   |
| 1. Flags   | Flown similar to yacht club burgee only   | May be flown similar to yacht club burgee; in U.S. waters may be flown as substitute for national flag  |
| 2. Life member flag  | Same as CPS flag except maple leaf surrounded by gold border  | No equivalent   |
| 3. Officer flags   | Color of field denotes level of office <ul style="list-style-type: none"> <li>• blue - national</li> <li>• red - district</li> <li>• white - squadron swallow tail design for past officers</li> </ul> While CPS no longer uses certain ranks to address members, the use of existing flags and insignia to present positions remains unchanged | Color of field denotes rank <ul style="list-style-type: none"> <li>• blue—commander</li> <li>• red—vice or lieutenant commander</li> <li>• white—rear commander, staff commander or district and squadron first lieutenant</li> </ul> swallow tail design for some junior officers (white field) as well as for past permanent rank officers  |

**Table 1:**

|  |   |  |
|--|---|--|
| <p>4. Merit marks and MM device(s)</p>                 | <p>Merit marks worn on the left sleeve of the blazer<br/>senior member device plus 10 and 15 merit mark devices and life member device</p>  | <p>Merit marks worn on uniform only (not blazer) and on left sleeve of regulation USPS long-sleeved shirt<br/>senior member device and life member device only, life member device being the senior member device within a wreath of palm leaves</p> |
| <p>5. Educational proficiency</p>                      | <ul style="list-style-type: none"> <li>• Bar for Seaman</li> <li>• Star for Advanced Pilot</li> <li>• Bar-star-bar for Advanced Pilot and Seaman</li> <li>• Star-bar-star for Junior Navigator</li> <li>• Star-bar-star-bar-star for Navigator</li> </ul>   | <p>AP, JN or N with bar beneath; requires AP or higher plus at least three elective courses</p>  |
| <p>6. Full certificate (“Educational Achievement”)</p> | <p>As N device, but maple leaves substituted for stars; requires all advanced grades plus certain elective courses plus senior member</p>   | <p>N device enclosed by a rectangular border: requires all advanced grades and elective courses .. spoken as “senior navigator” and written as SN</p>  |
| <p>7. Rank insignia</p>                                | <p>Active and past officers may wear in conjunction with lapel pin a rank tab (applies to Chief Commander, Past Vice Commanders, Past Rear Commanders, District Commanders, Past District Lieutenant Commanders and Squadron Commanders)</p> <p>retired rank indicated by “R” above insignia</p>  | <p>Worn on cap, uniform, blazer pocket and on shoulder boards of regulation USPS shirts</p> <p>Retired rank indicated by silver instead of gold insignia</p> <p>Junior officer insignia in red</p>   |
| <p>8. Uniform</p>                                      | <p>Blazer ensemble is the dress code to be worn by all National Officers when requested by the Chief Commander, but optional to all members who may wear a business suit or equivalent for formal venues. A new casual outfit consisting of a CPS shirt with the CPS logo to be worn with slacks or skirt is also optional for all members.</p> | <p>Black with blue sleeve braid (originally same as CPS)</p>   |
| <p>9. Sustaining member tie/scarf</p>                  | <p>Tie and scarf no longer available in CPS</p>   | <p>Pale yellow tie with stylized USPS lettering</p>  |

**Table 1:**

| <b>D. Membership</b> |   |   |
|----------------------|---|---|
| Types of membership  | <p>Regular member</p> <ul style="list-style-type: none"> <li>complete application for membership, approved by squadron executive board</li> </ul>   | <p>Active member</p> <ul style="list-style-type: none"> <li>complete application for membership, approved by squadron executive committee</li> </ul>  |
|                      | <i>see family member below</i>  | <p>Additional active member</p> <ul style="list-style-type: none"> <li>½ national dues, active member not necessarily related to but at same address as active member</li> </ul>  |
|                      | <p>Family member</p> <ul style="list-style-type: none"> <li>½ all dues, regular member who is spouse or dependent of a regular member and at same address</li> </ul> <p>not equivalent to USPS family member</p>  | <p>Family membership was discontinued and changed to active member as of the GB of 09/04/10</p>   |
|                      | <p>Junior member</p> <ul style="list-style-type: none"> <li>is under 18 years of age</li> </ul>   | <p>Apprentice</p> <ul style="list-style-type: none"> <li>essentially same as CPS between the ages of 12 and 18</li> </ul>   |
|                      | <p>Life member</p> <ul style="list-style-type: none"> <li>past chief commander or 20 merit marks</li> </ul>   | <p>Life member</p> <ul style="list-style-type: none"> <li>past chief commander or 25 merit marks</li> </ul>   |
|                      | <p>Associate member</p> <ul style="list-style-type: none"> <li>available to those attaining a passing grade in CPS PCOC examination or other examinations as approved by the Operating Committee.</li> <li>has all the rights of a regular member except the right to fly the flag</li> </ul> | <p>Associate member</p> <ul style="list-style-type: none"> <li>active member of USPS or additional active member of family member of CPS who takes a form of social membership in a USPS squadron</li> <li>not a voting member of this second squadron, not truly a form of membership</li> </ul>   |
|                      | <p>Corporate member</p> <ul style="list-style-type: none"> <li>Operating Com may designate a firm, organization or corporation as a corporate member.</li> <li>Must give a donation to CPS as determined by the GB</li> <li>Has none of the rights of a CPS member</li> </ul>                 | <p>Corporate member</p> <ul style="list-style-type: none"> <li>Corporate members shall be entities having an interest in boating safety or recreational boating; shall pay such dues and entrance fees as may be set by the Governing Board; may not vote, hold office, participate in local activities or enroll for members courses; may wear the member's pin; and may be admitted by majority vote</li> </ul> |

**Table 1:**

|                                   |  |   |
|-----------------------------------|--|---|
|                                   | <p>Sustaining member</p> <ul style="list-style-type: none"> <li>• No longer available in CPS</li> </ul>  | <p>Sustaining member</p> <ul style="list-style-type: none"> <li>• Available by payment of 20 times yearly dues at time of application.</li> </ul> |
|                                   | <p>Honouary member</p> <ul style="list-style-type: none"> <li>• Governing Board or a Squadron may appoint an honouary membership to a person as an individual or representative of a corporation that confers a significant benefit or renders extraordinary service to CPS or to the squadron</li> <li>• not entitled to vote, may attend meetings and enter into discussion, and not required to pay any annual dues to CPS, a district or squadron</li> </ul> |   |
| Becoming a member                 | Membership open to all   | By application and approved by squadron executive committee   |
| <b>E. Terminology equivalents</b> |  |   |
| 1. Departments/com- mittees       | Training   | Education   |
|                                   | Maritime radio   | Radio technical   |
|                                   | Marine reporting (MAREP)   | Cooperative charting  |
|                                   | No equivalent committee  | Teaching aids   |
|                                   | Membership committee   | Membership committee  |
| 2. Courses/programs               | Instructor Development   | Instructor Development  |
|                                   | Officer Training Program including Squadrons at Risk Program   | Operations training   |
|                                   | Sailing  | Sail  |
|                                   | Boat and Engine maintenance  | Engine maintenance  |
| 3. Other                          | National committee   | General committee   |

**Table 1:**

| <b>F. Customs, etiquette and general</b>  |  |   |
|---|--|---|
| <b>1. Commencement of meetings</b>        | National annual meetings begin with the singing of the National Anthem                                       | usually commences with Pledge of Allegiance and playing of national anthem  |
| <b>2. Saluting the flag</b>               | Stand at attention   | Salute only if formal cap worn, otherwise by holding right hand over left breast (“breast salute”)  |
| <b>3. Name plate</b>                      | Squadron and office indicated  | Generally, only name and squadron indicated   |
| <b>4. Identification of district</b>      | By name  | By number   |
| <b>5. National documents (in order)</b>   | Bylaws<br>Governing Board regulations<br>District regulations<br>Squadron regulations<br>Policies            | USPS Bylaws<br>District bylaws<br>Squadron bylaws   |
| <b>6. Originating document (squadron)</b> | Warrant  | Charter   |
| <b>7. Rank differences</b>                | Documented in B-4  | Staff commander - Stf/C<br>Past commander - P/C   |
| <b>8. Grades</b>                          | AP - advanced pilot, without seamanship (no longer available)  | AP - advanced pilot   |
|   | <u>AP</u> - advanced pilot with seamanship   | No equivalent   |
| <b>9. National magazine</b>               | The <i>Port Hole/Le Hublot</i> ... published as part of a nationally circulated magazine four times per year | <i>The Ensign</i>   |
| <b>10. Squadrons</b>                      | Not a legal entity separate and apart from CPS   | May incorporate as a non-profit organization under the laws of the state in which it has its main activities  |
| <b>11. Tax deductions</b>                 | No tax deductions to members except for receipted charitable donations in cash                               | Members participating in functions in an official capacity may deduct certain expenses as charitable contributions, as well as direct contributions of cash or property |

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